


JOURNEY TO A BETTER FUTURE

A top-down view of a white bowl filled with a vibrant, healthy meal. The dish includes several golden-brown, fried falafel balls, fresh green broccoli florets, shredded green lettuce, sliced purple onions, and a dollop of green guacamole. The bowl is set against a background of a green and orange geometric design.

**MAKING GOOD FOOD
FOR BOTH PEOPLE & THE PLANET**

Greencore Group plc | Annual Sustainability Report 2023

CEO welcome

“Welcome to the Greencore Sustainability Report 2023. These are challenging times for our industry. Climate change is here – the impacts of which the world is witnessing with increasing severity, emphasised further by the 2023 summer season.

Being a food business, we rely heavily on the climate and natural environment within our supply chains, and so we recognise the importance of understanding our exposure to the specific risks arising from climate change, the broader impacts on nature, and how they are impacting the food system in which we operate. The cost-of-living crisis and instability in global supply chains also requires us to carefully balance short-term demands with long-term priorities. Despite this difficult backdrop, we are energised by the opportunities for Greencore to help play its part in working to transform the food system into one that works for both people and the planet.

Diverse perspectives and innovative thinking will be critical to solving the difficult ask of food businesses everywhere: how do we ensure that everyone can eat affordable and healthy food, in a way that limits the impact on the planet? This requires a complex marriage of nutrition, accessibility, affordability, and climate considerations, alongside the usual business basics of profitability, resilience and risk mitigation.

Since the launch of our Better Future Plan, Greencore has been focused on planning, strategy and target-setting, and I am proud of the strength of our ambition and the progress we are making in a number of areas. We are now entering a new chapter where we can draw on what we have learnt to help guide our path forward.

As a leading food company, Greencore is in a tremendous position to drive innovation, collaboration and positive change, but we have learnt that we can't do everything at once. As eager as we are to help transform the food sector, reflecting on our journey so far shows that we can have greater impact if we first focus on the foundational elements of sustainability, and then deliver deep action in a more targeted way.

This understanding has driven the development of our new Plan Ownership Model, where dedicated and passionate Plan Owners each have responsibility for an individual element of our Better Future Plan. Our Plan Owners are specialists in their areas and already work closely with day-to-day teams, customers, suppliers and third parties, enabling sustainability to be more widely and deeply

embedded throughout Greencore. Decentralising the sustainability agenda in this way is vital to reinforce the idea that everyone throughout the business, whether factory or office based, new or highly experienced, with lots or little responsibility, has a role to play in our climate agenda and sustainable food ambition.

The leaders within our industry haven't got to where they are today because they are climate experts. But that's changing. Climate literacy is more important than ever before, and we can only realise a future-fit food system if everybody within the business – including myself – takes responsibility for delivering it. This is why we are putting climate upskilling front and centre of our Better Future Plan and ensuring our leaders and wider colleague group understand why we need to address these environmental and social topics, what our plan is to do that and how we are going to deliver it with their support.

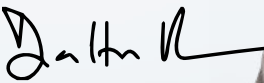
Despite the great progress we have made this year with decentralising sustainability delivery, upskilling our people, and building our roadmaps, our strategic Key Performance Indicators ('KPIs') reflect mixed progress. We recognise that we have big challenges to address this year, particularly with Energy (Scope 1 and 2), Scope 3 emissions and Packaging, which we are committed to addressing in the coming 12 months. Although we have a steep hill to climb on decarbonisation, we remain steadfastly committed to doing our part to address climate change.

I am very aware that we have an acute responsibility for everyone at Greencore and the wellbeing of

people throughout our supply chain, so the social side of our Sustainability Strategy will continue to be a business priority. We are unwavering in our belief of 'People at the Core', and with this foundation in place, I am certain of the strength and prospect of our purpose.

Sustainability is an ongoing journey, so while this is a report in the literal sense of the word, I prefer to think of it, not as a standalone document, but rather as the next chapter in Greencore's sustainability story. Despite the challenges we face, I am optimistic for the months and years ahead and am excited to see what we can achieve. We have a lot to do, but by learning, growing and working together with the broader food sector, I believe without a doubt that we can all take pride in the role Greencore plays in creating a brighter, more equitable food system that works for everyone.

”



Dalton Philips,
Chief Executive Officer



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Our strategic framework

Greencore Group plc is a leading manufacturer of convenience foods. We are proud to supply a wide range of chilled, frozen and ambient foods to the most successful retail and food service businesses in the UK.

We are defined by...

Our purpose

Our purpose, *making every day taste better*, defines and inspires us.

Having a clear purpose and using it as a guiding principle to the way we operate supports the direction we choose to take, inspires our strategy and how we deliver against it.

It benefits our people, our customers, our suppliers, our consumers, our local communities, the wider environment and ultimately our shareholders.



Which guides...

Our strategy

We are one of the UK's leading convenience food producers. We have built this position through long-term partnerships with major UK retailers in attractive product categories.

Our strategy is focused on accelerating financial returns and delivering growth from these partnerships, across three horizons:



Horizon 1: Stabilise
Stabilise the business, operationally and financially to provide a platform for future development.



Horizon 2: Rebuild
Rebuild our profitability and returns, through choices on where we play, strengthening the model for how we win, and investing in foundational, enterprise-wide enablers.



Horizon 3: Grow
Grow the business over time, by broadening our portfolio through selective and disciplined investment.

And we do that by following...

The Greencore Way

The Greencore Way is built on four elements:

People at the Core
By embedding a safety culture, providing inspiring leadership and having engaged and effective teams, we ensure that people are at the core of our business.

Great Food
Ensuring food safety, leading on taste and winning on quality are all essential to our continued success.

Sustainability
Sustainability underpins all areas of our business from Sourcing with Integrity to Making with Care and Feeding with Pride.

Excellence
We strive for excellence in everything we do by building capability, driving efficiency and delivering value for all our stakeholders.



Bringing to life sustainability through our...

Better Future Plan

Our Better Future Plan is built around three pillars: Sourcing with Integrity; Making with Care; and Feeding with Pride.

Each pillar contains a set of priorities - with aspirational goals supported by milestone targets which relate to the most pressing sustainability risks and opportunities facing us as a business and the food system within which we operate.

Sourcing with Integrity
By 2030, we will source our priority ingredients from sustainable and fair supply chains.



Making with Care
By 2040, we will operate (Scope 1 and 2) with net zero emissions.



Feeding with Pride
By 2030, we will have increased our positive impact on society through our products.



Our Better Future Plan

Great food is at the heart of what we do, and we recognise that as a major player in the UK food industry, we have a critical responsibility in improving food outcomes, not only for consumers, but for wider society and the planet as a whole.

What we eat not only has a significant impact on our own health, but also has a substantial impact on the health of our communities and the planet. Food systems are responsible for a third of global greenhouse gas (GHG) emissions, as well as having significant impact on water, land and biodiversity. At the same time, poor nutritional education and the cost-of-living crisis are having an increasingly negative impact on people’s health. We know we have a role to play in addressing both these challenges.

By making healthy products that are nutritious, affordable and taste great, we can make it easier for people to make choices that are good for their health and wellbeing, support local communities, and reduce the impact of food on the natural world by reducing carbon impact and water usage, and supporting biodiversity. Through our Sustainability Strategy ‘Better Future Plan’, we are committed to doing our part to ensure the future of the planet, and the health of those on it, is a better one. This is why we named our Sustainability Strategy our ‘Better Future Plan’, setting the direction for the future of food.

Our Better Future Plan is made up of three interlocking pillars: Sourcing with Integrity, Making with Care, and Feeding with Pride. Each pillar encompasses our environmental and social commitments through seven areas of focus. Our climate transition journey and the importance of our people, through ethics and inclusion and diversity, reach across all three pillars giving us a total of 10 focus areas. These topics are all being supported by four programme foundations that uphold the strategy and are fundamental to our transformation process: governance, risk management, transparency, and embedding.

These pillars, areas of focus, and foundations are all integral to one another, and together form our overall strategy house which guides our efforts towards planning for a better future, the Greencore Way.

Strategic Pillars

Delivery Plans

Foundations



Driving progress through our business leaders

We are three years into our Better Future Plan journey, but we recognise that our progress to date has not been sufficient to drive transformational change in all areas. This year marks the start of the next chapter of sustainability at Greencore, with the launch of our Plan Ownership Model. We need to deliver change at scale and pace to reach our targets and make a meaningful contribution to a sustainable, more equitable food system; so we are focusing on ownership of action.

Greencore’s sustainability journey is evolving as we head into our next chapter. We are clear on both our challenges and opportunities, and we have bold targets in place to deliver significant impact. Our focus is now on operationalising these ambitions through decisive action.

A slowdown in delivery momentum, coupled with the increasing expectations of the Group Sustainability team and the fresh perspective of new leadership, catalysed a rethink of our approach. We are now in a position to move strategic ownership into the business and this requires accountability from all functions.

The new Plan Ownership Model was introduced in April 2023, and sees Plan Owners within relevant business functions take responsibility for each element of our Better Future Plan. They are responsible for topic delivery within the business environment, supporting the accountable executive member and Group Sustainability team to deliver agreed targets and topic ambition. Our Plan Owners are specialists in their areas and already work closely with day-to-day teams, customers, suppliers and third parties, so they are in the best position to drive change at pace and scale. Plan Owners meet quarterly with the Sustainability team and leadership executives to review progress, ensure

visibility of activity and discuss shared learnings.

With the overall strategic workload now shared in a partnership between the Group Sustainability team and specialist Plan Owners within the business, we have enabled faster change, broader business engagement and a deeper embedding of sustainability throughout Greencore.

The next phase of the model will involve upskilling Plan Owners with specialist coaching to support their knowledge development and increase their confidence in these important new roles.

“For Greencore, it is essential that sustainability is integrated into our core business. To foster this thinking, we have transitioned to a Plan Ownership Model, whereby the 10 Sustainability Plans sit with our business leaders. It is their passion and domain expertise that will drive our future progress.”

Lee Finney, Chief Operating Officer



Steve Lee
Responsible Sourcing Plan Owner
Head of Procurement – Protein



Andy Read
Human Rights Plan Owner
Head of Procurement – Agriculture



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



James Snaith
Food Waste Plan Owner
Director of Strategy, Operational Excellence and Project Management Office (PMO)



Julie Martin
Communities Plan Owner
Colleague Engagement Manager



Sophie Globe
Healthy and Sustainable Diets Plan Owner
Food Lead: Food for Later



Frances Meese
Sustainable Packaging Plan Owner
Packaging Lead



Allyson Russell
Ethics & Modern Slavery Plan Owner
Head of HR – Food for Now and Logistics



Natalie Rogers
Inclusion & Diversity Plan Owner
Head of Talent, Development and Inclusion



Fran Haycock
Climate Transition Plan Owner
Head of Sustainability

In conversation with...

We caught up with three of our key sustainability leaders about Greencore’s progress, successes, and the big challenges ahead.

Hi everyone. Let’s kick off with some background on each of your roles.

FRAN

I took on leadership of the agenda in March this year, and the last eight months have been busy but incredibly rewarding. There are many requirements of the role, but chief among them is bold and effective leadership, and creating a ‘pull’ for the sustainability agenda within the business.

HELEN

My role as Chair of our Sustainability Committee is to support the Executive Team and Head of Sustainability on delivering our plans and to update the Board on sustainability progress and challenges. The purpose of the committee is fundamentally to oversee the implementation of the Sustainability Strategy with key stakeholders in mind.

CLARE

I have only recently taken over responsibility for the Sustainability team, but it is full steam ahead. My role is multi-faceted – supporting Fran, the wider Sustainability team, and the Plan Owners to make sure we have the necessary resources and structures in place.

Q. How have you seen Greencore’s sustainability agenda evolve over the last 12 months?

FRAN

March signalled the start of the next chapter of sustainability at Greencore, with a refreshed and focused commitment from both Executive and Sustainability team leadership to accelerate action. It has been fantastic to see the Plan Ownership Model come to life and to watch the Plan Owners build their confidence, curiosity and leadership.

HELEN

Like many businesses, Greencore has struggled to transition from planning to delivery at the pace required to hit our ambitious targets. What I am most pleased about is the open and honest conversations we have had about the challenges and what we need to change in ownership and governance models to increase our focus.

CLARE

I am seeing an increased focus on sustainability within our retail customer base in tandem with an increase in requests for data, projects, and activity. It is now not unusual for me to have a conversation with a retail technical and sustainability director and only talk about the sustainability agenda, progress and challenges. I think the significant impact of climate change that is being felt across the world is only increasing the pressure on us to dedicate time, money and resources to this important agenda.

FRAN

Yes, I have felt a real change in pace externally, particularly in the last six months – the pressure is building for businesses, as is the willingness and desire for change.

Q. What would you say are the biggest challenges to delivering the Better Future Plan?

FRAN

Data and reporting. The regulatory landscape is changing at pace and it is a challenge to remain both prepared for and ahead of this. It is resource-demanding to satisfy, and therefore difficult to balance reporting requirements against the need to drive and deliver the change required to drive our commitments. However, we know that investing in our data and reporting capabilities will ultimately equip us with the insights we need to effectively drive change. Engaging with regulation, such as the Task Force on Climate-Related Financial Disclosures (TCFD), is opening up new conversations within the business about climate change and business resilience.

CLARE

Yes, data transparency – both the accuracy of the data and how it is obtained. Also, our cage-free eggs and deforestation-free soy commitment deadlines are fast approaching so we need to make sure the working groups for each of these are fully supported by the business.

HELEN

I think the single biggest challenge right now is staying focused on delivering long-term sustainability goals while at the same time responding to the near-term cost-of-living challenge and supply chain disruptions. I am disappointed we haven’t made progress on reducing carbon. But while this is frustrating, it also reflects the reality that without clear topic roadmaps it is difficult to maintain momentum when faced with extreme challenges such as war and inflation. The focus on detailed roadmaps for the key areas is a vital next step and also highlights areas where our industry does not yet have all the answers.



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



Clare Binnington,
Director of Technical
and Sustainability



Fran Haycock,
Head of Sustainability

Q. What elements of progress have you been most pleased with over the last 12 months?

HELEN

We have made real progress this year in the vital task of moving sustainability from being an important central project to an integrated part of our business. An example of this was the integration of sustainability and environmental, social and governance (ESG) data into our Board strategy discussions. I have also been thrilled to see the enthusiasm, and leadership that the Executive and Plan Owners have shown. This gives me increased confidence as we look to build more detailed roadmaps and transition plans for our carbon targets.

CLARE

I am delighted to see a real swing towards greater business accountability and the embedding of the plans within normal working teams. Sustainability is already a core component of our business strategy, and it is great to see key decision making processes reflecting this more consistently as we make progress to further embed our strategy. The real marker of success will be when sustainability is inherently considered within all our day-to-day business conversations.

FRAN

Agree Clare, I am particularly pleased with the increased engagement, topic confidence and Executive leadership. Our Executive Team is facing into the real challenges that need to be tackled to move this agenda forward, but also turning their heads to opportunity. Under new leadership from our Chief Operating Officer (COO), Lee Finney, and Plan Owners, we have made significant progress on the level of climate literacy throughout the business, developed our four priority roadmaps and matured both our data quality and reporting processes. I am really proud of the momentum we have built in the last six months particularly, and I am looking forward to developing this further in FY24.

Q. What are you most looking forward to over the next 12 months?

HELEN

With Scope 3 accounting for 94% of our emissions, we need to work with both our customers and our suppliers to address and reduce our carbon impact, so I am very excited about our product footprinting work with Mondra (see [Page 28](#) for more about our work with the team at Mondra). Collaboration up and down the supply chain is critical to making progress.

CLARE

Agreed. I really feel that the Mondra partnership will be a game changer for our healthy and sustainable diets agenda. At a Greencore level, I am keen to see the progress of our energy activities. I think over the next year we will see a real turnaround.

FRAN

Upskilling is key to our strategic objectives, so I am looking forward to spending more dedicated time with various business teams, enhancing their sustainability knowledge and therefore their understanding of the pace of change needed. It is incredibly rewarding to be in a position to support their climate literacy journeys.

Q. On the topic of climate literacy, what role do you think this plays in driving change and what do you expect from the Greencore team, Executive and other senior leaders in relation to this?

FRAN

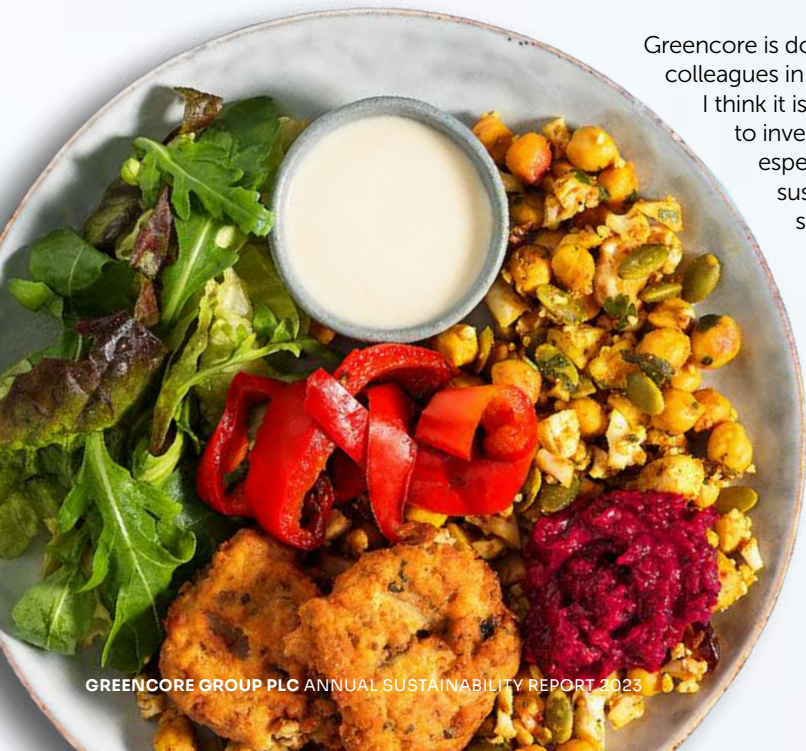
Both sustainability and climate literacy have never been more important, so I am committed to ensuring this is prioritised and actioned across different levels of leadership. We need our leaders to be well informed about the climate crisis, and across all the key topics, but particularly carbon (Scope 1, 2 and 3) and healthy and sustainable diets. Greencore has a responsibility to lead the UK food industry down a path that is better for people and the planet, and we need informed and engaged leadership to deliver on that responsibility.

CLARE

The regulatory landscape is accelerating but the business understanding of the impact is still fairly low, so we need to leverage upskilling to ensure that our leaders are aware of new requirements.

HELEN

Greencore is doing really good work supporting colleagues in upskilling. Although ultimately, I think it is the responsibility of all of us to invest in increasing our knowledge, especially in talent discussions, sustainability knowledge and skills will soon move from being 'a nice to have' to a prerequisite. This shift will shape the way we do business on a day-to-day level, and will bring critical insight to developing our strategy moving forward.



GREENCORE GROUP PLC ANNUAL SUSTAINABILITY REPORT 2023

Setting up for success: Developing climate literacy across Greencore

At Greencore, we are committed to facing into the complex transformation required to support a sustainable food system. However, we know there is a climate skills gap across our industry and upskilling our people to understand the scale of the challenge and potential solutions will be critical to enabling the change required. Making sure our people are equipped with the knowledge and skills they need to prioritise and embed sustainability throughout the business is also central to the success of our strategy. Upskilling leads to more capable leadership and informed decision-making, and critically, helps our colleagues take action to meet future challenges in ways that create long-term value for the business.

Following the launch of our new Plan Ownership Model, we are now focusing on upskilling our Plan Owners, Executive Leadership Team and the Board with particular attention paid to net zero, healthy and sustainable diets, responsible sourcing and climate risk. Our activities here are supported by external provider and sustainability partner Veris Strategies and the Future Food Movement.

In September we held a full day upskilling session

for the Executive Team and key functional leaders, bringing in external specialist coaches as well as hearing from our value chain through customer and supplier guest speakers. We also held a similar session in October for the Plan Owner Group and the Sustainability Oversight Committee (SOC). Both sessions were well received by colleagues and effective, helping us to deliver on our ambition to drive and accelerate progress through understanding and engagement.

Upskilling is also a standard agenda item in the quarterly sustainability update for the Executive Team, with upskilling allocated half of the agenda.

In FY24, we will be expanding our upskilling programme to our top 80 leaders across the business, ensuring they have the knowledge and topic confidence to lead the business through the climate transition.

“The upskilling sessions I have been a part of have been engaging, informative, inspiring, and motivating in equal measure. Not only have they helped me understand the scale of the challenge in the food sector, the task ahead for Greencore, and the integral role that effective risk management has to play in this journey, but they have also opened my eyes on a personal level to the impact of my plate on the planet.”

Ross Poulter, Senior Manager, Group Risk



SOURCING WITH INTEGRITY

Treating the people and environment in our supply chain with integrity

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Introduction Sourcing with Integrity

“

The way we source our ingredients is critical to our Better Future Plan, and to delivering a fairer and more sustainable future at scale. As a food business, we have a responsibility to source our ingredients in a way that minimises our impact, and where possible drives a positive impact.

Developing a better understanding of our supply chains means we can work to minimise the environmental impacts of our products as well as help to protect the humans rights of the people involved in their production. Success in this area means thinking about our suppliers as extensions of our core business and working with them to deeply embed sustainability throughout the whole supply chain.

My role as Executive Owner is to be accountable for delivering our targets in this area. I am proud of the progress we have already made on sustainable palm oil and tuna, and the overall increase in the transparency of ethical standards throughout our supply chain. We are now focusing on the way we work with our suppliers and our partner customers to meet our target for 100% deforestation-free soy and cage-free eggs.

”

Andy Parton,
Chief Commercial Officer
Our Executive Owner for Sourcing with Integrity strategic pillar



Highlights

We have reported on our deforestation-free soy footprint for the first time, working in partnership with 3Keel and our supply base to understand our current state and help to inform our action plan to meet the 2025 industry-aligned target.

We have established monthly cross-functional working groups to support both our cage-free egg and deforestation-free 2025 targets, ensuring we are set up to meet these.

We are pleased to report that this year, we have achieved:

100%
responsibly-sourced
wild-caught fish.

100%
responsibly-sourced
warm-water prawns.

Emerging focus Nature

We see the Better Future Plan as a ‘live’ strategy, evolving as we learn more. In the last 12 months, nature has rightly taken a seat at the global sustainability table, bringing a new importance in the climate conversation, with scientists pointing to the direct link between solutions for biodiversity and climate change.

Protecting and restoring natural ecosystems both enhances biodiversity and protects vital carbon sinks (such as forests and oceans), with land and marine ecosystems absorbing half of all greenhouse gas emissions¹. As a food business, both our reliance and impact on nature within our supply chains is

significant, and hence it is pivotal we have a deep understanding of the two-way relationship between Greencore and nature.

Over the next 12 months, we will be learning more about this space and the role we can play in supporting biodiversity, both within the UK via our direct operations and local sourcing, and globally through our supply chain. We will look to integrate specific nature-related considerations into our own Sustainability Strategy and scope how this may be integrated into our supplier requirements.

We will be working with experts to identify what targets may look like, and how we can have the greatest positive impact in this area. We will also be drawing on existing regulations and sustainability initiatives to fortify our plans, such as the Taskforce on Nature-related Financial Disclosures (TNFD), the Task Force on Climate-Related Financial Disclosures (TCFD) and the European Deforestation Regulation.

¹ <https://www.unep.org/news-and-stories/story/five-ecosystems-where-nature-based-solutions-can-deliver-huge-benefits>



Responsible Sourcing

Sourcing responsibly by ensuring we minimise our environmental impacts






Our ambition: By 2030, we will be a business that sources our priority ingredients from sustainable and fair supply chains.

Human Rights



Respecting the human rights of everyone who works to produce Greencore products throughout our supply chain

Our ambition: By 2030, we will be a business that sources our priority ingredients from sustainable and fair supply chains.

In summary

Target	2022	2023 Performance	Progress update	Lessons learnt
 2022: 100% responsibly-sourced palm oil in core operations	100%	<div><div>99.98%</div></div> <div>Target: 100%</div>	Both our cold-water prawns and surimi are 100% MSC-certified. We have reported on deforestation-free soy for the first time, and now have visibility of our total soy footprint.	Our palm oil KPI was down 0.02% this year due to an inbound supplier error. This has been addressed through strengthened communications with suppliers.
 2022: 100% responsibly-sourced tuna	100%	<div><div>100%</div></div> <div>Target: 100%</div>		This year was our first data collection for soy. Data gathering was challenging, and we learnt the importance of strong supply chain engagement and communication.
 2025: 100% deforestation-free soy	Data not available	<div><div>43%</div></div> <div>Target: 100%</div>	We have established working groups for deforestation-free soy and cage-free eggs which meet monthly to discuss progress in their respective areas.	Common industry goals is a great enabler for action on cage-free eggs, as well as deforestation-free soy.
 2025: 100% cage-free eggs	57% ¹	<div><div>62%</div></div> <div>Target: 100%</div>	We have shared our Soy Policy with all relevant suppliers, and have issued our Responsible Sourcing Code of Conduct to our top 40 suppliers.	A deeper understanding of Scope 3 emissions is required across business leadership and relevant teams. Upskilling on Scope 3 is essential to step change our progress.
 2030: 42% reduction in Scope 3 carbon emissions per tonne against FY19 baseline	2% ² reduction	<div><div>3% reduction</div></div> <div>Target: 42% reduction</div>	We have continued our engagement on Scope 3 emissions with key suppliers, working to understand the great progress many of them are making to reduce the footprints of their ingredients.	

¹ Our cage-free eggs figures for 2022 have been revised due to an improvement in our data collection methods, and change in data ownership.
² Our Scope 3 KPI has been amended to report the reduction in Scope 3 emissions per tonne rather than overall Scope 3 reduction that was reported in FY22.

Target	2022	2023 Performance	Progress update	Lessons learnt
 % of our Tier 1 ingredients and packaging suppliers are linked to us on Sedex	99%	<div><div>99%</div></div> <div>Target: 100%</div>	Progress remains steady despite entering a period widely regarded by NGOs, retailers and practitioners as having greater human rights risks across the UK and global supply chains.	Introducing the Greencore Human Rights Assessment to our higher-risk suppliers has enabled us to capture more complex risks and controls in our multi-tier global supply chains rather than focusing on audits at a single physical location.
 % of our ingredient suppliers deemed high-risk have undergone a Sedex Members Ethical Trade Audit (SMETA) or Greencore Human Rights Assessment within the last two years	48%	<div><div>78%</div></div> <div>Target: 100%</div>	We have embedded human rights as an agenda item for discussion in supplier performance meetings for areas of concern. We have completed a detailed risk assessment of our global supply chains using the Food Network for Ethical Trade (FNET) Tool, Sedex and internal data. We are confident that working with this data will help us improve our engagement work with high-risk suppliers.	Building in reflection cycles that allow learnings to be communicated to leadership, HR and Operations teams has enabled us to build more sophisticated lines of defence to protect our colleagues. We have built a detailed cross-functional Human Rights Roadmap that describes the key actions required through to the end of 2026. This includes customer, buyer and supplier engagement, internal governance and external audits, monitoring and collaboration.

Sourcing our ingredients responsibly

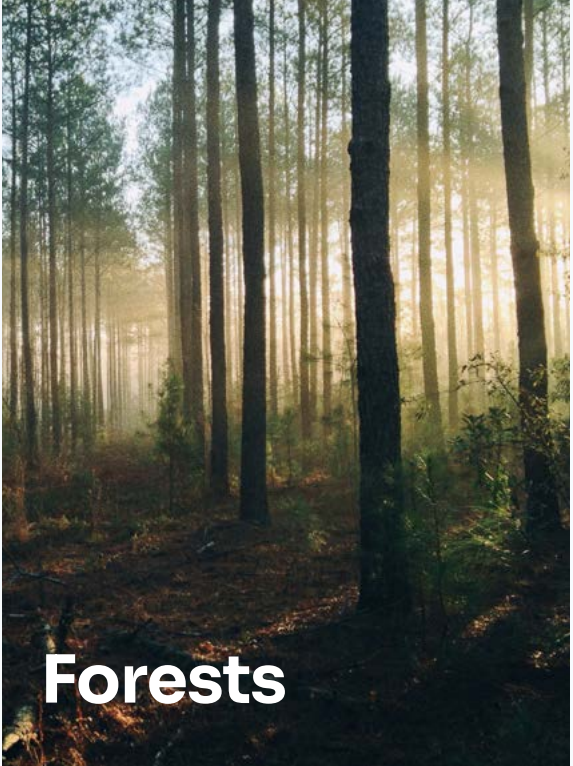
As we move to the next chapter of our sustainability journey, we are focused on taking action where we can have the most impact. Our supply chain has a significant impact on our planet, as we see ever-growing demands on the global food system. Understanding our vast and global supply chain means we can manage risks, identify opportunities for change and above all, take the right action to minimise our impact on the environment and people in it.

Our products are made from ingredients sourced locally in the UK, as well as from around the world. We have a significant global supply chain which we hold to high standards of accountability and transparency. Sourcing such a wide array of ingredients comes with complexities and risks around issues such as deforestation, water scarcity, nature loss and worker rights and livelihoods. Each individual supply chain comes with its own challenges – it is not possible to take a ‘one size fits all’ approach.

We aim to responsibly source 100% of our priority raw materials by 2030. For now, we are focusing on priority ingredients that carry the greatest sourcing risks from three areas: forests, fisheries and field.

Relevant disclosures:	
GRI 304-2	here
GRI 308-1	here
SASB FB-PF-430a.1	here
SASB FB-PF-430a.2	here
SASB FB-PF-440a.1	here
SASB FB-PF-440a.2	here

View our Quick Read on responsible sourcing [here](#)



Forests

We are committed to eliminating deforestation and ecosystem conversion in the sourcing of soy, palm oil and timber:

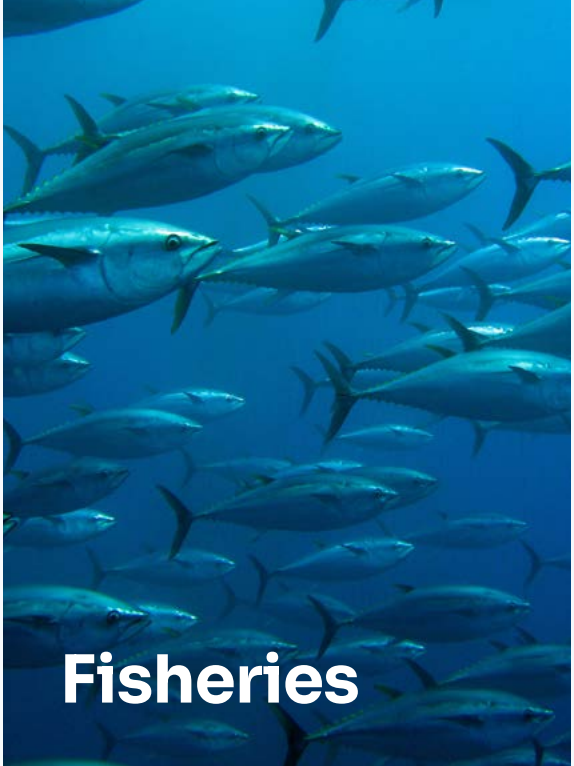
For palm oil ingredients, in our core operations we only accept

100% Roundtable on Sustainable Palm Oil (RSPO)-certified from segregated supply chain models.

We have produced a soy footprint for our 2022 raw material procurement.

43% of soy used in our global supply chain has been verified as deforestation and conversion-free, and our goal is for this figure to be 100% by 2025.

We are prioritising improved data systems and reporting models for our purchased packaging in FY24. This includes timber products purchased by Greencore, and we intend to report on the percentage of our timber products that are certified by the Forest Stewardship Council (FSC) in our FY24 Sustainability Report.



Fisheries

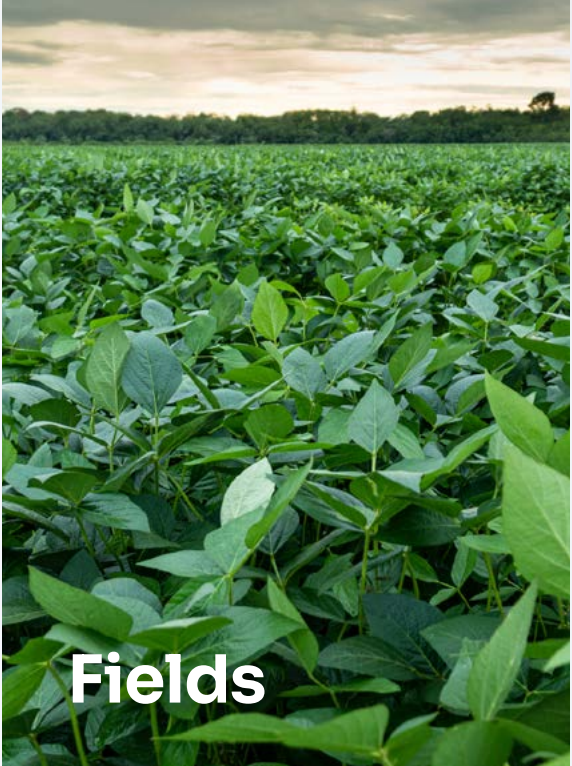
We aim to source all our wild fish sustainably and have the following targets to maintain every year:

100% of our tuna is sourced from pole and line fishing, Marine Stewardship Council (MSC)-certified fisheries or from those with a Fishery Improvement Project in place.

100% of our cold-water prawns are from MSC-certified fisheries.

100% of our warm-water prawns are Best Aquaculture Practices 4-star.

100% of our wild-caught fish is sustainably-sourced.



Fields

We are focusing our efforts on the following targets:

100% of our fresh produce raw materials are grown in accordance with Red Tractor (UK) or GLOBAL G.A.P. (rest of the world) standards for good agricultural practice.

62% of our eggs are cage-free and our goal is to reach 100% cage-free eggs by 2025.

Supply chain Scope 3

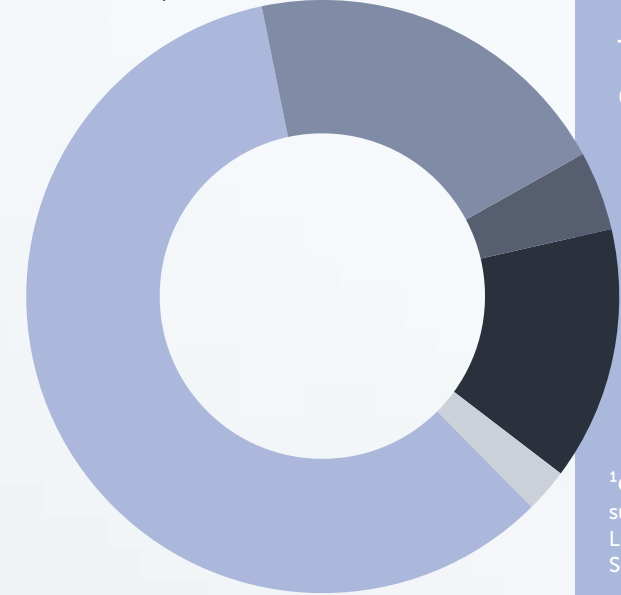
Scope 3 refers to indirect greenhouse gas (GHG) emissions that occur up and down the value chain as a result of a company’s activities but are not produced by the company directly. Reducing Scope 3 emissions remains a challenging area and we recognise more work is needed to accelerate progress.

To guide our delivery of emissions reduction, we are committed to Science Based Targets externally verified by the Science Based Targets Initiative (SBTi). Under this programme, we have pledged to reduce Scope 3 emissions from purchased goods and services, and upstream transport and distribution, by 42% per tonne of product sold by 2030, from a FY19 base year. This target is aligned to both our Sourcing with Integrity and Feeding with Pride pillars, as both sides of our value chain - customers and suppliers - play a role in enabling our ambition in this space. Value chain collaboration on our respective targets is essential to progress.

In summer 2024, we will be updating our target initially set in 2020, to reflect the new Forest, Land and Agriculture (FLAG) guidance. Companies in land-intensive sectors are now required to include land-based emissions and removals within the scope of their Science Based Targets. This will leave us with a more challenging target from FY25 onwards, due to the inclusion of land-based emissions, along with aligning to a 1.5 degree pathway.

Our baseline Scope 3 footprint was determined using carbon factors from published average carbon footprint data for individual raw materials. Since then, we have continued to use factors to calculate our annual footprints, led by a third-party carbon consultancy. However, moving forward, we will be refining our Scope 3 footprint by replacing industry carbon factors with independently validated supplier data where feasible to do so, focused on key hotspots within our supply chain such as animal protein. This will involve working closely with suppliers on data management to understand what data they have available and the associated quality of that information to enable us to replace the use of

factors against their raw materials and to develop action plans. From next year, we are looking to reflect supplier numbers in our calculated footprint.



Our suppliers have an essential role to play in supporting us with our Scope 3 reduction ambition. After speaking to many of them this year about their sustainability plans, we know there is meaningful work happening to reduce their respective environmental footprints. With animal protein accounting for 70% of our ingredient footprint, we are looking to work particularly closely with these suppliers to ensure we are sourcing animal protein that has a reduced environmental impact.

You can read more about our performance on Scope 1, 2 and 3 emissions in the net zero section of this report on [Page 18](#).

FY23 Scope 3 % by Category

- Ingredients 59%
- Commodities 20%¹
- Embedded soy 4% (land-use change footprint)
- Packaging 14%
- Upstream transport 3% (total)

¹Our non-core commodity subsidiary business Trilby Trading Limited ('Trilby') was sold in September of FY23.

The nature of that business meant that Trilby had a significant contribution to our Scope 3 carbon footprint.

Selling Trilby will enable the removal of 280,000 tonnes of carbon dioxide equivalents (tCO₂e) from our FY24 Scope 3 footprint. This accounts for 20% of our total Scope 3 footprint in FY23 and a 32% reduction in our FY19 base year.



Learning and achieving through collaboration

We recognise that responsible sourcing is a collaborative, value chain-wide effort, so we are committed to establishing strong working relationships with our supply chain to enable this.

We set clear standards with our suppliers, embedding these standards in our business systems and auditing the supply chain practices against these standards and systems. In the first quarter of FY23, we launched our new Responsible Sourcing Code of Conduct (Code). This Code sets out the behaviours, practices and standards we expect from our suppliers to support our Sourcing with Integrity ambition. We issued this Code to our key top 40 partners – who were selected by overlaying volume, spend, climate and human rights risk factors. We will use their responses to refine the Code, and during FY24 we will increase the number of suppliers we engage with about our expectations in this space.

This year we spent time with our largest beef supplier Foyle Food Group – who supply approximately 55% of our annual requirements – learning about how they are approaching their Science Based Target ambition. It was encouraging for our Procurement and Sustainability colleagues to hear about the exciting work that is happening in beef genetics, soil health and regenerative agriculture techniques to reduce emissions. We also heard about their work to restore wildlife and natural environment, an area which Greencore is looking to understand how we can play a role through collaboration with our suppliers.

Supplier partnerships are key to progress in this area, so this year we spent time with a select number of suppliers to better understand their sustainability agendas and how we can work together beyond the traditional core focus on buying, quality and service level.

These targeted partnerships will focus on the following elements of sustainable procurement:

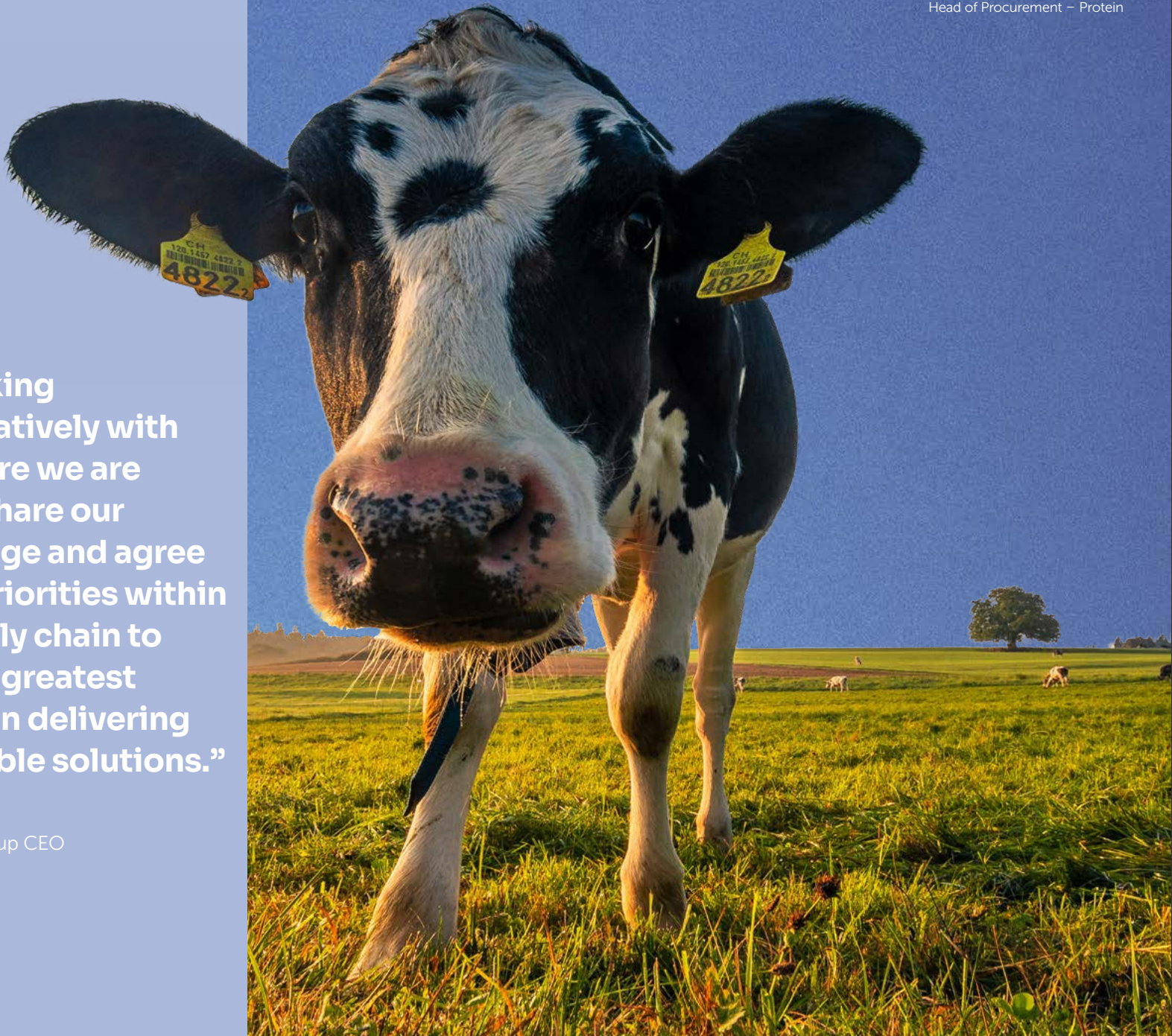
-  **Scope 3 carbon**
We are working to identify opportunities to decarbonise ingredients, with particular emphasis and focus on our animal protein ingredient base. Our suppliers play a key role in our Scope 3 reduction agenda.
-  **Water**
We are working to reduce use and encourage water stewardship.
-  **Human rights**
We are ensuring the appropriate processes are in place to protect workers.
-  **Food waste**
We are working to identify areas where food waste is generated but could be reduced or eliminated, for example, pack size or pack format. We are also seeking opportunities to learn from our suppliers and share best practice knowledge between us.
-  **Deforestation-free soy**
We are embedding this requirement across all our plant and animal protein suppliers.

Accountability is vital for this collaborative approach to be successful so, in line with our wider focus on ownership, we have assigned a dedicated business Plan Owner for our responsible sourcing agenda, which is giving it dedicated, specialist focus from our Procurement team.

“Supplier engagement is critical to responsible sourcing, so we are focused on ensuring our suppliers are aware of our requirements and supporting them in delivering to our standards.”



Steve Lee,
Our Responsible Sourcing Plan Owner
Head of Procurement – Protein



“By working collaboratively with Greencore we are able to share our knowledge and agree on key priorities within the supply chain to have the greatest impact on delivering sustainable solutions.”

Terry Acheson,
Foyle Food Group CEO

Championing human rights

Creating supply chains that are free from human rights abuses is central to our Sustainability Strategy and we have a highly skilled and respected Human Rights team to lead on our ambition in this area. We are committed to championing internationally recognised human rights standards and safeguarding the people who work for us, with us, and who are affected by our activities around the world.

We recognise that cases of child, forced and compulsory labour are often hidden due to the complexity of global supply chains, and that economic and societal pressures increase the likelihood of worker vulnerability and the risk of criminal exploitation. Collaboration is therefore critical to protecting all our people.

We are working with a number of programmes

– including the Food Network for Ethical Trade (FNET), Modern Slavery Intelligence Network (MSIN), and Stronger Together – to actively challenge our systems and embed lessons learnt across all our operations. Cross-functional business engagement is key to success in this space, and we have seen tremendous support from all areas of the business.

We undertake ethical risk assessments of our raw materials to identify areas within our supply

chains that are most at risk of human rights abuses, including modern slavery. 100% of our food suppliers have been risk-assessed. This model is based on outputs from the FNET Risk Assessment Tool and we also use data from Sedex and individual suppliers to make sure we have the most accurate picture of risk. The model is used as part of our supplier engagement work to ensure we focus on high-risk areas and to enable us to direct our activities towards areas where we can have the most impact.

Key activities this year have included:

- Ongoing work with poultry suppliers in the UK identified as high-risk, to improve worker standards.
- Work with fresh produce suppliers in the UK to address labour practices, labour agency compliance and worker welfare, with a focus on field harvesting.
- Building a model for increased engagement with our poultry supply chains from Thailand, including visits, and becoming a Strategic Partner of Issara Institute, an independent NGO based in Southeast Asia tackling issues of human trafficking and forced labour through worker voice, partnership and innovation.
- Working with the charity, Stop the Traffik, through MSIN to build collaborative ways to disrupt labour-exploitation across the food sector.
- Joining with the Seafood Ethics Action Alliance (SEA Alliance) to provide a greater understanding of the risks in our global seafood supply chains.
- Continued embargo of products sourced from Xinjiang in China, due to the risks of forced labour in the region.

Collaboration will form the basis of our continued work in this area, with engagement, communication and training a focus for the year ahead. Models employed by criminals to carry out exploitation are changing at pace, so we need to make sure our teams have access to the latest insights, approaches

and intelligence. As such, we are committed to supporting the engagement of our teams on this issue. We provide cross-functional training to help address any challenges in our supply chains. Although supply chain challenges are most relevant to our Procurement team, we are actively working to

ensure all relevant business leaders are informed on the challenge and the action plan to address it. We take the key human rights learnings from different contexts and apply them across our business, which includes working in active partnership with our customers.

“Human rights risks are varied and complex, so collaboration and shared learning are essential to protect workers in our supply chains. We are focusing on partnerships to gain deeper insights, and working with our suppliers to help address challenges.”

Rick Fletcher,
Ethical Trade Manager
(incoming Head of Human Rights)



Highlights

100%
of our food suppliers have been risk-assessed.

99%
of Tier 1 ingredient and packaging suppliers connected on Sedex.

78%
of our high-risk ingredient suppliers have undergone a SMETA or Greencore Human Rights Assessment in the last two years.¹

¹ Last two years is the two full years to the end of FY23. High-risk suppliers are those identified as having at least one high-risk ingredient on the human rights risk assessment covering our core manufacturing operations for FY23. Where we do not have visibility on Sedex of supplier sites they are assumed to have not undergone an audit in this time period. Where a supplier has multiple sites, the audit may not have taken place at the site the high-risk ingredient is produced.

Relevant disclosures:

GRI 408-1	here
GRI 409-1	here
GRI 414-1	here

View our Quick Read on human rights [here](#)

MAKING WITH CARE

Always acting
with **care** for our
world and our
communities

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Introduction Making with Care

“

As a leading food company, we have a deep responsibility to put sustainability at the heart of our business, partnering with suppliers and customers to find joint solutions to often complex challenges. We serve millions of consumers every day, so we have the opportunity to bring very positive change in the way we innovate, source, make and distribute our products.

As Executive Sponsor of our Better Future Plan, and Executive Owner of our Making with Care pillar, it is my role to leverage this change at scale and build proactive and dedicated networks. We are committed to this in terms of both sustainability in our manufacturing, and by doing good in the communities within which we operate.

We have made further progress with food waste, achieving a 16.1% reduction over the last six years, with targets to

Lee Finney,
Chief Operating Officer
Our Executive Owner for the Better Future Plan and the Making with Care strategic pillar

”

reduce it by a further 34% by 2030, on our journey towards world-class performance.

Now, we are focusing more keenly on our energy and water reduction programmes – including our long-term Fleet Decarbonisation Strategy – and building greater internal capability to deliver improved energy performance as we move towards our 2030 goals.

Highlights

16.1%
reduction in food waste.

We have progressed our roadmap development in all our pillar topics with energy (including our fleet operations), communities and food waste being three of four identified business priorities heading into FY24.

We have made significant progress on data and reporting with 100% coverage of our operational estate with automated meter reading, improving our ability to track energy use and reduction.



Emerging focus Water

Water is an essential consideration for food businesses, and more broadly the topic has gained increased focus this year as extreme weather events have meant the world faces intense drought and evolving water shortages.

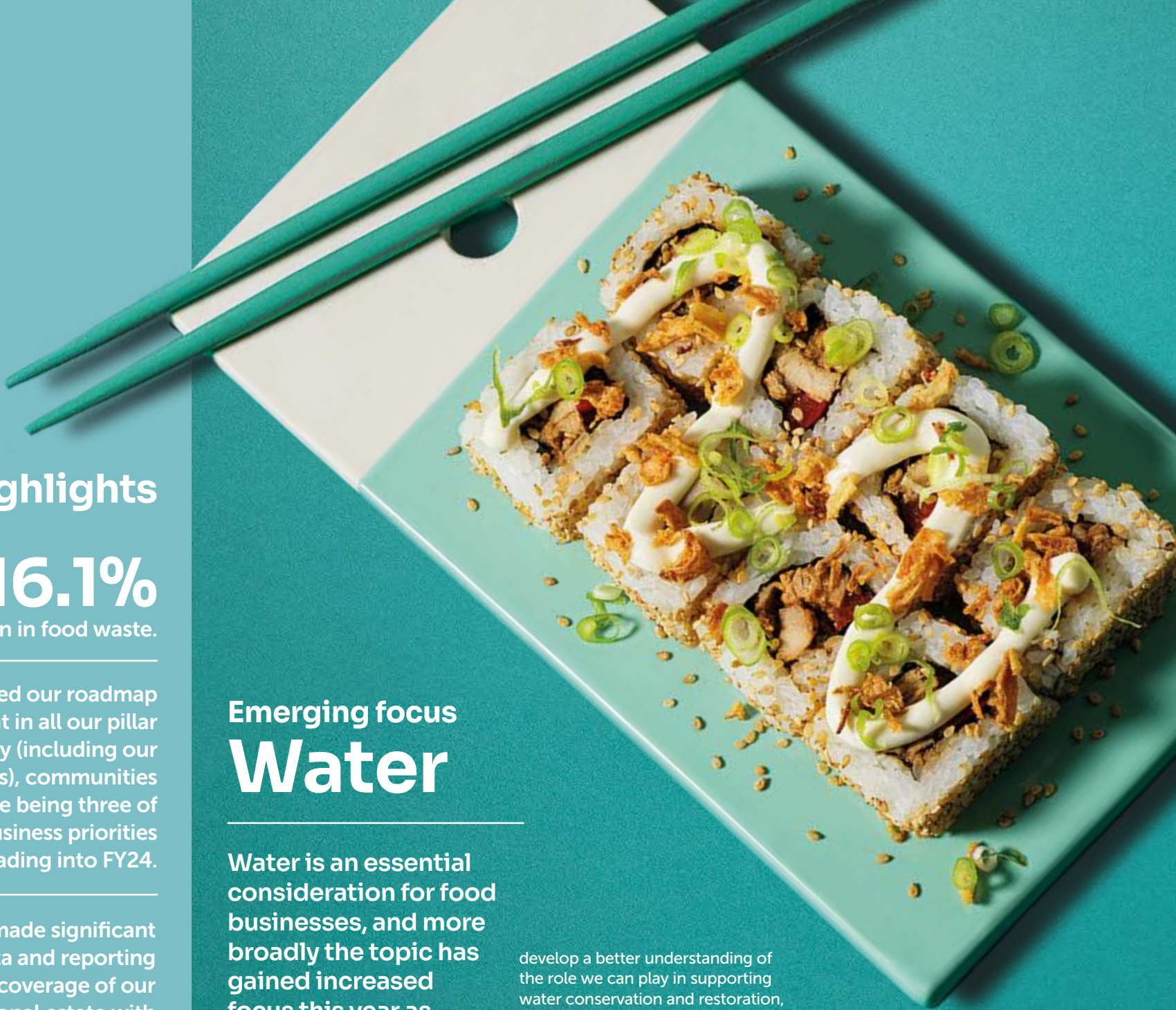
This impacts Grencore directly through our operations in water-stressed areas in the UK, and indirectly through our supply chain, particularly in raw material groups such as produce and dairy where it is sourced from water challenged areas in Europe and further afield.

Our key external stakeholders such as customers, insurers and investors expect us to manage our water use proactively, so we are working to

develop a better understanding of the role we can play in supporting water conservation and restoration, both in the UK and abroad.

To support our focus on this topic, we have assigned a business leader from our Environment team to lead the creation of our Water Roadmap, which will support our broader net zero ambition. This will mean upskilling our Operations teams and leaning on contracted third-party expertise where required, as well as improving our automated metering and effluent management and monitoring whilst, at the same time, becoming more active within water-focused industry networks. We will also be aligning our plans with the Taskforce on Nature-related Financial Disclosures (TNFD) and the Waste and Resources Action Programme (WRAP) Water Roadmap, to make sure we approach this challenge in a way that derives the most impact.

Relevant disclosures:	
GRI 303-1	here
GRI 303-2	here
GRI 303-3	here
GRI 303-4	here
GRI 303-5	here
SASB FB-PF-140a.1	here
SASB FB-PF-140a.2	here
SASB FB-PF-140a.3	here



Climate & Net Zero

Use less to make more and operate a net zero business

Our ambition: By 2040, we will be a business that will operate with net zero (Scope 1 and 2) emissions

Food Waste

Reduce and redistribute food waste




Our ambition: Reduce and minimise our operational food waste whilst also ensuring unavoidable surplus is used to create the best possible social value

Communities

Invest locally to help communities thrive

Our ambition: Use our skills, resources and capabilities to be a force for good in the communities in which we operate and serve

In summary

Target	2022	2023 Performance	Progress	Lessons learnt
 2030: absolute Scope 1 and 2 energy reduction target of 46.2% against FY19 baseline	+3.4% against baseline	<div><div>FY19 baseline</div><div>+4.2% against baseline</div><div>Target: 46.2%</div></div>	<p>We have developed Energy, Water and Fleet Roadmaps to 2030, currently under business consultation. Following a structured tender process, we have engaged specialist energy consultancy support to refine and validate our roadmaps.</p> <p>We have completed Energy Savings Opportunity Scheme (ESOS) audits across 80% of our total group energy usage.</p> <p>Within our broader Energy Roadmap, we chose to develop a roadmap specific to the Scope 1 energy used to power our logistics fleet. We are now clear on the role our logistics fleet will play in our Scope 1 and 2 road to 2030.</p>	<p>Engaging the expertise of an external consultancy is necessary to help us on our net zero journey and ensure we are well informed about how to approach the level of change required.</p> <p>Progress is best made when bold ambitions are broken down into manageable steps.</p> <p>There is a need to ensure alignment of cross-functional teams on long-term investment plans to achieve net zero.</p> <p>Clear plan ownership and accountability are essential. We have made significant traction in this space since this has been in place in the second half of the year.</p>
Target	2022	2023 Performance	Progress	Lessons learnt
 2030: 50% reduction in food waste, measured as % of total food handled against FY17 baseline of 9.52%	11% reduction	<div><div>16.1%</div><div>Target: 50% reduction (from 9.52% to 4.76% of total food handled)</div></div>	<p>We have developed a five-year Food Waste Roadmap currently under business consultation for sign off.</p> <p>We have made substantial improvements in our data sourcing and reporting processes by moving the ownership into core operations.</p> <p>We have enjoyed being part of an initiative with Fera Science, Future by Insects, Tesco, the World Wildlife Fund for Nature (WWF) and the Hilton Food Group, focused on fly larvae.</p>	<p>Centralising food waste leadership has led to greater clarity in metrics and improved operational engagement.</p> <p>Clear, disciplined reporting and comprehensive colleague engagement is essential for accurate data.</p> <p>Enterprise-wide assessment is critical to moving our food waste reduction plans forward and achieving our 2030 ambition.</p> <p>Innovation will play a key role in how we utilise and support circularity of unavoidable, inedible waste.</p>
Target	2022	2023 Performance	Progress	Lessons learnt
 We are currently developing new targets as part of our Communities Roadmap development. We look forward to sharing these in FY24.	Not available	Not available	<p>We have developed a multi-year Communities Roadmap, currently under business consultation for sign off.</p> <p>We have spent significant time understanding the changing landscape from our community partners and matching it with our resources.</p> <p>With our food redistribution channels well-established, we are now focusing on other areas of opportunity: volunteering, food education and fundraising.</p>	<p>We still have work to do to consolidate our overall community engagement approach.</p> <p>We have learnt a lot from our community partners who are experts in their field, enabling us to broaden our channels of support.</p>

Climate action to achieve net zero

In light of our changing environment, reducing carbon emissions and water use is critical if we are to avoid the worst effects of climate change, while also remaining a resilient business.

Energy and water are fundamental to operations at Greencore. Energy powers our factory equipment, generates steam for cooking and hot water for cleaning. It also is needed to heat and cool our factories, and get our logistics network from A to B. Water is also vital to ensuring high standards of hygiene. Our factories are always operational, so we need to find ways of implementing solutions to achieve our goals, with minimal disruption.

In FY23, our total gross Scope 1 and 2 carbon emissions increased from the previous year from 92,655 tonnes to 93,366 tonnes, an 0.8% increase, and from our base year of 89,606 tonnes an increase of 4.2%. Although data quality and availability has improved this year, we have not decoupled energy consumption from production tonnage and are yet to launch our Energy Roadmap. We are disappointed to report another absolute increase on our FY19 base year, but are committed to addressing this in FY24 to deliver an absolute energy reduction.

Our total Scope 3 footprint for FY23 is 1.40 million tonnes of carbon dioxide equivalent (CO₂e), a decrease on the previous year of 1.48 million tonnes of CO₂e and from our FY19 base year of 1.58 million tonnes of CO₂e by 11%. Our FY23 Scope 3 intensity has reduced from 2.74 million tCO₂e per tonne of product in FY22, to 2.73 in FY23, a 3% reduction vs our FY19 base year. We recognise the need to accelerate our reduction and there will be significant business focus placed on this through both our buying and selling teams in FY24.



Transitioning our distribution fleet operation

A key part of our Big Projects pillar is the decarbonisation of our logistics fleet. Over the past 12 months, over 30 days have been spent working with industry experts and professionals to build the knowledge required to set out our roadmap to reduce the environmental impacts of our transport. The Fleet Roadmap was established in April 2023 and is grounded in our own sustainability ambitions, in addition to the latest government policy and regulation around vehicle procurement, usage and clean air.

Up until 2026, we will continue to optimise our existing fleet and test the viability of electric vehicles (EVs), while staying close to developments in alternative fuels. From 2027 to 2030, we expect to deploy around 25 EVs before replacing our entire 3.5t fleet by 2035. From 2030 onwards, we will be focused on converting our larger HGV fleet to alternative fuels.

What’s next?

- We are starting the journey to greater climate literacy and greater environmental awareness and there will be a much greater focus on these areas in the FY24 plan and beyond.
- We are commencing with upskilling of Safety, Health and Environment (SHE) Managers, with our first FY24 event being a SHE Conference, which will include environmental upskilling.
- We are also now isolating specific capital expenditure funding to support the delivery of the Energy and Water Roadmaps.

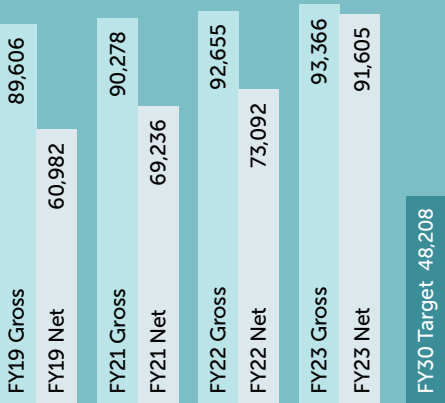
You can read about our approach to Scope 3 emissions within both our Responsible Sourcing section on [Page 12](#) and our Healthy and Sustainable Diets section on [Page 27](#).

Relevant disclosures:	
GRI 305-1	here
GRI 305-2	here
GRI 305-4	here
GRI 302-1	here
GRI 302-3	here
SASB FB-PF-130a.1	here
View our Quick Read on climate transition here	

“Climate and net zero is a challenge the whole world is facing into, and it is exciting to be part of the solution to this puzzle.”

Nigel Pounder,
Energy Plan Owner

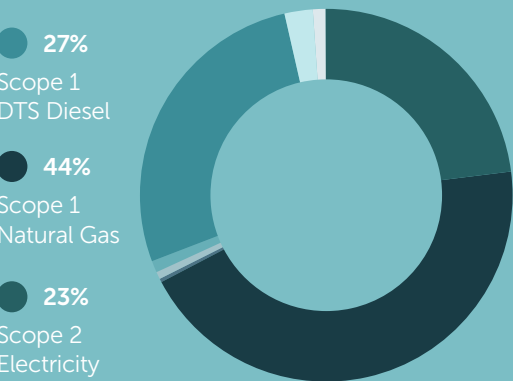
Total Scope 1 and 2 emissions



During FY23, we moved away from Renewable Energy Guarantees of Origin (REGOs) to focus on workstreams such as solar, PPAs, and other renewable energy options, which provide greater tangible benefit and additionality. More details of the plan will be provided in Greencore’s FY24 reporting. This move has led to an increase in Greencore’s net emissions (Scope 1 and 2).

Scope 1 and 2 breakdown by category

Top three categories:



Our energy and water strategies have a three-pronged approach that forms the foundation of our roadmaps in these spaces:



1. Data Insights

Our Energy Savings Opportunity Scheme (ESOS) audits have given us an improved understanding of our energy-intensive assets, and we are now trialling energy efficient motors at two of our sites. Where our factory Air Handling Units (AHUs) are approaching end of life, we are exploring opportunities to upgrade these with energy efficient motor technology, aiming for 10-30% energy savings, depending on motor type/configuration.

We have established automated metering of all Greencore’s significant supply of electricity, gas and water, giving us a clear insight on our energy and water consumption to drive our reporting and action going forward.

We have developed Energy and Water Roadmaps – including fleet decarbonisation and all aspects of energy and water use in our business. These are currently under business consultation for sign off.



2. Big Projects

We are exploring opportunities for direct renewable energy across our sites, as well as opportunities presented by off-site Power Purchase Agreements (PPAs) and plan to launch projects in 2024. This follows a move away from Renewable Energy Guarantees of Origin (REGOs) this year, to focus on workstreams such as solar, PPAs, and other renewables options.

Following the trials of energy efficient motor technology at two of our sites we are planning for a wider roll out in 2024.

We are investing in effluent treatment at a number of sites, to reduce the impact of discharges from our factories.



3. Brilliant Basics

We are embedding energy and water conversations across the business by providing communication, training and leadership to ensure colleagues have the required capability to help us drive change in these areas.

We have a cross-functional team responsible for defining, communicating and delivering our Energy and Water Roadmaps, including colleagues from Operations, Engineering, Logistics, Environment, Procurement and external specialists – the roadmaps are governed by our Energy and Environment Sustainable Business Management Group (SBMG).

Innovating for energy savings

The people behind the plans: Energy Plan Owner

Nigel Pounder,
Head of Asset Care, Facilities and Energy

“As the Energy Plan Owner, it is my job to lead and coordinate the design of our roadmap, then drive delivery through managers, Engineering, and the Safety, Health and Environment (SHE) teams. There is a high level of activity and complexity across 16 operational facilities and 18 distribution locations, so there is a continuous loop of planning, collaboration, tracking, reviews and feedback.

Looking ahead, we know we will need a series of interventions, such as Power Purchase Agreements (PPAs), renewable energy generation within our own facilities and, potentially, investment in carbon capture. We have more work to do to develop Greencore’s approach to addressing the carbon gap and we recognise the need

to reduce our reliance on natural gas, explore renewable energy generation, and deliver heat recovery from equipment such as refrigeration plants.

We continue to explore further opportunities in these areas and have included them as priorities within the Energy Roadmap and associated action plan.

I am proud to be part of the engineering and environmental group at Greencore, which will lead the business through this journey. I have a strong engineering background and I know the profession will be a key driver in delivering the change we need to reach net zero.

”



Motoring differently

Achieving the ambitions of our Better Future Plan means looking for optimised ways of doing things throughout every part of our business.

According to the Department for Business, Energy & Industrial Strategy, electric motors and electricity-driven systems are estimated to account for 70% of electricity consumption within industry¹. We are tackling this by exploring opportunities to upgrade the motors that power AHUs across our business.

¹ https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/879787/TIL_Motors_and_Drives_-_April_2020.pdf

At two of our sites – Manton Wood and Crosby – we are trialling patented software that monitors and optimises the power required for AHUs, responsible for cooling our buildings and ensuring the air within them is clean and fresh. We have installed five smaller units at Crosby and have so far seen around a 10% reduction in energy consumption. A larger unit in Manton Wood was installed in late August, which we anticipate will lead to energy savings of around 25% for the site.

Both sites will be monitored over a period of time to account for the impacts of external factors such as temperature changes and demand fluctuations. These findings will then inform our future plans for this technology. Greencore has AHUs at all of its sites, so there is scope for significant energy savings across the business in the coming years, if the trials prove effective.

Electrifying our logistics fleet

Transport and distribution are a key part of our business, so we know we must work to reduce the climate impact in this area.

Greencore has worked with cold storage solutions company, Petit Forestier, for more than 20 years. This year, we spent considerable time understanding alternative fuels, including attendance at Petit Forestier’s ‘GoGreen’ workshops, where our Transport and Distribution

team was upskilled on alternative fuel vehicles and the potential of Electric Vehicles (EVs).

We have since taken delivery of our first EV, which operates out of our Park Royal depot and makes journeys around central London. We are now gathering data on its performance versus an internal combustion engine (ICE) vehicle, before moving it to our Warrington site where it will continue to undergo testing and telematic monitoring.

There are many factors to consider in transitioning our 600+ vehicle fleet to EVs, such as ambient temperature, payload, weather and topography, which all have an impact on range and performance. Understanding these variables and how they fit into our EV ambitions will help inform our future plans, but it is our aim to have 25 EVs on the road by 2026, rising to 70 EVs by 2027.

“We are so excited to be testing our first fully electric vehicle. We have deployed it on a daily route that has needed no change to route length, customer drops or payload, which means it is carrying out the task that a diesel van would normally do. All the drivers have been eager to drive it.”

Jeremy Fitton, Head of Logistics



Fighting food waste

The food system needs to enable better social outcomes for people, while also limiting its impact on the planet. Nowhere is this more relevant than for food waste, and this issue continues to receive increased attention and scrutiny.

According to the Food and Agriculture Organisation of the United Nations (FAO), more than one third of all food produced for human consumption is wasted, accounting for around half of all global food system greenhouse gas emissions. In the UK alone, we throw away 9.5 million tonnes of food every year¹, that is 25 million tonnes of CO₂ equivalent – almost three quarters of which could have been eaten.

As a leading food business producing large volumes of food, reducing food waste within our direct operations is a top priority for Greencore. Doing so helps us to reduce emissions, improve global food security, and create a more efficient and resilient business. We are committed to reducing food waste by 50% by 2030 against a FY17 baseline.



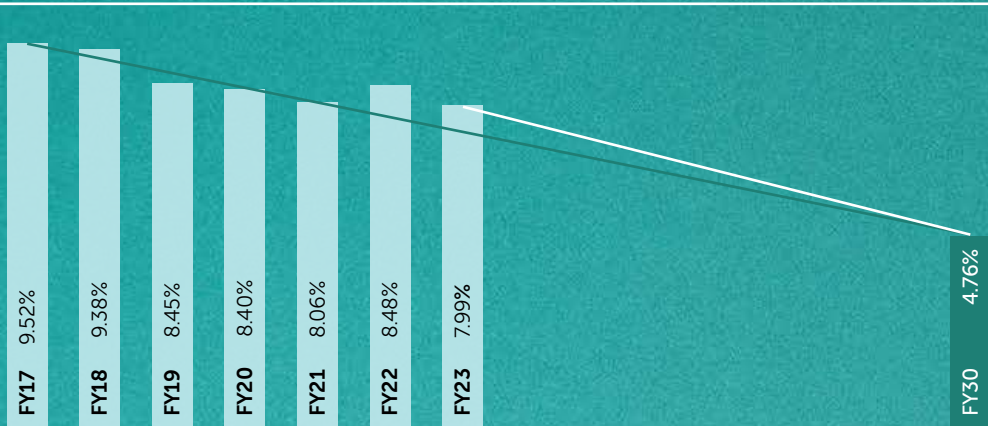
Roadmap key workstreams:

- Creation** of a single consolidated reporting tool for waste streams to allow data to be more easily evaluated and to provide insight on decisions that will further support us in reducing food waste.
- Identification** of the total financial and environmental impact, enabling us to make empowered decisions that will further reduce our food waste.
- Partnering** with and delivering pilots at our four largest sites that have the biggest impact on food waste to drive reduction at pace.
- Scope and secure** a single provider of waste management, through a comprehensive tendering process, improving supplier reporting capability.

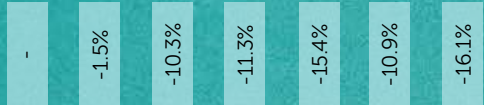
16.1%
reduction in food waste
from our FY17 base year,
measured in food waste as a
percentage of food handled

770
tonnes
of food prevented from
becoming waste

Food waste as a % of food handled



% reduction from FY17 base year



● Food waste as a % of food handled
— Adjusted Glidepath — Original Glidepath

Our delivery against annual targets has been varied since the FY17 base year. As such, to ensure we can still meet our 2030 ambition, we have had to adjust our glidepath with updated annual reduction targets.

Relevant disclosures:

GRI 306-1	here
GRI 306-2	here
GRI 306-3	here
GRI 306-4	here
GRI 306-5	here

View our Quick Read on food waste [here](#)

¹ <https://www.theecoexperts.co.uk/home-hub/food-waste-facts-and-statistics>

Our journey

This year, enabled by our new Plan Ownership Model, we have made an additional 5% progress towards our food waste target of 50% reduction by 2030. From our waste fit for consumption, we have channelled 770 tonnes, equivalent to 1.83 million meals into our local communities through our community partners. In FY23, our food waste, measured as a percentage of the total food handled, was 7.99%. This was a 0.49% improvement from last year’s performance at 8.48%, primarily due to the targeted reduction of raw material waste through process improvement. Our performance against annual reduction targets has been mixed, but overall we have achieved a 16.1% reduction from our FY17 base year in food waste as an overall percentage of food handled.

This year we moved food waste reporting out of the Group Sustainability team and into our Operations function, which has significantly enhanced and further developed both our data

quality and the associated reporting processes. This has provided our Food Waste Plan Owner with a great foundation to build on as he takes up the role of leading the agenda.

This year we brought together a cross-functional working group to develop a Food Waste Roadmap with a five-year horizon, which will help get us to our 50% by 2030 target. The key pillars within this roadmap are reducing the waste we generate, reporting, and innovation, with multiple workstreams within each pillar.

The roadmap takes a systems approach to our product development, purchasing, manufacturing, logistics and customer collaboration, and ensures that a culture of food waste prevention is firmly embedded throughout the business. We have invested in a dedicated data analyst resource to support the plan, fill in any remaining data gaps, and ensure we have the most accurate insights to drive progress.

What's next?

Collaboration with our customers will remain critical in making the greatest positive impact, many of whom share the same WRAP-established food waste target.

We are excited about a number of potential upcoming partnerships with innovative organisations developing new ways to reduce food waste – ranging from fly larvae to create pet food sources from food waste, to predictive systems that automatically match surplus raw material with potential customers. These represent a range of initiatives that will enable us to take action across our products and sites.

This year has seen industry innovation develop significant momentum and we have enjoyed

being part of an initiative with Fera Science, Future by Insects, Tesco, WWF and the Hilton Food Group. The purpose of this collaborative project is to validate the Future by Insects innovative and sustainable solution, which will repurpose organic waste streams and capture CO2 emissions to grow algae as food for insects to produce animal feed ingredients.

The role of insects in creating circular value from food waste is one to watch with interest and an area Greencore is committed to exploring further in the coming year, as a key contributor to the research.

Relevant disclosures:

GRI 306-1

[here](#)

GRI 306-2

[here](#)

GRI 306-3

[here](#)

GRI 306-4

[here](#)

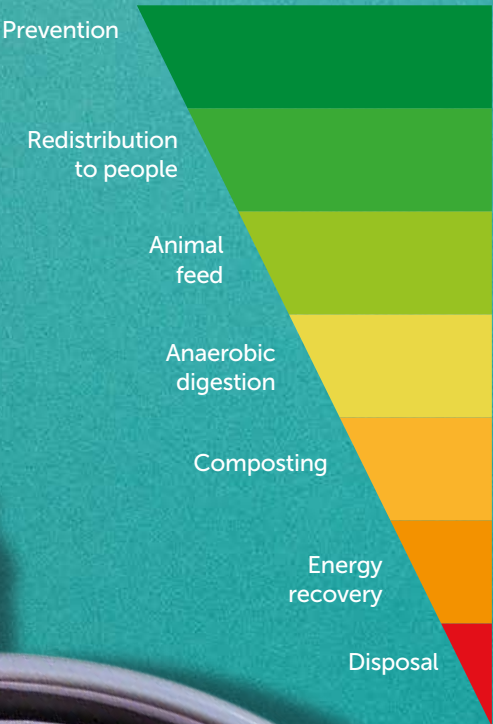
GRI 306-5

[here](#)

View our Quick Read on food waste [here](#)



Food waste hierarchy



The people behind the plans: Food Waste Plan Owner

James Snaith,
Director of Strategy, Operational Excellence and Project Management Office (PMO)

I see the role of the Plan Owner as a custodian of the resources we use and the waste we produce as a business, providing information, insight, ideas and innovation to inspire our 13,600 colleagues to make positive change every day. Our focus to date has been to ensure we are reporting the right information, supporting us to make sound decisions that help us to reduce food waste. For example, ensuring we balance our ordering systems to match customers’ demands is a key challenge to manage waste in a short shelf-life manufacturing operation such as Greencore.

The team has worked hard this year ensuring our partnerships are strong and we have viable channels for our edible food waste, which is great redistribution and waste avoidance. The aim of our plans is to move us higher up the food waste hierarchy and ultimately reduce our redistribution by focusing on waste avoidance altogether. We are working hard to establish and embed a strong culture of awareness of food as a valuable resource.

The global food system is under immense pressure, and we have to take action to fix it now. I am privileged to own this plan and driven to make positive changes on the part of the food system that Greencore impacts.

“Tackling food waste is a top priority for Greencore, and we are investing in resources across several relevant teams that will help us have a major impact in this area.”



Supporting our communities

We believe that thriving, healthy communities are essential to delivering our business purpose of ‘making every day taste better’. We recognise the responsibility we have to engage with and support the areas in which we operate, adding social value and becoming an integrated and valuable part of our communities.

For Greencore, supporting our communities starts with food. Having made successful strides in food surplus redistribution in recent years, we are now focusing on developing three additional areas within our Communities Plan where we believe we can have the most impact: food education, volunteering and fundraising. This is in response to the growing and changing needs of our communities, and internal work to understand how we can provide additional avenues of support.

Greencore is a significant employer in the areas within which we are based, so we have a responsibility to contribute positively to those communities. Individual sites often have their own community initiatives in place – outside of the wider business strategy – which do fantastic work, so it is important we now bring these together to create an aligned approach that can deliver those benefits at a greater scale.

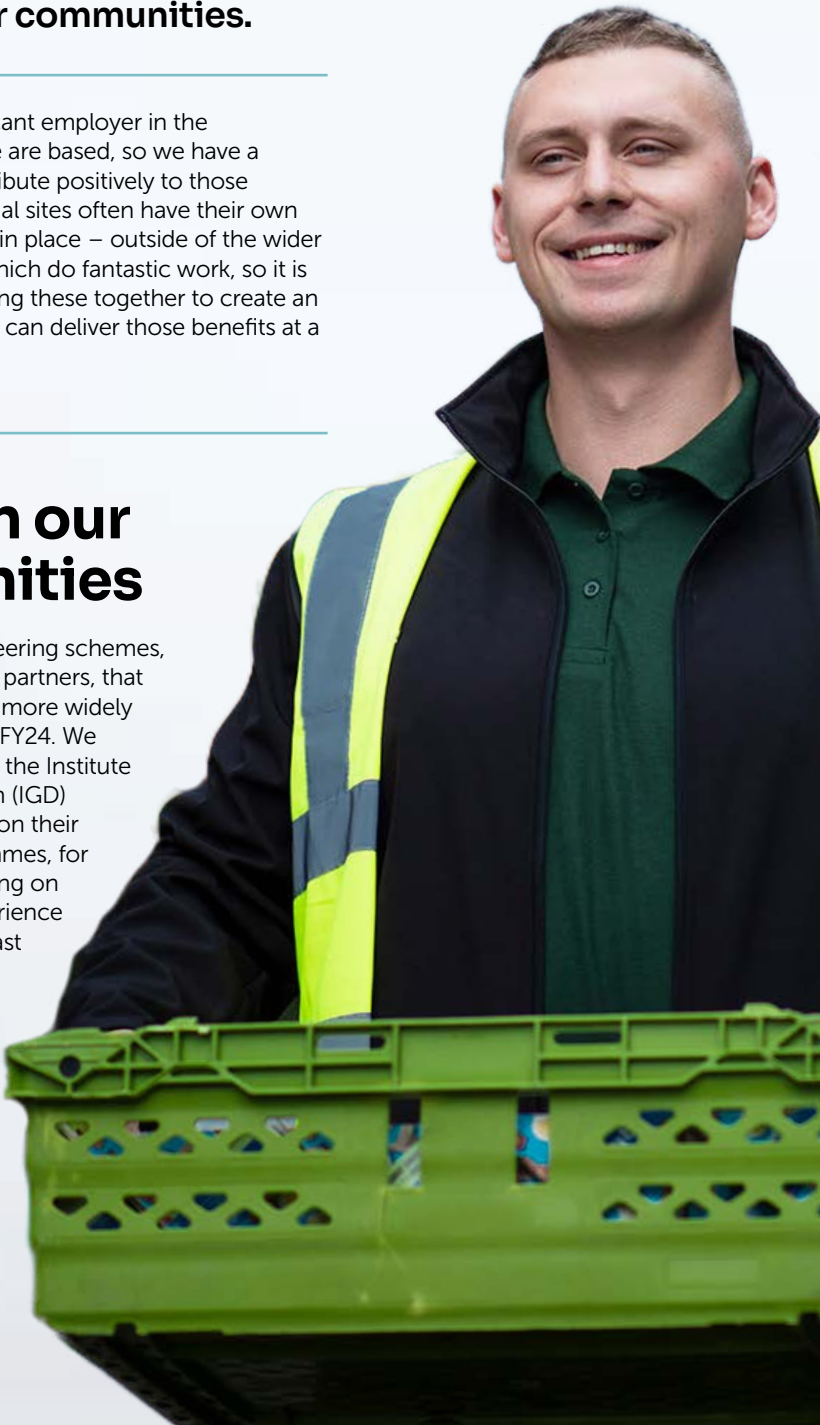
Redistributing food to those who need it

This year we have continued our committed activities in food redistribution, maintaining our partnerships with FareShare and The Felix Project to ensure our surplus food reaches those who need it most. Through these partnerships we can redistribute short shelf life, chilled, frozen and bulk products, as well as any surplus from new product trials.

In the past year, we have redistributed over 770 tonnes (or 1.8 million equivalent meals) of edible food waste. We have also increased the number of on-site staff shops where our own colleagues can purchase discounted products to help with the ongoing cost-of-living crisis.

Action in our communities

We are trialling volunteering schemes, with our redistribution partners, that we plan on rolling out more widely across the business in FY24. We have also worked with the Institute of Grocery Distribution (IGD) for a number of years on their employability programmes, for example by volunteering on their virtual work experience programmes. In the past year, we have worked with over 1,200 young people through work experience and workshops.



The people behind the plans: Communities Plan Owner

Julie Martin,
Colleague Engagement Manager

“My role as Communities Plan Owner is to get insight from our community partners to understand where our resources, skills and capabilities can make the biggest impact in the coming months and years. It is then about looking across the business to figure out how we can meet those challenges and in what order. The ambition for our new, cohesive plan is to make a real and measurable impact on the communities in which we operate. It is a privilege to be asked to oversee such an important part of the business strategy.

When I think ahead to 2030 and how our work in this space may change, it is difficult to predict. The current landscape looks completely different, compared to six or seven years ago, so we have made a conscious decision to plan our Communities Strategy on a rolling 18-month basis, working with our strategic partners to identify the most immediate priorities and provide support where it is needed most.

“We are evolving our Communities Strategy to make sure our activities are cohesive across the business so we can be sure we are delivering the biggest impact.”



10 discounted on-site staff shops in our network

1,833,370 meals redistributed

Surplus redistribution (tonnes)

FY23	770
FY22	688
FY21	886
FY20	669

What's next?

Now more than ever, the communities in which we operate need businesses to expand their support model. We have strong partnerships established with FareShare, The Felix Project and Company Shop, who give us valuable insight into where we can best utilise the materials, relationships and colleague skills that we have to offer.

Community engagement is one of our four priority plans for FY24. We are looking forward to seeing our Communities Roadmap come to life with a fresh focus on what we can do beyond our well-established food surplus channel.

Community partnerships

Helping our community partners thrive beyond food surplus

IN ACTION

We strive to minimise food waste in our operations, but sometimes it is unavoidable – so we are committed to ensuring we maximise the social benefit of the food instead of it ending up in the bin.

In October 2022, we partnered with The Felix Project, who recently opened a new depot near our Bromley by Bow site in east London. The Felix Project rescues surplus food from food manufacturers and other food businesses and redistributes it to charities and local community groups. Between January and August 2023, this effort alone has redistributed nearly 11 tonnes of food from our London sites – that is over 25,000 meals – redirecting it to community kitchens and food banks to support those in need.

We have established a great working relationship with The Felix Project which has created a valuable space for skills and knowledge sharing, as well as further volunteering opportunities. We are extending our donations to include spare Personal Protective Equipment (PPE) and food preparation equipment that can no longer be used in our factory, but which will be a great asset to a community kitchen. We will also be welcoming the Project’s community kitchen teams for upskilling and training on health and safety, food safety and first aid, helping them to run their operations professionally without incurring charges for training. Felix colleagues have also been invited to work with Greencore’s product teams to help create delicious new recipes. We continue to find ways to come together to address the challenges of food waste and hunger and the role we can play in enacting positive change.



“The team at Greencore Bow has been amazing to work with. Not only with their surplus donations, but also by volunteering in our East London depot and Felix Kitchen, where they could understand first-hand what a difference they make supporting The Felix Project. In addition to that, their senior leadership team has offered us further support in the way of donated kitchen and operational equipment, and the opportunity for The Felix Project staff to join their first aid and food hygiene training courses. It is an exemplary partnership, and it is always a good day when we get to work with them.”

Paul Bains,
Supply Lead, The Felix Project



Food education for healthier lives

A better understanding of nutrition and how to create a balanced diet is vital to improving health outcomes for individuals and broader society – but not everyone has access to the skills and knowledge needed to achieve this. We believe food education can be key to improving quality of life, supporting groups of people who may need extra support.

The impact of our food education work to date has been significant, so we have ramped up our activities in this area through further partnerships with Creating Adventures, which supports adults with autism and learning disabilities, and Ingredients for Life, an interactive cookery course that aims to aid the recovery and boost the confidence of survivors of modern slavery.

Richard Martin, our General Manager for Warrington, and his team have worked closely with Creating Adventures, welcoming members and their carers for site visits, kitchen tours, watching chefs at work and giving them opportunity to cook – and eat – their own food. The Warrington team has also sponsored events and helped to raise extra funds for the charity.

Our Communities Roadmap will help us take a more focused and streamlined approach to our work in this area, enabling more robust metrics and deeper dives with our community partners so we can better understand the role we can play in supporting our local areas.

“The afternoons spent at Greencore, being treated like royalty and giving our members the opportunity to cook in professional kitchens making their dreams come true was more than special.”

Jenny Allcock, Creating Adventures



IN ACTION

FEEDING WITH PRIDE

Proud to be creating
healthy food with
less impact on
the planet

In this section

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Introduction Feeding with Pride

“ As one of the UK’s largest food manufacturers, we have an important role to play in improving food occasions for both people and the planet, so it is critical that the food we make is produced responsibly and sustainably, whilst also supporting the health of the nation.

A large part of my role as sponsor for our Feeding with Pride pillar involves driving our brilliant value chain partnerships. To make a meaningful contribution to a sustainable, more equitable food system, we need to take a collaborative, strategic approach to how we create new propositions and choices that meet consumer needs, while also creating a more sustainable supply chain.

We already have a fantastic level of commitment and collaboration with our customer partners, so our activities in this area are focused

Andy Parton,
Chief Commercial Officer
Our Executive Owner for Feeding with Pride strategic pillar

on going further, faster. By working together, we can deliver industry leadership on topics such as packaging and healthy and sustainable diets, and at the same time facilitate a ‘triple win’ for people, planet and profit.

We define a ‘triple win’ as a positive outcome for people, in terms of health; on the planet, from a carbon, water and/or biodiversity standpoint; and for profit, with respect to ensuring the product is commercially viable.

”



Highlights

We have developed a Healthy and Sustainable Diets Roadmap, reflecting our high-level delivery roadmap to 2030.

We identified this topic within the broader strategy as one of four business priorities and allocated clear leadership and accountability through the new Plan Ownership Model.

We held a Group webinar to educate the business on the importance of healthy and sustainable diets, and to share our levers for change and focus areas. Although this topic is owned and driven by our Commercial function, it will have an impact on most business teams, and hence it was important to provide an opportunity for all colleagues to upskill in this area.



Emerging focus Animal Protein

As societal and industry commentary around animal protein continues to evolve, we recognise the need to think differently about animal proteins. We know that these ingredients come with a more substantial carbon and broader environmental impact than plant-based proteins and more specifically to our business, that they

make up 70% of our ingredient Scope 3 footprint. To make progress against our Scope 3 target, animal protein use is an essential conversation to have with our value chain partners going forward.

Our total product portfolio has a large proportion of products that include meat and dairy ingredients, which make up some of the UK’s preferred sandwiches, wraps and ready meals. We want to continue making great tasting food that our customers love, but we believe that plants need to

play a bigger role across many of our portfolios going forward.

As we look ahead, we are challenging ourselves to think about animal protein differently, being more considered with how we choose to use it, in which products and how much we use. We are also partnering with our key animal protein suppliers to ensure the protein we do use, has a reduced environmental impact.

Our Product and Procurement teams have a challenge on their hands, but we know with innovation, great problem solving and value chain collaboration, we can modify the way we use animal-based protein to drive positive health and environmental outcomes in the UK, without sacrificing the great taste or quality of our products.

Healthy & Sustainable Diets

Designing products that are both healthy and sustainable




Our ambition: By 2030, we will have a greater positive impact on society through our products

Sustainable Packaging




Using less and better packaging

Our ambition: Our packaging will have the lowest planetary impact through clear strategic design supporting the principles of Reduce, Remove, Recycle

In summary

Target	2022	2023 Performance	Progress	Lessons learnt
 2030: 42% reduction in Scope 3 carbon emissions per tonne against FY19 baseline	2% reduction ¹	<div><div>3% reduction</div><div>Target: 42% reduction</div></div>	<p>Improved data collection and reporting, allowing us to make better decisions and drive future targets.</p> <p>We are preparing our teams for onboarding the Mondra tool (an environmental footprinting tool), identifying champions to lead us through the next phase.</p> <p>Sustainable diets considerations are now being built into relevant product design processes and tools.</p>	<p>Familiarity with customer targets and ambitions is key to proactive conversations with them about opportunities for collaboration.</p> <p>The importance of clear communication with, and training of our teams, to ensure they understand what is being asked of them in relation to progressing our KPIs.</p> <p>Ingredient innovation is a key enabler to provide choice for customers and ensure great products.</p> <p>We need a deep understanding of our protein footprint and opportunities to decarbonise, with support from both customers and suppliers.</p> <p>Automation of product data is essential to ensure data quality and our ability to report against our healthy and sustainable diets agenda.</p>
 2030: 85% products classified as 'healthier' <4 NPM (Nutrient Profiling Model) rating (by sales volume)	To be restated in FY24	Following additional review of our product data, we have decided not to report against these KPIs this year whilst we build a robust database and reporting tool in this relatively new area of focus for us. We are committed to resolving this in FY24 so we can report against these important health metrics going forward.		
 2030: 60% products with no red traffic light on-pack (by sales volume)	To be restated in FY24			

¹ Our Scope 3 KPI has been amended to report the reduction in Scope 3 emissions per tonne rather than overall Scope 3 reduction that was reported in FY22.

Target	2022	2023 Performance	Progress	Lessons learnt
 2025: 100% plastic packaging reusable or recyclable	Not available	Not currently available, packaging database system coming online in FY24.	<p>All rigid and flexible plastics were reduced in weight, where functionally possible, and classified recyclable via on-pack recycling label (OPRL).</p>	<p>While we have been making progress in decreasing our use of plastic packaging, we are currently refining our dataset for measuring the progress of our KPIs for plastics and therefore will disclose our progress in our FY24 report.</p>
 2025: 30% average recycled content across all plastic packaging	Not available	Not currently available, packaging database system coming online in FY24.	<p>Complex laminates have been removed or light weighted where possible.</p>	<p>Consistency of waste collections and investment in infrastructure across the UK is needed to deliver circularity.</p>
 2025: Eliminate problematic or unnecessary single-use plastic packaging	Not available	Not currently available, packaging database system coming online in FY24.	<p>We achieved a minimum of 50% post-consumer waste (PCW) across all rigid plastics.</p> <p>All plastic cutlery storage within relevant products has been removed completely or replaced with FSC wooden alternatives.</p> <p>All black or hard-to-detect plastic replaced with clear or coloured.</p>	<p>Recyclate availability for packaging materials has been a significant challenge. This has led to higher costs than virgin materials and become a key consideration in the decision to change. There are also challenges around legislative approval of recycled materials.</p> <p>We are seeing a very gradual consumer acceptance of alternative materials to plastic.</p> <p>We need to continue to model the commercial feasibility of sustainable alternatives.</p>

Enabling healthy and sustainable diets

Food is what we do, and it is vital that we do it responsibly. We have a real opportunity – and a responsibility – to drive positive change in the industry. Shifting our current food system to one centred on more sustainable diets is critical if we are to ensure the health of people and the planet.

What we eat and the way we eat is inextricably linked to health, climate and social outcomes, so we acknowledge the role our products must play in delivering critical food systems change. Put simply, a sustainable diet is one that delivers nutrition, security and health for all people, while having low environmental impacts and respecting biodiversity in nature. We are committed to improving the health and nutrition of our products for the benefit of both the planet, and we are embedding this thinking throughout our business.

Our Healthy and Sustainable Diets Policy has four key action areas:

- Product reformulation**

'No compromise' (to quality, flavour and experience) reformulation to improve the nutrition and sustainability of our existing products, whilst maintaining quality.
- Future of protein**

Rebalancing our product ranges to use more plant proteins, as well as think differently about animal protein, how we choose to use it, in which products and who we source it from.
- Positive health**

Adding specific ingredients (such as vitamins, minerals, pro/prebiotics and fibre) to improve the overall health of our products.
- More vegetables**

Increasing the vegetable content of our products and changing the balance of our portfolio to include more vegetable-based products.

Across our food teams and product portfolios we recognise the impact animal proteins have on the planet, and in some cases, the health of our nation.

With the support of our retail partners, we have been taking steps to implement 'nudge' recipe changes to reduce the amount of protein in our products without compromising on quality. Quality, taste and sustainability sit at the forefront of the minds of our food design teams when they create our products. They work together to find opportunities that stretch across an entire category or product portfolio, harnessing opportunities such as egg reduction in mayonnaise, cheese reduction in ready meals and meat reduction in sandwiches. To have a positive impact on both people and the planet, we continue to focus on our highest impact volume products. The health impact of the food we eat has gained significant topic traction and industry attention

⁵ The NOVA classification is a framework for grouping edible substances based on the extent and purpose of food processing applied to them, used globally as a tool for understanding the health implications of different food products.

this year. Whilst we remain steadfastly committed to both health focused KPIs in our NPM (Nutrient Profile Model) target as well as our traffic light target, we are not in a position to report our progress on these this year due to a data quality challenge. Our product teams have been working hard to improve our position against both targets this year, and we know from completed projects, that we are moving in the right direction on health. We look forward to being able to update on our progress in next year's report.

We sell an average of 30 million individual products per week over the year and our influence is vast – we have a fantastic opportunity to use it for good. More specifically, supporting the UK population to increase vegetable consumption in line with the National Food Strategy recommendation, challenging our food teams to seek out recipe

opportunities to deliver more fibre, fruit, vegetable and nut content across our categories where possible to do so.

Research on Ultra Processed Foods (UPF) has matured significantly this year. We are currently reviewing our products in line with the NOVA⁵ classification, and will be mapping opportunities to change product composition where feasible to influence positive health outcomes. Collaboration with our value chain and the broader industry will be essential for a better understanding of this topic and our role in helping the UK to address both its carbon commitments and its health challenges, such as obesity rates.

We will continue to collaborate, research and innovate to ensure our food has a positive impact across all these metrics.

Protein disclosure

	FY22	FY23
Tonnes of animal protein sold ¹	78,555 ²	82,852
Tonnes of plant-based protein sold ³	422 ⁴	535

This year we have focused on improving our data quality and as a result we have restated our FY22 figures. For further detail, please refer to [GRI 2-4 Restatements of information](#).

¹ Animal protein includes beef, lamb, pork, dairy, egg and poultry.

² This figure has been restated due to extending the scope of our reporting to include dairy, egg, and poultry, in addition to beef, lamb and pork tonnages previously included.

³ Plant-based protein includes alternative meat, alternative egg, and alternative dairy.

⁴ This figure has been restated due to a change of data ownership and associated correction of previous reporting.

Relevant disclosures:

SASB FB-PF-260a.1 [here](#)

SASB FB-PF-260a.2 [here](#)

View our Quick Read on healthy and sustainable diets [here](#)



A culture of measurement and transparency

Greencore is committed to developing transparent reporting on the volume of our products that are high in salt, sugar and saturated fat; the amount of protein sold; the volume of vegetables, fruit and fibre sold; and the way we handle our surplus food and manufacturing waste. In line with the the UK's National Food Strategy and the WWF Better Basket initiative, we believe mandatory reporting is critical for industry-wide progress and we will continue to play our part in this shift to drive change.

Our teams must have the right tools and climate literacy to support the transformational level of change required in this space as 59% of our Scope 3 footprint is driven by the ingredients we use within food manufacturing. Progressing our partnership with Mondra to decarbonise our products – created and supported by the British Retail Consortium (BRC) Coalition – has been a key development this year. During the pilot phase of the trial, we used the tool to demonstrate the clear and measurable impact of meat reduction across one of our ready meal product lines. This is just one example of the insights the tool has provided ahead of the second phase of the trial due to begin in early 2024.

We have identified Mondra platform champions across our food teams and other functions to deliver upskilling and training to use this tool. As we move into the next phase of the trial, we will be working with key retail partners to use the tool across selected product categories to build target-focused action plans.

Collaborative partnerships and engagement with industry bodies will be key to progress in this area and we are looking forward to understanding what we can achieve with this powerful collaboration platform.

What's next?

We have designed our Healthy and Sustainable Diets Roadmap, with more specific activity planned for the next three years, acknowledging this space is fast-evolving and ever changing. In FY24, we are focused on the following deliverables:

- Evolving our data maturity to ensure accuracy, as well as expanding the data points we are able to report on to improve our transparency and decision making.
- Using data to build a deep understanding our protein, health and broader environmental footprints at portfolio and then category level.
- Creating portfolio level action plans to support decarbonisation and progress our health agenda.
- Developing Group targets in health and animal protein use.

We are delighted by the level of interest our colleagues have shown towards our ambition in this space. In response to this, we hosted an upskilling session for our Executive Team and other senior leaders in September, which has helped to build understanding of the challenges and opportunities and to improve overall climate literacy. We also held a colleague Feeding with Pride focused webinar to help the wider team understand and support our ambition and targets.

The people behind the plans: Healthy and Sustainable Diets Plan Owner

Sophie Globe,
Food Lead: Food for Later

“My role as Healthy and Sustainable Diets Plan Owner is to lead and coordinate the roadmap design, and to work with colleagues across the business to develop the healthy and sustainable diets agenda. I am passionate about how we can drive change across the industry, and it is great that Greencore has already made progress, but there is always more we can do.

Realising our ambitions in this area involves an evolution of our business culture as well as our product portfolio – we need to think about healthy and sustainable diets as part of our DNA. It is important that all of our stakeholders – our colleagues, our retailers, our suppliers are aligned on this, so collaboration is key to our success.

We also need to ensure that we continue to drive our health agenda. This has become much more established within both the industry and Greencore, but we can always do more as we look to ingredient and process innovations to allow us to reduce or remove calories, fat, salt, sugar or boost our products with added benefits.

With all of the above, it is paramount that we ensure we maintain great tasting food and make our products accessible to all.

”

“What we eat matters, so we have a responsibility to make products that taste good and do good.”



Reducing meat, retaining flavour

IN ACTION

We know we have a responsibility to support healthy and sustainable diets throughout the nation and beyond. Central to this endeavour is rethinking the role that meat plays in our meals, and exploring ways to reduce the meat content of our products where it is feasible to do so.

In partnership with a major retail customer, we have spent more than two years researching and developing options for reduced-meat Spaghetti Bolognese and

Lasagne. Our Product Development team created a flavour-packed sauce for these products that uses 15% less meat, saves 197 tonnes of beef annually, and reduces their carbon footprint by 8%.

The new recipe has proven very popular with consumers, with taste tests showing positive scores jump by 10%. We are now exploring ways to adopt a similar approach with other products and ranges, boosting sustainability, health and affordability in a win-win for all product stakeholders.

Relevant disclosures:

SASB FB-PF-260a.1 [here](#)
SASB FB-PF-260a.2 [here](#)

View our Quick Read on healthy and sustainable diets [here](#)

Advancing our sustainable packaging agenda

Packaging remains a high profile and important topic for Greencore and all our stakeholders, so we continue to advance this agenda by looking for solutions where performance, cost and sustainability work together to minimise our impact in this area.

When focusing on plastic reduction, packaging presents a real challenge. Packaging is necessary for food safety and quality, provides protection from possible damage, supports product promotion on the shelf, offers convenience and can extend shelf life. Therefore, we must ensure that any future innovations do not inadvertently lead to unnecessary food waste. Additionally, not all potential solutions currently exist at a scalable and commercial level, and therefore current solutions come at a cost. Asking consumers to consider a premium cost, in today's economic climate, can be challenging. Approximately 50% of our packaging formats contain

at least some recycled content. We aim to improve our packaging data collection next year to develop a more targeted, circular economy approach.

We are working hard to change the way we package our products, reviewing our materials and production processes to ensure we avoid a linear 'take-make-dispose' model and instead support enhanced recyclability. We are continuing to explore simplified materials and lightweighted pack formats to encourage effective recycling, as well as ways to reduce food waste through extended life processing techniques and pack constructions.

While data remains the biggest challenge in quantifying and substantiating our approach, we know from the projects that we have delivered that we have made significant progress in our packaging ambitions this year. This has been achieved through close supplier collaboration and the strength of our customer relationships, working together to support sustainability strategies. We are looking forward to being able to quantify and confirm this progress in next year's report.

“Taking an innovative approach to our packaging design within our sustainability agenda, allows us to minimise waste, explore new pack formats and alternative materials while keeping our products fresh, protected and visually appealing within a commercial environment.”

Frances Meese,
Packaging Lead

Going windowless on quiche

We have replaced the recycled plastic window on our quiche packaging with realistic product photography. The packaging is now even easier to recycle by removing all plastic from this packaging format, with zero impact on product quality. This simple change has saved more than 13 tonnes of plastic over the last 12 months, and we are now exploring opportunities to implement this strategy elsewhere.

Grab bags – keeping up with legislation

Upcoming legislative changes would have classified our sandwich grab bags as non-recyclable, so we have proactively initiated a project across our premium sandwich lines to move away from complex laminates. We are now using a recyclable substrate with a varnish that adds to the value perception of these premium products. We have also redesigned the sandwich inserts to maintain performance while reducing plastic by 20%. These changes have annually removed 60 tonnes of material from this range whilst contributing to increased sales.

Label-less sushi

We invested in new machinery to support an alternative linerless labelling format around our sushi packaging at one of our key production sites. These FSC paper labels require no plastic-based backing paper to aid application and offer an improved rigidity, enhancing the premium appearance of the sushi range. In addition, plastic tamper tabs are no longer required, saving over 10 million units of plastic annually.



Relevant disclosures:	
SASB FB-PF-260a.1	here
GRI 301-1	here
SASB FB-PF-410a.1	here
SASB FB-PF-410a.2	here

View our Quick Read on sustainable packaging [here](#)



Rethinking our packaging

Embedding circularity into our ready meal trays

IN ACTION

Our ready meal trays already contain high levels of food-grade recycled plastic (a minimum of 75%), but we know that by further embracing the principles of circularity we can further minimise the impact of our packaging.

In March, we launched our pioneering ‘Tray to Tray’ initiative, which enables us to produce CPET ready meal trays directly from the waste of other ready meal trays collected in Europe. This means that trays produced under this initiative will be kept in the supply chain, drastically reducing the emissions and resources needed to produce trays from scratch. A minimum of 30% recycled tray content will be used, with additional recycled content containing traditional clear bottle flake.

This project is the result of close collaboration with a key supplier partner and comprehensive quality trials at our Warrington site. We are now exploring how this initiative can be expanded to other areas of the business, for example with our sushi products, and drawing on lessons learnt to further enhance the circularity of all the packaging we put on the market.



“Our approach to packaging procurement has a clear focus on sustainability, and is fundamental to the way we work, both with our suppliers and our customers. Whilst market forces can often be challenging, our commitment to do the right thing always remains at the forefront, as we work in collaboration to achieve our goals.”

Andy Thompson,
Group Procurement
Director

Redesigning our premium sandwich packaging

IN ACTION

In line with the UK Plastics Pact, we are committed to reducing the plastic in all of our packaging, while improving its recyclability. This year, we have focused on the packaging of our premium grab bag sandwiches.

Working with our stakeholders, we have replaced the complex laminates in this packaging with a mono-substrate that can be recycled in-store, and redesigned the internal sandwich insert. As well as reducing plastic usage, these changes have yielded a number of other benefits too, such as helping to mitigate inflationary costs and improving sales thanks to the premium look and feel of the new packaging.

We launched this packaging with one customer, in autumn 2022, and we are delighted that four further customers have since adopted the packaging for their lines. This is a clear indicator of the importance of collaboration and engagement in finding impactful solutions that work for the whole industry.



FOUNDATIONS

Continually
improving to create
a **better** business
with people
at the core

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Introduction

Our Foundations

“ We need to have the right people and processes in place to help us deliver our strategy. We believe that all parts of our business have a role to play in unlocking action and contributing to the Better Future Plan. And so, People at the Core has never been more relevant, across all three pillars of the strategy.

As we upskill our teams in sustainability and enter a new phase of business-wide plan ownership, we are conscious that the social elements of our strategy are becoming increasingly important as the ‘S’ in ESG gets more focus from both business stakeholders and broader society.

My role is to champion ethics, communities (featured within our Making with Care pillar), health and safety, inclusion and diversity (I&D) topics within the strategy, ensuring they have the right sponsorship at Executive level and within the wider business. Whilst the health and safety agenda is not directly featured in our Better Future Plan, it underpins our broader people agenda, which I own in its entirety.

We have a responsibility to ensure those who work for us are treated fairly and that we provide an environment in which I&D is celebrated and respected.

Guy Dullage,
Chief People Officer
Our Executive Owner for our strategic Foundations



We pride ourselves on our well-established Ethical Programme and our embedded I&D Strategy, primarily focusing on ethnicity, age and gender. Increasing representation of women remains a priority for us and this year we have completed a business-wide deep dive in this area, which has been incredibly insightful.

”

Highlights

Health and safety

We are in receipt of an internationally recognised health and safety accolade from the Royal Society for the Prevention of Accidents (RoSPA). Our Northampton site was awarded ‘RoSPA Highly Commended’ in the Food & Drink Manufacturing Sector Award for health and safety performance during 2022.

We are pleased to be able to report a reduction in RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) reportable accidents from 0.33 to 0.26 per 100,000 hrs.

We are proud of the level of engagement we consistently see from our colleagues in relation to health and safety. Our 2022 People at the Core survey yielded a 94% total favourable score in this area, indicating that engagement, reinforcement of our safety message and a culture of putting people at the heart of our business has driven an appetite for improvement from everyone.

Inclusion & Diversity

We have committed to train all our hiring managers in ethical and inclusive recruitment through our Licence to Recruit programme. Since its launch in June, 169 managers have been trained, against a target of 160 for the year, exceeding our target by 5%.

Emerging focus

Value Chain Climate Literacy

This year has bought an increased industry focus to the importance of climate literacy. As many businesses continue the challenging task of business engagement, it is now widely recognised that informed colleagues are more likely to become engaged colleagues. At Greencore, we have recognised that putting a focus on supporting climate literacy will be one of the most impactful ways to drive progress and tangible action.

We are taking multiple approaches to improving literacy appropriate to the group of colleagues. Our Executive Team and Plan Owner Group have both completed a full day of upskilling led by our report partners Veris Strategies and the Future Food Movement. The scope of this day included the broader

sustainability landscape, carbon, healthy and sustainable diets and the investor lens on sustainability – of which we consider key topics to begin their learning journeys. We have also completed additional sessions for our human rights and climate risk. This has set a good foundation for the work we will continue to plan and deliver in FY24.

It is not only Greencore’s climate literacy that we consider to be important, but we also need our value chain partners to be on the same journey, so we are all moving in the same direction and have a shared understanding of the challenges we face, allowing us to take collaborative action. In the next 12 months, we will be reaching out to key customers and suppliers to ‘learn together’, scoping opportunities for joint upskilling on the path to more effective collaboration and delivery of targets across our respective strategies.



Protecting our people: Health and Safety

The health and safety of our colleagues and visitors is a top priority at Greencore. We are committed to meeting or exceeding all applicable health and safety legal obligations, continuously improving the safety of our work environment by investing in our people and our facilities, and creating and maintaining a safety culture that puts physical and mental wellbeing at the heart of the business.

This year, we have concentrated our focus on a number of specific areas:

- We have introduced a camera and telematics solution Webfleet to our commercial fleet, which allows driver behaviours to be monitored and reported via a central dashboard and enables us to help to keep drivers safe.
- Following a number of minor electrical incidents, we have set up a working group to develop new electrical standards and procedures.
- We have also developed a new standardised approach to risk assessment around manual handling equipment, covering forklift, powered pallet and pump trucks.

While we are continuing to invest in automation and engineering solutions to help to reduce associated risks, manual handling remains necessary in many of our operations. We continue to partner with Pristine Condition, a world-leading organisation specialising in manual handling solutions, who are supporting us to take an innovative approach to manual handling training. Meanwhile, our partnership with Connect Health, a leading occupational health physiotherapy provider, plays an integral role in the prevention and management of musculoskeletal

disorders at four of our larger sites. We are now looking ahead to the creation of our Safety Roadmap, which aims to maintain excellence in this area through a blend of continuous improvement tools and training. We have already established a working group to identify any gaps in safety compliance training and will now be exploring the development of leadership training that helps our leaders adopt a coaching style to influence safety behaviour, as well as other bespoke training packages.

Accident Incident Rate, accidents per 100 employees (All accidents including minor)	
FY23	0.56
FY22	0.56
FY21	0.59
FY20	0.50

Accident Frequency Rate, RIDDOR accidents per 100,000 hrs (RIDDOR only)	
FY23	0.26
FY22	0.33
FY21	0.37
FY20	0.32

A focus on leading indicators such as behavioural observations and engagement walks along with in-depth root cause analysis of accidents to prevent recurrence has helped drive down RIDDOR numbers.

Relevant disclosures:	
GRI 403-1	here
GRI 403-2	here
GRI 403-3	here
GRI 403-4	here
GRI 403-5	here
GRI 403-6	here
GRI 403-7	here
GRI 403-8	here
GRI 403-9	here

“Greencore continually strives for excellence in health and safety, and our accolades and engagement scores show we are succeeding in this area.”



Pamela Brown,
Director of Health, Safety and Environment



Protecting our people: Our Ethical Programme



Greencore employs people in many different communities, from a wide range of backgrounds, and we are committed to understanding the unique challenges and social contexts they may face.

Our Ethical Programme acts as a foundation for our wider sustainability agenda. We are committed to playing our part in addressing modern slavery and we firmly advocate for transparency and collaboration to help address this crime. We know that we cannot solve this on our own, but we do have an important role to play as a significant employer in the UK labour market.

We use independent ethical audits at all our manufacturing sites to help identify any ethical issues, but we also know that a compliance audit is only ever a snapshot of activity and that a programme of significant additional insight is required. Exploitation and worker vulnerability takes many different forms, and we work closely with the police and the Gangmasters and Labour Abuse Authority (GLAA) to identify scenarios that put people at risk.

Our governance model, based around our multi-disciplinary Ethics Committee, chaired by Guy Dullage (Greencore’s Chief People Officer), provides the oversight for our Ethical Programme and steers the evolution of our approach. We expect the current elevated risk environment to continue and will provide appropriate resource and systems to maintain our active programme of worker support and disrupting criminal exploitation.

New models of exploitation

We have learnt that exploitation and modern slavery in 2023 is complex and rapidly evolving. The risks are increasing, and this is widely reported by enforcement bodies and specialist stakeholders.

We work closely with the authorities to support vulnerable workers. In the UK this means working with the GLAA. The GLAA provide significant insights for the food manufacturing sector, including descriptions of ‘Exploiter Operating Models’.¹

These models describe the approaches used by exploiters, and during FY23 we have worked hard to address those models that could apply to Greencore. In particular we have focused on ‘Non-Employer Models’ in which there is no formal link to the victim’s employment, but control of the

victim’s home and economic matters. This model is particularly hard to investigate – it is hidden, elusive and the exploited individuals are often traumatised and living in fear. These are of course the reasons why it is used so frequently by criminals.

We employ workers in many different communities in the UK and have identified potential exploitation in a range of communities and social contexts, working with the authorities on each occasion to ensure that vulnerable people are fully supported. We have seen increasing risks of family-linked exploitation from West Africa, of exploitation and coercion from Eastern Europe and debt-linked control from Central Asia. We have actively used the Modern Slavery Intelligence Network (MSIN) to help us investigate and understand these cases.

Our site colleagues in HR and Operations have been supported to identify such hidden exploitation. Our investigation work, our training and our industry collaboration have all been re-assessed during the year to ensure that they remain effective in the new environment we face. This has included changes to our recruitment and on-boarding processes intended to prevent ‘imposter’ activity through greater use of digital photo records.

Alongside our collaboration with MSIN these learnings have been shared in a range of collaborative industry forums so that the wider industry can benefit from them.

IN ACTION

Identifying imposters in collaboration with our labour providers

Greencore has factories in a number of different communities and each of these has different exploitation risks.

By way of example, our links with both FNET and MSIN provided local intelligence that there was a risk of ‘imposter’ colleagues being deployed within West African communities in the Midlands. An ‘imposter’ is a different worker to the one whose eligibility to work was checked and verified as part of the recruitment process. The ‘switch’ can take place pre or post induction or, indeed, at any point in the employment process, if additional and ongoing checks are not made.

Following this intelligence, our Ethical Trade Manager mapped the recruitment process from candidate to colleague and introduced additional photographic checkpoints throughout these stages to confirm that no switches had been made. There is now a total of five points where a colleague’s identity is verified against their candidate and passport photographs and random checks are also carried out throughout the colleague’s tenure with the business.

We have also worked in collaboration with our labour providers to ensure that their processes are equally robust, and have developed an intelligence sharing approach to alert each other to any cases that are detected.

“This new process gives me even more confidence that we are doing what we can to minimise the risk of exploitation in our business through the use of imposters. We will continue to build our relationships with

groups who strive to improve the human rights of workers to constantly update our intelligence reports and to make changes in our processes and procedures as required.”

Lana Hooper, Senior HR Business Partner, Greencore Northampton

94%
of sites have achieved
Stronger Together
business partner status²

62%
of non-conformances
resolved within agreed
timescales at Greencore sites

100%
of Greencore
manufacturing sites with
independent ethical audits
in the last two years

² Stronger Together is a not-for-profit organisation working to ensure that all workers are recruited responsibly and have fair work, free from exploitation. Its Business Partner Programme allows companies and sites to publicly demonstrate their commitment to tackling hidden labour exploitation.

New support needs

During 2023, colleagues at one of our manufacturing sites supported a fellow worker who was experiencing serious challenges in the community in which they lived. We provided immediate practical support to help them relocate and build a safer home life. In the process, we realised that colleagues who have experienced modern slavery or other forms of exploitation in their lives may remain more vulnerable for years

to come, even as they have started to build new lives, free from control. We are working to provide a stronger way of considering the implications of this for our ethical approach – building a support model that does not add the burden of unwelcome intrusion into survivors’ lives.



¹ As defined by the Joint Slavery and Trafficking Analysis Centre (JSTAC) 2018, “UK Labour Exploitation: A Baseline Assessment of the Offending Models in Labour Exploitation in the United Kingdom”.

Building an inclusive and diverse culture

We are proud that Greencore is already a diverse business, and it is important to us that we make sure everyone’s experience of working with us is an inclusive one. We are committed to creating a culture where people can be themselves and fulfil their potential.

We believe we can differentiate our business through our colleagues. Focusing on inclusion and diversity (I&D) enables us to make better business decisions informed by diverse perspectives. With I&D at the heart of Greencore, we can better reflect our customer and consumer needs, and therefore better anticipate change and respond with agility. We can rely on a capable, cohesive colleague base, which feels valued and motivated to progress and drive our business.

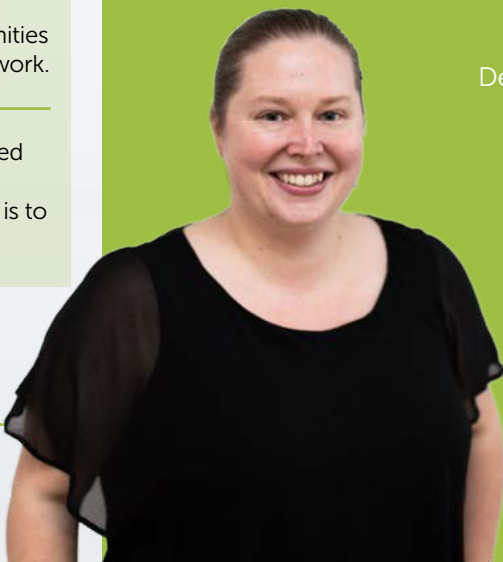
Our activities in this area are centred around four key ambitions. We aspire to:

- 1. 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, at every hierarchy level.
- 2. Be a culture where people can be themselves at work.
- 3. Be an organisation that creates opportunities for our people to fulfil their potential at work.
- 4. Operate a business that has I&D hardwired into everything we do, where every colleague understands how important it is to us and we demonstrate that every day.

Our action plan therefore 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 I&D.

“We continue to make positive progress in the areas of inclusion and diversity, with colleague voices the cornerstone of our focus and progress.”

Natalie Rogers, Head of Talent, Development and Inclusion



Over the last 12 months we have successfully expanded the reach of our reverse mentoring programme in partnership with the Institute of Grocery Distribution (IGD), elevating colleague voices and helping our leaders understand the barriers that underrepresented groups face at work. 33 colleagues and 22 leaders have now taken part in the programme, and we will continue to extend its reach.

Colleague voices are incredibly important in guiding our activities. This year, as part of our deep dive on how we can increase the representation of women, we have drawn on our colleague perspectives to better inform our approach to attracting, enabling, and retaining female talent. This has resulted in the introduction of new approaches and policy:

We developed our first Menopause Policy over September and launched it in October. The policy focuses on supporting colleagues currently going through the menopause and raising awareness for the topic. Our work continues to focus on how we can improve our policies and build a more inclusive workplace.

Free menstrual products have been introduced for colleagues across all locations. Products will be supplied from the ‘Hey Girls’ range, which is environmentally sustainable and helps end period poverty in the UK with like-for-like donations to charities across the country.

Other progress this year has included:

Our colleague-led catalyst group, a cross-functional group of colleagues, has played a key role in delivering our annual inclusion calendar of events.

We have continued to invest in our colleagues by providing coaching and mentoring throughout the year.

We have invested in under-represented groups beyond Greencore and have pledged £500,000 through Levy Share Initiatives. This supports the creation of new apprenticeships for under-represented groups by helping small and medium employers in our local area create apprenticeships opportunities.

We have also accelerated our Licence to Recruit programme this year, which educates hiring managers in fair recruitment and diversity promotion, in turn delivering a more inclusive experience for candidates. All our hiring managers undertake the training, and to date we have exceeded our annual target by 5%.

At the end of FY23, 39% of all colleagues were female. Our male-to-female percentage ratio is 56:44 at Board level, 100:0 at Group Executive level, and 51:49 at the Group Executive Team’s direct report level.

	FY22		FY23	
	Male	Female	Male	Female
Across the Group	61%	39%	61%	39%
At Board level	40%	60%	56%	44%
At Group Executive Team level	71%	29%	100%	0%
At Group Executive Team direct report level (-1)	56%	44%	51%	49%

Relevant disclosures:
GRI 405-1 [here](#)
GRI 405-2 [here](#)
GRI 406-1 [here](#)

View our Quick Read on inclusion & diversity [here](#)

Investing in our hiring managers

IN ACTION

Our colleagues are central to our success, so we are committed to hiring the best talent. We know that reaching our goals, thinking boldly, and driving the change we want to see in the world means making sure we have a diverse range of people throughout the business. We can achieve this by equipping our leaders with knowledge, tools and confidence to ensure fair selection remains an important facet of our I&D Strategy.

This year we invested in building a new programme, **Licence to Recruit**, into our **Grow with Greencore** offer, designed to provide our hiring managers with a greater understanding of how we ensure a fair and consistent selection process, understand and manage bias, promote balance in our hiring decisions, and deliver better experiences for candidates.

We have committed to train all our hiring line managers in this important topic. Since its launch in June, 169 hiring managers have completed the programme.

“This programme is at the core of our Grow with Greencore learning and development offer,” says Helen Oliphant, who leads the delivery of the initiative across the UK. “It is one of our live face-to-face programmes where colleagues benefit from a rich learning experience, working together with their peers to learn from each other,

make connections and put their new knowledge into practice straight away. A true team effort and partnership across our Talent, Development, Inclusion and Talent Acquisition team, the session brings together a wealth of knowledge to provide managers with an engaging and interactive learning experience.”

Feedback on the programme has been excellent, with our managers telling us they value the time and investment in their skills and feel more confident in their ability to spot and challenge any bias. One participant called it a, “really enlightening course”, while another said, “I have taken away a lot personally too, and that will help me be better equipped in my role in the future.”

The programme – now an integral component of our I&D Strategy – will continue to run regularly for all managers involved in making hiring decisions.

90% of colleagues feel the time invested in the Licence to Recruit programme is worthwhile

56% feel their knowledge and confidence has increased

75% of managers feel that they have learnt new skills

93% would recommend the programme to others



Defining I&D at Greencore

Inclusion at Greencore means that we are proud of and celebrate individual differences. They are what make us successful. This means we value everyone, we support, celebrate, recognise and engage with all our colleagues, and enable everyone to be themselves at work. We should all feel like we belong at Greencore, and Greencore belongs to us all. We want everyone to achieve their potential.

At Greencore **diversity** means we are made up of many different people. This includes visible differences such as gender, ethnicity or nationality, as well as non-visible differences, such as sexual orientation, faith/religious beliefs, family history, physical ability, education and age. Our diversity is not just about protected characteristics, it is about social inclusion and making sure that everyone is welcomed, no matter their background.

Stepping up our governance programme

Sustainability needs to be part of our DNA and considered in everything we do, from our strategic planning to everyday operations. Strong sustainability and climate risk governance is essential if we are to ensure we are consistently deploying and executing against our ambition across the business. As our sustainability programme matures, it is important our governance model remains fit for purpose and relevant.

We revisit our governance approach every year, making sure we have the right voices around the right tables at the appropriate frequency. Greencore underwent a significant business restructure during Q2 FY23 which provided an opportunity to review our governance model to ensure it was fit for purpose going forward.

The Chief Executive Officer (CEO) has responsibility for overall performance of the Group, which includes sustainability governance. Lee Finney, our Chief Operating Officer (COO), has executive accountability for the overall Sustainability Strategy, ensuring its day-to-day momentum, buy in and progress. Non-Executive Director, Helen Rose, is the Group Sustainability Engagement Director, and is the Board's sustainability champion. Helen is responsible for providing Board leadership on the agenda and supporting the relevant Executive Team and our Head of Sustainability to progress our agenda. Helen also provides updates on sustainability matters to the Board.

This year we have enhanced Board focus on the agenda by introducing a Sustainability Committee of the Board (SusCo), comprised of four non-executive directors and Company Secretarial, with additional regular attendees including our CEO, COO and CFO. Non-Executive Director, Helen Rose chairs this meeting with our CEO and COO leading the agenda, with the support of the Head of Sustainability. The Sustainability Committee meets twice a year to review programme performance and ensure the agenda has

the support required to progress at the pace required.

We also refreshed our Sustainability Steering Committee, now known as the Sustainability Oversight Committee (SOC). This is comprised of leaders from key functions within the Group (such as Finance, Risk, Company Secretarial, Commercial and Technical). The SOC's purpose is to act as a cross-functional business advisory group, primarily supporting the Head of Sustainability with the programme foundations (governance, risk, embedding and transparency).

At an operational and topic-specific level, we have six Sustainable Business Management Groups (SBMGs), chaired by senior leaders, that provide a cross-functional forum to develop and steer our strategy at an operational level. The SBMGs meet at least three times a year to review our roadmaps, exchange knowledge and best practice, to align strategic thinking and to provide recommendations for the SOC to consider.

The major step change in our governance model, however, has been the introduction of the Plan Ownership Model, designed to drive the embedding of sustainability throughout the business via dedicated Plan Owners. This is governed primarily through one-to-one partnerships with the Sustainability team, and through a Group meeting with relevant Executives and Plan Owners once a quarter to review progress and ensure overall alignment.



Managing climate-related risks and opportunity

Our product, supply chain, and manufacturing operations are inherently reliant on the natural environment, and significantly exposed to a changing climate. This presents us with both risk and opportunity.

This year, we have brought the risk, sustainability, finance and procurement functions closer together, enabling a more joined up approach to governance. Our Group Risk function are now represented in the SOC; we have held joint upskilling sessions; and include a risk update in our quarterly Executive Team Programme Reviews.

Principal Risks, defined as those most likely to have a significant impact on Group objectives, are identified by the Group Executive Team. In FY23, the delivery of our sustainability agenda has been identified as a Principal Risk, as we seek to mitigate our impact on the planet. The Sustainability team maintains a risk register that tracks risks most likely to impact the successful delivery of our sustainability agenda. These include risks relating to meeting our carbon reduction targets across our complex manufacturing and logistics infrastructure and working with our supply chain partners.

In FY24, broader consideration of the impact of the changing planet on our business will be further considered, as climate-risk becomes more aligned with our Enterprise Risk Management framework. The process of identifying climate-related risks was informed by a qualitative risk assessment in FY22, which we will repeat in the coming year. The most significant areas of climate-risk relate to disruption to raw materials and ingredient availability as extreme weather events or changes in global weather patterns impact crop harvests; changing consumer demands impacting the relevance of our product portfolio; and disruption to our manufacturing and logistics operations due to extreme weather events.

The summer 2023 season highlighted that the climate is changing, and its impacts are being felt as weather patterns become increasingly unstable and extreme. At Greencore, we recognise the need to mature how we identify and measure climate risk, and plan how we need to adapt to build a resilient business for the long-term.

You can read more about our Task Force on Climate-Related Financial Disclosures (TCFD) response in our Annual Report on [Page 32](#)

“Sustainability, climate change, and risk are inherently linked as we seek to mitigate our impact on the climate, and the impact of climate change on our business. Risk is now embedded in our sustainability governance, with closer alignment between these functions increasingly enabling us to make better risk-informed decisions as we build a more resilient business for the future.”

Ross Poulter, Senior Manager, Group Risk

Relevant disclosures:	
GRI 405-1	here
GRI 2-9	here
GRI 2-10	here
GRI 2-11	here
GRI 2-12	here
GRI 2-13	here
GRI 2-14	here
GRI 2-15	here
GRI 2-16	here
GRI 2-17	here
GRI 2-18	here
GRI 2-19	here
GRI 2-20	here
GRI 2-21	here

Embedding sustainability

Decentralising sustainability into the business is essential to ensuring it is owned by the business and that it underpins everything we do. 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.

Greencore is aiming for change at scale, and this cannot be delivered by our Sustainability team alone – we need our c.13,600 strong workforce, across 16 sites, to believe in, understand and help us drive the agenda. Our success depends on our ability to clearly communicate our Better Future Plan, upskill colleagues across the business, and get colleagues excited about the opportunity they have to make a meaningful difference. We know our people care about sustainability, but we also know sustainability knowledge is limited across our colleague base, so it is our responsibility to support their upskilling to enable confident leadership in their respective areas.

“The coming years will be critical to ensure that our sustainability ambitions align with overall business strategy. The strategy and sustainability functions will be working closely together this year as we look to improve the integration of these agendas.”

Nigel Smith, Chief Strategy and Transformation Officer



Embedding with People

This year we replaced our Sustainability Champions Model with a new Plan Ownership Model (see [Page 5](#) for more details about this). This model carries forward similar elements to the champions model, in which our Head of Sustainability works in partnership with Plan Owners, upskilling them, supporting their respective plan designs and ensuring they have what they need to lead the agenda and take action in their areas. We are already seeing this group of leaders add significant value to the sustainability programme and are looking forward to FY24, which will be our first full year of having the Plan Owners established in their roles.

Our communications agenda has also evolved this year, with the introduction of a quarterly sustainability webinar. At the beginning of the financial year, we provided a general update on our annual programme performance following the release of the Annual Sustainability Report. The remaining quarterly webinars were then allocated to focus on each of our strategic pillars – Sourcing, Making and Feeding. This was a fantastic opportunity to update our colleagues on the broader sustainability programme, but more specifically, to share more about our strategic topics and how they can play a role to support our progress.

This year, our Sustainability Strategy also featured as part of the agenda at our Group Commercial Conference, with our Head of Sustainability speaking to over 300 Procurement and Commercial colleagues about responsible sourcing, human rights, packaging, and healthy and sustainable diets. This was a great signal from the business of the ‘pull’ on sustainability we are working hard to establish.

Improving the sustainability literacy across the business has been a significant focus for us this year, and we made good progress against this in the second half of FY23. We are thinking about this across the following groups:

Our Board – we are scoping how we can integrate sustainability upskilling into the Board meeting cycle across the financial year. We are working to establish this early in FY24.

Our Executive Team – is upskilled at various forums across the year, primarily as part of the standard agenda for the quarterly Executive updates on sustainability, as well as through dedicated upskilling days where we bring in external specialist coaches. We held our first full day this year in September, signalling the start of a more structured approach to upskilling in FY24.

Our Plan Owners and Sustainability Oversight Committee Groups – these groups are vital leaders for the agenda and in October they came together for a full day of coaching. This is something we are planning to embed on a regular basis.

Our ‘Top 80’ leaders – it is equally important that our management forum group is literate in sustainability. We are planning activities for FY24 on how to upskill this group.

Looking ahead to FY24, we are developing a detailed upskilling plan for the groups mentioned above, as well as looking to expand how we reach all 13,600 colleagues on a more regular basis through webinars, lunch and learn formats and our newly established colleague app.

Embedding with Process

We recognise that driving change at scale means embedding sustainability within our key processes, forums and documents, in conjunction with upskilling our people. Embedding through all core processes will take time, but we are making incremental progress, with our focus this year on energy, water, and healthy and sustainable diets.

Sustainability considerations are built into our long-term strategic planning, with our Head of Sustainability working closely with our Chief Strategy and Transformation Officer, to ensure alignment between our Sustainability Strategy and strategic planning within our horizon framework (see [Page 3](#) for more details about our strategic horizons).

FY24 will bring increased focus on embedding good practice on energy and water. As such, we will be:

Working with our colleagues to encourage positive behaviours towards energy and water use and wastage, both at work and at home.

Increasing the communication on why energy and water use are important and the parts we all have to play in energy and water efficiency.

Providing a tool and targets to encourage the reporting of issues such as wasted energy, water leaks and dripping taps.

Ensuring energy and water considerations are built into all key site level processes, with day-to-day monitoring in place against site specific KPIs for both topics.

We will also embed sustainability commitments into our remuneration and Grow with Greencore processes, which ensures colleagues at multiple levels will be formally measured and incentivised on their ability to drive the strategy forward. Our full Executive Team will have bonus remuneration linked to sustainability for the first time, and sustainability objectives will be formally cascaded through our Plan Owner Group as well as our ‘Top 80’ leaders. We are looking forward to seeing the difference this makes to accelerating our ambition.

Sharing our progress transparently

Data is key in business decision-making, risk assessment and progress tracking, and it keeps us accountable by providing clear visibility of our performance. Data, transparency and reporting is therefore fundamental to the success of our Sustainability Strategy in every area.

With sustainability now forming the foundations of every responsible business, stakeholders up and down the value chain rely on sustainability metrics as a barometer for how well companies are managed, and how prepared they are to manage future business threats. This year, we have seen an increased number of data requests from our customer base, as they work to accelerate and better understand their respective strategies and progress against them.

This topic has become increasingly important within the last 12 months, due largely to the EU regulatory environment driving policy change at pace. In light of the fact that Greencore is headquartered in Ireland, and thereby within the EU, this means that particular attention must be paid to compliance in this area, and we are working to align with a number of key standards, such as the Corporate Sustainability Reporting Directive (CSRD) and the Taskforce on Nature-related Financial Disclosures (TNFD). We are also anticipating regulatory shifts in UK sustainability requirements and will monitor this closely going forward.

In response to the rapidly changing regulatory environment, we have recently developed a multi-year Transparency Roadmap that includes both data and reporting requirements for the next 36 months, providing critical visibility and insight to ensure the business is both informed and prepared for upcoming regulatory changes. We are currently working through this internally to develop a detailed action plan with focus on FY24.

We are being actively supported by third-party

expertise through our partners at Veris Strategies to ensure we have a robust and accurate view of what is on the horizon in this evolving space. This roadmap will be owned by our Data and Reporting Lead in the Group Sustainability team and progress is reviewed primarily through the relevant governance forums.

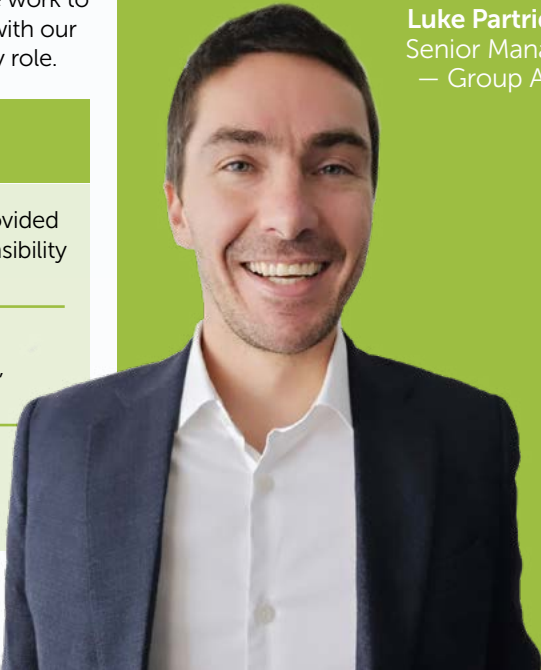
Sustainability data is an industry-wide challenge, and improving it will be a journey for all businesses, including Greencore. In the second half of this year, we put significant focus into reviewing data quality and supporting processes across the programme. As part of this work, our Group Internal Audit team completed a data audit which provided a valuable summary of the 'health' of our primary KPIs within each pillar. The audit report has provided a detailed plan of action to help guide our improvements, and this will be a continuous process as we work to mature our data and reporting processes, with our newly appointed Plan Owners playing a key role.

Key learnings

- The new Plan Ownership Model has provided clarity to business teams on data responsibility and accountability.
- Data restatements may be required as we improve our data source, ownership, supporting processes or methodology.
- We will need to balance an ambition to be transparent with the data quality we have available.

“Robust, properly assured data is the bedrock of the Sustainability Strategy. Ensuring accuracy, completeness and consistency in the data sets used not only provides comfort over the veracity of reported metrics but is a true business enabler, facilitating focus and action in the right areas to deliver positive outcomes.”

Luke Partridge,
Senior Manager
— Group Audit



Reporting and disclosure

Greencore is committed to the highest level of transparency in our reporting. Being transparent holds us to account, inspires others and encourages an industry-wide shift towards positive action.

Benchmarks / Disclosures	Description	Our performance
	The Carbon Disclosure Project (CDP) is a not-for-profit charity that runs the global disclosure system for investors, companies, cities and regions to manage their environmental impacts.	Scores for the 2023 disclosure cycle will be available in early 2024. Our 2022 scores were: Climate change: C Forests – palm oil: B Forests – timber: C Forests – soy: C Forests – cattle products: C Water security: C
	Sustainalytics provides an ESG risk rating for companies that helps investors identify and understand financially material ESG risks.	At our last update in April 2023, Greencore Group plc received a ESG Risk Rating Ranking 311 out of 627 (1st = lowest risk) for Industry Group (Food Products).
	MSCI provides ESG performance ratings using publicly available information to help investors make broader responsible investment decisions.	At our last rating update in March 2022 (with a further report update in October 2022) Greencore Group plc received an MSCI ESG rating of AA, reflecting 'a company leading its industry in managing the most significant ESG risks and opportunities'.
	The Better Food Index scores food companies on key metrics from transparency to nutrition and environmental impact.	Greencore Group plc was ranked 8th out of 30 companies on the index, an improvement of seven places up from 15th in 2022. View the full details here .
	The Task Force on Climate-related Financial Disclosures (TCFD), established by the Financial Stability Board, is a reporting framework based on a set of consistent disclosure recommendations for use by companies as a means of providing transparency about their climate-related risk exposure.	Greencore Group plc reports in line with the TCFD framework. View our report here .
	The Sustainability Accounting Standards Board (SASB) is an ESG guidance framework that sets standards for the disclosure of financially material sustainability information by companies to their investors.	Greencore Group plc reports in line with the SASB framework. View our SASB index here .
	The Global Reporting Initiative (GRI) is an international independent standards organisation that enables all companies and organisations to report their ESG performance.	Greencore Group plc has reported in accordance with the GRI Standards for the period 1 October 2022 - 29 September 2023. View our GRI index here .

Industry engagement and partnerships

Creating a future-fit food system that works for everyone requires collaborative and collective action, and there is industry-wide recognition that working in this way will drive faster and more effective outcomes for us all. Greencore works closely with others in the sector to address both our own material topics and those of the wider food industry.

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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.
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The Marine Stewardship Council (MSC) is a global non-profit organisation that works to end overfishing around the world.
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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.
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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.
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The Roundtable on Sustainable Palm Oil (RSPO) aims to transform markets to make sustainable palm oil the norm.
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Champions 12.3 is a coalition of executives from governments, businesses, organisations and research institutions dedicated to accelerating progress toward achieving SDG Target 12.3 by 2030.


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The Food Network for Ethical Trade (FNET) is a forum for sharing issues and best practice, and developing practical solutions to human rights issues.
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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.
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The UK Government's 'Step up to the Plate' initiative calls on key players within the food industry to drastically reduce food waste in five steps.
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Industry charity GroceryAid offers crisis support and financial assistance to those working within the grocery industry.
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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 — read more on [Page 35](#).
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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.
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Mondra and the BRC Coalition is an enterprise 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.
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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.



Relevant disclosures:

GRI 2-28	here
GRI 2-29	here

Appendix

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GRI & SASB overview

Pillar	Material Topic	Relevant Standard
Introduction		GRI 102: General Disclosures 2016
Sourcing with Integrity	Nature	GRI 304: Biodiversity 2016
		GRI 308: Supplier Environmental Assessment 2016
		SASB Environmental & Social Impacts of Ingredient Supply Chain
		SASB Ingredient Sourcing
	Human rights & labour rights	GRI 408: Child Labour 2016
		GRI 409: Forced or Compulsory Labour 2016
		GRI 414: Supplier Social Assessment 2016
Making with Care	Climate & carbon	GRI 305: Emissions 2016
		GRI 302: Energy 2016
		SASB Energy Management
	Waste & food waste	GRI 306: Waste 2020
	Water	GRI 303: Water and Effluents 2018
		SASB Water Management
Feeding with Pride	Healthy & sustainable diets	SASB Health & Nutrition
	Plastic & packaging	SASB Packaging Lifecycle Management
		GRI 301: Materials 2016
	Food safety	GRI 416: Customer Health and Safety 2016
		SASB Food Safety
Foundations	Employee health, safety & wellbeing	GRI 403: Occupational Health and Safety 2018
	Additional disclosures	GRI 205: Anti-Corruption 2016
		GRI 206: Anti-Competitive Behaviour 2016
		GRI 207: Tax 2019
		GRI 202: Market Presence 2016
		GRI 401: Employment 2016
		GRI 405: Diversity and Equal Opportunity 2016
		GRI 406: Non-Discrimination 2016
		SASB Product Labelling & Marketing



View our full
GRI index [here](#)

SASB – Processed Food Standard

Topic	Code	Disclosure	Location or Direct Response
Energy management	FB-PF-130a.1	<div>1. The entity shall disclose the total amount of energy it consumed as an aggregate figure, in gigajoules (GJ).</div> <div>2. The entity shall disclose the percentage of energy it consumed that was supplied from grid electricity.</div> <div>3. The entity shall disclose the percentage of energy it consumed that is renewable energy.</div>	<div>1. 1,612,617.81 GJ of energy consumed.</div> <div>2. 23.17%.</div> <div>3. 0.5%.</div>
Water management	FB-PF-140a.1	<div>1. The entity shall disclose the amount of water, in thousands of cubic meters, that was withdrawn from all sources.</div> <div>2. The entity may disclose portions of its supply by source if, for example, significant portions of withdrawals are from non-freshwater sources.</div> <div>3. The entity shall disclose the amount of water, in thousands of cubic meters, that was consumed in its operations.</div> <div>4. The entity shall disclose its water withdrawn in locations with High or Extremely High Baseline Water Stress as a percentage of the total water withdrawn.</div> <div>5. The entity shall disclose its water consumed in locations with High or Extremely High Baseline Water Stress as a percentage of the total water consumed.</div>	<div>1. 2717 thousand m³.</div> <div>2. 806.8 thousand m³ groundwater (borehole) (Selby and Warrington).</div> <div>29.8% of total water consumption.</div> <div>3. 561.4 thousand m³.</div> <div>4. 6%.</div> <div>5. 6% .</div>
	FB-PF-140a.2	<div>1. The entity shall disclose the total number of instances of non-compliance, including violations of a technology-based standard and exceedances of quantity and/or quality-based standards.</div>	<div>1. 28 instances of non-compliance with discharge consent recorded across the business in FY23.</div>
	FB-PF-140a.3	<div>1. The entity shall describe its water management risks associated with water withdrawals, water consumption, and discharge of water and/or wastewater.</div> <div>2. The entity shall discuss its short-term and long-term strategies or plan to mitigate water management risks.</div> <div>3. For water management targets, the entity shall additionally disclose:<div><div>a. Whether the target is absolute or intensity-based, and the metric denominator if it is an intensity-based target.</div><div>b. The timelines for the water management plans, including the start year, the target year, and the base year.</div><div>c. The mechanism(s) for achieving the target.</div><div>d. The percentage reduction or improvement from the base year.</div></div></div> <div>4. The entity shall discuss whether its water management practices result in any additional lifecycle impacts or trade-offs in its organization, including tradeoffs in land use, energy production, and greenhouse gas (GHG) emissions, and why the entity chose these practices despite lifecycle tradeoffs.</div>	<div>1. Water is an essential part of our food manufacturing processes, used in cleaning and hygiene for food safety, cooling processes, steam raising plants and as a raw ingredient.</div> <div>In terms of risks associated with water withdrawals and consumption – most of our manufacturing sites import potable water from their respective regional wholesaler, but two of our sites abstract borehole water from aquifers to supplement the potable water supply. Our borehole abstractions are regulated by licence with the Environment Agency (EA) and subject to certain restrictive clauses to ensure conservation of this natural resource.</div> <div>We have eight sites situated within regions of the country that are subject to concern regarding water stress as classified by the EA. For the five sites within the Anglian Water region, this results in close monitoring of their water usage Maximum Daily Demand (MDD) by the business and our water retailer/wholesaler. Sites with abstraction licences have had the appropriate investment in measurement and monitoring equipment to facilitate abstraction management.</div> <div>There are also risks associated with the discharge of effluent from our manufacturing sites. The vast majority of our sites discharge trade effluent direct to sewer, with the only exception being our Selby site, which treats its effluent on-site through a plant operated and managed by a third-party, from where it is discharged to the River Ouse.</div> <div>There has been an increase in emphasis on monitoring and control of effluent at our sites which discharge process waste water. This is further enhancing the control and the management information available for this important risk area.</div> <div>Additionally, emerging issues we are starting to consider are chemicals such as EDTA in our cleaning products and their potential impacts on receiving waters. We have started to work with our suppliers and external experts, to understand levels, potential impacts and opportunities for replacement with alternative chemicals. Our Northampton sites recently replaced an EDTA-containing cleaning chemical with one which contains no EDTA and performs to the same standards.</div> <div>2. Greencore recognises the increasing importance of water stewardship, both locally within the business and in our supply chain. Over summer 2023, we developed a Water Management Roadmap through to 2030, with a focus on the next 18 months to establish a strong foundation for change. Greencore has an internal target of a 25% reduction per tonne of product by 2030, which was set in 2021 but this is currently under review as we have new operational leaders in many key roles, and the new Plan Ownership Model in place. This calendar year we will be revising and looking to publicly launch a Group water reduction target, supported by a broader roadmap on water reduction. We are investigating trialling a water stewardship approach at one of our production sites, with a view to sharing best practice across the Group.</div> <div>Our water management plans will be developed to align with our Environment Permit requirements and any changes resulting from the recent permit review against the revised Best Available Techniques (BAT) reference document. Methods already deployed include re-use of water in Cleaning in Place (CIP) tasks (use of final rinse water as pre-rinse water to remove initial heavy soiling). Many of our manufacturing sites deploy CIP cleaning systems, which use an array of instrumentation to optimise the quantity of detergent, chemicals and water consumed to ensure managed rinse times, efficient use of water, avoidance of ‘overcleaning’ and minimisation of effluent loading. We recognise our responsibility for food hygiene priorities and the balance to be struck between resource consumption and food hygiene.</div> <div>We annually complete a risk assessment for our sites, identifying which of our sites operate in areas identified as water stressed. The sites operating in these areas will be expected to reflect this risk in their site level Water Management Plan once they are developed in the coming 12 months.</div> <div>In future, we plan to extend our supply chain risk assessment process to include an analysis of water risk using the WWF Water Risk Filter, however this will require additional data and transparency of supply in order to complete.</div> <div>3. Water consumption is a key metric for our business as there is a cost to both purchase clean water and to treat and discharge waste water. Our current target is an annual water intensity target to reduce relative water consumption (per tonne of product) by 25% by FY30 from a baseline of FY19. However, as indicated above this is currently under review.</div> <div>In FY23 water consumed per tonne of product decreased from 6.96 m³/tonne to 6.90 m³/tonne, a decrease of 0.86%.</div> <div>Mechanisms for accelerating progress against the target are to be investigated during the review of our Water Management Plan and Water Roadmap.</div> <div>4. Currently the key lifecycle trade-off associated with water management is in terms of additional energy required for operation of effluent treatment plants on our sites. However, at Selby, where we have an anaerobic digestion plant to treat our effluent, we both generate biogas, for use in on-site boilers and we significantly reduce the need for tankers to remove effluent from our site, hence reducing the transport carbon impact. It is accepted by the business that the trade-offs are essential to ensure that we discharge in compliance with our consented/permitted limits and hence control our impacts on the water environment to acceptable levels.</div>

SASB – Processed Food Standard

Topic	Code	Disclosure	Location or Direct Response
Food safety	FB-PF-250a.1	<p>1. The entity shall disclose its facilities’ non-conformance rates with Global Food Safety Initiative (GFSI) recognised food safety certification programmes for (a) major non-conformances, and separately, (b) minor non-conformances.</p> <p>2. The entity shall disclose the corrective action rates associated with its facilities’ (a) major non-conformances, and separately, (b) minor non-conformances.</p>	<p>1. Of 21 audits conducted, six scored an AA* rating, two scored AA (i.e. less than five minor non-conformances) and 13 scored A* BRCGS Global Food Safety Standard version 8 or 9. (Note that the audit changed to version 9 on 1 February 2023 and all audits completed post this date were against version 9).</p> <p>We reverted to unannounced BRCGS audits post-COVID in May 2022. Four BRCGS Global Food Safety Standard storage and distribution audits at our distribution picking sites were completed with three AA grades and one A grade rating. All minor non-conformances are completed.</p> <p>The rate of major non-conformances is 0.</p> <p>The rate of minor non-conformances is 6.44 per site on average.</p> <p>2. 100% of corrective actions are completed.</p>
	FB-PF-250a.2	<p>1. The entity shall disclose the percentage of food ingredients sourced from Tier 1 supplier facilities that are certified to a GFSI-recognised food safety certification programme.</p>	<p>1. Total number of raw materials suppliers that hold GFSI accreditation = 655.</p> <p>Total number of raw material suppliers = 668.</p> <p>Percentage with GFSI accreditation = 98%.</p> <p>Total number of packaging suppliers that hold GFSI accreditation = 90.</p> <p>Total number of packaging suppliers = 91.</p> <p>Percentage with GFSI accreditation = 99%.</p> <p>Remaining suppliers are approved using self-assessment questionnaires as deemed as low-risk for all stages of the Greencore risk assessment which takes into consideration micro, allergens, foreign body controls, use in Greencore sites, spend, claims and risk of substitution and fraud. Supplier deemed high-risk for micro or foreign bodies are also audited by Greencore.</p>
	FB-PF-250a.3	<p>1. The entity shall disclose the total number of notices of violation received that substantiate a violation of advisory and administrative code(s), statute(s), or other requirement(s) related to food safety.</p> <p>2. The entity shall disclose the percentage of notices of violations received related to food safety that was corrected.</p>	<p>1. No violations.</p> <p>2. N/A.</p>
	FB-PF-250a.4	<p>1. The entity shall disclose the total number of food safety-related recalls issued.</p> <p>2. The entity shall disclose the total amount, in metric tonnes, of food product subject to recalls.</p>	<p>1. FY23: two public product recalls (Food Standards Agency):</p> <ul style="list-style-type: none">- Salad recalled due to incorrect allergen information.- Sandwich recalled due to incorrect allergen information. <p>Both instances were recalled voluntarily and corrective actions put in place to prevent a reoccurrence. No reported illness or injured parties and only customer costs for loss of sale and product removal from sale have been incurred.</p> <p>2. <1 metric tonne (very small quantities recalled).</p>
Health and nutrition	FB-PF-260a.1	<p>1. The entity shall disclose the total revenue from the sales of its products that are labelled and/or marketed to promote health and nutrition attributes.</p>	<p>1. Greencore is a predominantly own label provider to our customers’ brands. We do not currently gather data on revenue of sales from products labelled and/or marketed to promote health and nutrition attributes.</p> <p>We use our nutrition database – a measure based on the UK Government’s Nutrient Profiling Model (NPM) – to track the healthiness of our products and will look to disclose data in future. We are also reviewing the data we collect to allow us to disclose the total revenue from the sales of products which are labelled and/or marketed to promote health and nutritional attributes.</p> <p>Within our own label ranges many of the products are labelled to promote health and nutrition attributes such as one of five a day (fruit and vegetables), source of protein, and low fat, as some examples. All products contain nutritional information and associated traffic light guideline daily amount labels.</p>

SASB – Processed Food Standard

Topic	Code	Disclosure	Location or Direct Response
Health and nutrition	FB-PF-260a.2	<div>1. The entity shall discuss its process to identify and manage products and ingredients related to nutritional and health concerns among consumers.</div> <div>2. The entity shall discuss its efforts to identify concerns, the products and ingredients related to those concerns, and resulting risks and opportunities.</div> <div>3. The entity shall discuss how identified concerns and risks are managed and communicated.</div> <div>4. The entity shall discuss its use of certification programmes that address consumer concerns and preferences over ingredients, additives and potential allergens.</div> <div>5. The entity shall discuss any significant complaints, such as those resulting in significant lawsuits, relating to nutritional and health concerns associated with products and/or ingredients, and any efforts to mitigate the related future risks.</div>	<div>1. We use our Health Score – a measure based on the UK Government’s NPM – to track the healthiness of our products. To help minimise unhealthy ingredients, this model assesses a product’s fat, salt and sugar content. And to help promote healthy ingredients, it gauges the fibre, fruit and vegetable content.</div> <div>Greencore measures progress against specific policy objectives and KPIs via our governance structure; specifically, our Healthy and Sustainable Diets Committee. Our Committee meets quarterly to monitor our progress and alignment against our commitments and to proactively challenge, identify and manage products and ingredients that are related to nutrition, health and wellness among consumers.</div> <div>2. We have had no significant complaints regarding health or nutritional concerns.</div> <div>3. We have a challenging ongoing programme of reformulation, reducing salt and calories from our products, in order to improve the nutrient profile of our products without compromising on quality or taste for our customers.</div> <div>In addition, our product development teams are working with our Subject Matter Experts (SMEs) to find new ingredients that are healthy but help add flavour to our recipes – e.g. salt alternatives. We work closely with our retail customers and industry organisations to ensure that we support consumer concerns and are aligned to their respective nutritional and allergen policies.</div> <div>As part of our development process, we ensure that no allergens are unnecessarily developed in our recipes. With the support of our SMEs, we actively support and work with industry leads and follow their guidelines to ensure that we are sourcing the best possible ingredients to develop the ‘cleanest’ possible recipes e.g. The Vegan Society, Marine Stewardship Council (MSC).</div> <div>Whilst reformulation of products is one lever we can use, we also include our category teams with the ambition to use this insight to drive the best product mixes across our ranges with a lens on healthy and sustainable diets.</div> <div>For the last 12 months, Greencore has been a key stakeholder for a trial with Mondra and Tesco to scope and build a tool to allow product development teams to review and make decisions to improve the sustainability of products. Greencore continues to be part of the next phase of the trial and British Retail Consortium (BRC) coalition to drive decision making in this area.</div> <div>4. Greencore uses certification schemes including organic, Red Tractor, MSC and Roundtable on Sustainable Palm Oil (RSPO).</div> <div>5. The company has not been a party to any legal proceedings in FY23 in relation to nutritional and health concerns.</div>
Product labelling and marketing	FB-PF-270a.1	<div>1. The entity shall disclose the percentage of advertising impressions made on children.</div> <div>2. The entity shall disclose the percentage of advertising impressions made on children that promote products that meet the CFBAI Uniform Nutritional Criteria or equivalent dietary guidelines for children.</div>	<div>1. Greencore is a predominantly own label provider to our customers’ brands. We do not advertise our products directly and therefore we do not advertise products to children.</div> <div>2. N/A.</div>
	FB-PF-270a.2	<div>1. The entity shall disclose its revenue from products sold during the reporting period that are labelled as containing genetically modified organisms (GMOs), and separately, not containing GMOs (non-GMOs).</div>	<div>1. Greencore does not use any GMO ingredients and does not use any non-GMO labelling.</div>
	FB-PF-270a.3	<div>1. The entity shall disclose the total number of substantiated incidents of non-compliance with labelling- and/or marketing-related regulatory code(s), statute(s), or other requirement(s).</div>	<div>1. None.</div>
	FB-PF-270a.4	<div>1. The entity shall disclose the total amount of monetary losses it incurred during the reporting period as a result of legal proceedings associated with marketing and/or labelling practices, such as those related to enforcement of U.S. laws and regulations on nutrient content claims, health claims, other unfair or deceptive claims, and/or misbranded labelling.</div>	<div>1. The company has not been a party to any legal proceedings in FY23 in relation to branding/product labelling. There is also no provision on our balance sheet relating to any legal claim of this nature. To the extent that a provision of this nature did arise in the future, then if deemed material, it would be disclosed in the Group Annual Report.</div>
Packaging lifecycle management	FB-PF-410a.1	<div>1. The entity shall disclose the total weight of packaging purchased by the entity, in metric tonnes.</div> <div>2. The entity shall disclose the percentage of packaging, by weight, made from recycled and/or renewable materials.</div> <div>3. The entity shall disclose the percentage of packaging, by weight, that is recyclable, reusable, and/or compostable.</div>	<div>1. Based on calendar year 2022 packaging waste figures: total weight = 98,584 tonnes.</div> <div>2. % of total weight that is renewable and/or recycled content = 68%.</div> <div>3. % of total weight that is recyclable, reusable or compostable = 96%¹.</div> <div>¹ This figure has been calculated based on recyclability of material types used for packaging, not based on final packaging formats. We are currently working on a system to provide more detailed reporting on recyclability of final packaging.</div>

SASB – Processed Food Standard

Topic	Code	Disclosure	Location or Direct Response
Packaging lifecycle management	FB-PF-410a.2	<div>1. The entity shall discuss its strategies to reduce the environmental impact of packaging throughout its lifecycle, such as optimising packaging weight and volume for a given application or using alternative materials, including those that are recycled, recyclable, reusable, and/or compostable.</div> <div>2. The entity shall discuss the circumstances surrounding its use of recycled and renewable packaging, including, but not limited to, discussions of supply availability, consumer preferences and packaging durability requirements.</div> <div>3. The entity shall discuss the circumstances surrounding its use of packaging that is recyclable and compostable, including, but not limited to, discussions of regulations, packaging end-of-life commitments, consumer demand and packaging durability.</div>	<div>1. Packaging plays an important role in protecting our products and reducing food waste – but it should not come at an unaffordable cost to the planet. From the raw materials, to how it is made and how it is used and disposed of, we need to ensure our packaging is not a burden to the environment.</div> <div>Our industry needs to do things differently. That is why we have been working to change the way we package our products, what we make our packaging from, and what happens to our packaging after it has done its job. To safeguard resources, protect our natural environment and to minimise waste, we are setting tough goals and targets to reduce the amount and impact of the packaging we use as well as making sure it never becomes waste.</div> <div>Below we have detailed some examples of how we are working to improve our packaging.</div> <div>Sandwiches & Wraps: Developing a solution to maximise the recyclability of sandwich skillets and wrap boxes that is as economic, efficient and attractive as current in the marketplace is extremely challenging. The plastic liner in the current pack delivers a long-lasting shelf life as well as pack strength and clear visibility, providing the consumer confidence in the product. Finding a solution that is truly 100% recyclable, that offers product visibility and that does not hinder shelf life has been a real journey. As a business we have worked tirelessly to find a solution and we continue to explore alternatives whilst ensuring our current solutions are the lightest in weight and use the least amount of materials possible.</div> <div>Sushi: In the Food on the Move sushi category, rPET plastic is commonly used and has excellent recycling credentials, and also offers a high level of recycled content for both lids and bases. We have removed all black plastic and replaced it with clear plastic, to ensure this material can be easily identified by waste converters to support effective recycling. For the pack labels, we are working hard to streamline the number used and removing plastic tamper tabs wherever possible whilst maintaining pack integrity. We have introduced hybrid packs on premium ranges, replacing rPET bases with carton-board alternatives which are recyclable and made from Forest Stewardship Council (FSC) sources. These alternatives are structurally sound, match shelf life and provide additional surfaces for marketing purposes which has proved popular with our customers.</div> <div>Salads: The most common material used within our salads is clear rPET which has excellent recycling credentials and contains a high level of recycled content already. However, we have taken the opportunity to streamline the number of pack formats used, light weighted those remaining, and have reduced footprint and headspace where possible. We have also removed rigid lids from salad trays and replaced with PET lidding film, significantly reducing the overall packaging weight. Lastly, we have removed plastic cutlery (forks) from salads packaging and either eliminated completely or replaced with wooden alternatives from FSC sources.</div> <div>Quiches: Over the past few years, we have carried out extensive trials to optimise the size of our quiche cartons together with light weighting the board grades and their PET windows. We are now working with our customers to remove the plastic windows on our core ranges where the enhanced pack photography can work its magic. This will ensure that these cartons are more easily recycled with no detriment to food waste or product quality.</div> <div>Soups: We are continuously scoping opportunities to lightweight our current injection moulded PP pots across our production sites, to reduce plastic usage as well as exploring new technologies to include recycled content as well as completely different solutions through first to market innovations.</div> <div>Ready Meals: We continue to use the three most common tray types within our chilled ready meals (cPET, PP and aluminium foils) which are all considered 'Recyclable' by on-pack recycling label (OPRL) (assuming they are clean/rinsed by the consumer first). We have also made great strides in the continual development of cPET trays to improve the circularity of this material. These trays still contain recycled content but have the added benefit of including additional recycled material processed directly from previously used trays which it is hoped in time, will attract further investment in the UK.</div> <div>The assessment of the sustainability performance of new packaging innovations is really important to us to ensure we are developing packaging solutions that help us reach our targets.</div> <div>We are aware of the challenge with lifestyle assessment (LCA) in identifying a recognised methodology across the industry to provide a consistent approach to avoid greenwashing or confusion; this is still a developing area, so we welcomed the publication of the IGD's 'Best practice guide for packaging lifecycle assessment'. When developing alternatives to a more recyclable sandwich skillet solution, we undertook external LCA in order to rank options available to us and to aid decision making.</div> <div>2. Recycled content in plastic packaging is included wherever possible to a minimum of 30% and is dependent on market dynamics and material availability and must be food contact safe for its required application.</div> <div>3. Compostable materials have been identified and proven successful for very short shelf-life products but is typically not recommended for our chilled food business in line with customer sustainability strategies. This is due to the poor product quality protection this type of material offers and its incompatibility with chilled conditions. In addition, the lack of waste management infrastructure in the UK, particularly through kerbside collection, means compostable materials can often contaminate the plastics waste stream and in many regions, is typically not accepted by mainstream waste converters. Therefore, we are focusing our efforts on recyclable solutions.</div>
Environmental and social impacts of ingredient supply chain	FB-PF-430a.1	<div>1. The entity shall disclose the percentage of food ingredients sourced that are certified to a third-party environmental and/or social standard.</div> <div>2. The entity shall disclose the percentage of food ingredients it sourced that are certified to a third-party environmental or social standard, by standard.</div>	<div>1. We are focusing on priority ingredients that carry the greatest sourcing risks from three areas – forest, fisheries and field. It is not possible to have a one-size-fits-all approach to ingredients. Each individual supply chain comes with its own challenges around biodiversity, climate change, water scarcity, deforestation and animal welfare.</div> <div>We have differing levels of control and influence on our supply chains, depending on whether it is a primary raw material or a traded commodity. We are making judgements around what specific issues and levels of risk are important considerations for each ingredient, and how the proposed mechanisms of control mitigate those identified risks.</div> <div>To date, we have made positive progress on some of our higher risk ingredients, for example: 100% of palm oil used in our ingredients coming from RSPO-certified sources, 97% from segregated (SG) supply chains and 3% from mass balance (MB) supply chains. 100% of our cold-water prawns are from MSC fisheries, 100% of our tuna is sourced from pole and line fishing, MSC-certified fisheries or from those with a Fishery Improvement Project (FIP) in place. 100% of our warm-water prawns are Best Aquacultural Practices (BAP) 4-star.</div> <div>2. 100% RSPO (97% SG, 3% MB) food items containing palm oil.</div> <div>100% MSC cold-water prawns.</div> <div>100% BAP 4-star warm-water prawns.</div> <div>100% fresh produce Red Tractor or Global G.A.P.</div>

SASB – Processed Food Standard

Topic	Code	Disclosure	Location or Direct Response
Environmental and social impacts of ingredient supply chain	FB-PF-430a.2	<p>1. The entity shall disclose its supplier facilities’ non-conformance rate with external social and environmental audit standard(s) or internally developed supplier code(s) of conduct for (a) major non-conformances, and separately, (b) minor non-conformances.</p> <p>2. The entity shall disclose the corrective action rates associated with its supplier facilities’ (a) major non-conformances, and separately, (b) minor non-conformances.</p> <p>3. The entity shall disclose the standards and/or code(s) of conduct to which it has measured social and environmental responsibility audit compliance.</p>	<p>1. Our Responsible Sourcing programme measures our largest and most strategic suppliers on a diverse set of criteria, including social and environmental risk metrics.</p> <p>Our Sustainability team monitors our supply base for social compliance. We take a risk-based approach to supplier management, and as part of the risk mitigation process we may employ an array of interventions. These can include capacity building and awareness raising, second-party visits and third-party Sedex Members Ethical Trade Audit (SMETA) audits.</p> <p>45% of our ingredient and packaging suppliers have undergone a SMETA audit. There were two incidents of major non-compliance found related to child labour, forced labour or serious health and safety issues.</p> <p>Major non-conformance rate: 0.3.</p> <p>Minor non-conformance rate: 6.34.</p> <p>2. Major corrective action rate: 50%.</p> <p>Minor corrective action rate: 74.08%.</p> <p>3. The audit standard is SMETA, which measures compliance to the Ethical Trade Initiative (ETI) Base Code and local legislation. There is no internally developed code/standard in use.</p>
	FB-PF-440a.1	<p>1. The entity shall disclose the percentage of food ingredients sourced from regions with High or Extremely High Baseline Water Stress.</p> <p>2. If the entity is unable to identify or collect data pertaining to all Tier 1 suppliers, the entity shall disclose the percentage of agricultural products for which the source region and water risks are unknown.</p>	<p>1. Greencore has not yet conducted a water risk analysis of our supply chain. It is our intention to extend our risk assessment process to include an assessment of water risk using the WWF Water Risk Filter. This will require additional data and transparency of supply in order to complete.</p> <p>2. 100%.</p>
Ingredient sourcing	FB-PF-440a.2	<p>1. The entity shall identify the highest priority food ingredients to its business.</p> <p>2. The entity shall discuss its strategic approach to managing the environmental and social risks that arise from its highest priority food ingredients.</p> <p>3. The entity may identify which food ingredients present risks to its operations, the risks that are represented, and the strategies the entity uses to mitigate such risks.</p>	<p>1. Our list of highest priority ingredients includes poultry, beef, dairy, cooked meats, rice, palm oil, tuna, prawns and processed tomatoes.</p> <p>2. We are focusing on priority ingredients that carry the greatest sourcing risks from three areas – forest, fisheries and field. It is not possible to have a one-size-fits-all approach to ingredients. Each individual supply chain comes with its own challenges around biodiversity, climate change, water scarcity, deforestation and animal welfare.</p> <p>We have differing levels of control and influence on our supply chains, depending on whether it is a primary raw material or a traded commodity. We are making judgements around what specific issues and levels of risk are important considerations for each ingredient, and how the proposed mechanisms of control mitigate those identified risks.</p> <p>By 2030, we aim to responsibly source 100% of our priority raw materials. In order to achieve this aim, we need to define both ‘responsibly sourced’ and ‘priority raw materials’; we do this within our Responsible Sourcing Policy and through a process of risk assessment. We have developed a risk assessment model that enables us to identify and take action on hotspots in our supply chains, and to ensure we are minimising our footprint in those areas.</p> <p>3. Poultry, beef, dairy and cooked meats represent a risk of deforestation due to the use of soy in animal feed. We are therefore signatories to the UK Soy Manifesto, targeting 100% deforestation-free soy by 2025. Rice and processed tomatoes are flagged as potentially high-risk supply chains for human rights and social risks, our strategy focuses on detailed supplier engagement via our internal Human Rights team and our Human Rights Policy which describes our expectations and requirements. Tuna and prawns both present risks to marine biodiversity and are procured through compliance with accreditation schemes intended to minimise these risks.</p>
	FB-PF-000.a	Weight of products sold (in metric tonnes).	391,832 MT.
Activity metrics	FB-PF-000.b	Number of production facilities.	23 manufacturing units at 16 locations.

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