



# CORPORATE SOCIAL RESPONSIBILITY REPORT 2015



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## THE GREENCORE WAY

The Greencore Way describes both who we are and how we succeed. It is a simple model that brings together all the key elements of how we operate at Greencore. It is based on four core principles that are central to our vision.



## OUR PRINCIPLES



## OUR STAKEHOLDERS

Shareholders	Customers	Suppliers	Communities	Environment
Delivering industry leading economic performance	Delivering excitement, intimacy, growth and trust	Building effective and transparent supply chains	Doing the right thing for our industry and our communities	Efficiently using and respecting all resources

**VISION AND STRATEGY**

Our vision is to be a fast growing, international convenience food leader. Our strategy is to be a food to go leader in the UK, the US and other markets supported by leading positions in complementary convenience food categories.

**THE GREENCORE WAY**

Since its launch, The Greencore Way has strengthened our organisation and culture. It is a simple model that describes both who we are and how we succeed. Central to The Greencore Way are our core principles:

- **PEOPLE AT THE CORE**
- **GREAT FOOD**
- **BUSINESS EFFECTIVENESS**
- **COST EFFICIENCY**

Over the last year, these principles have become our common language and all activities are centred on one or more core principles. This focus is helping us to deliver benefits for our stakeholders - our customers, suppliers, shareholders, communities and environment.

**PEOPLE AT THE CORE  
KEEP PEOPLE HEALTHY AND SAFE**

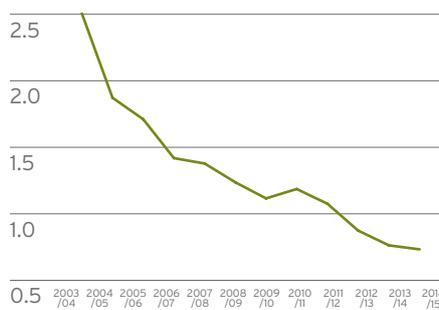
Greencore aims for industry leading health and safety standards across all its operations. The safety and wellbeing of all people at our sites whether they are permanent or temporary employees, contractors or visitors will continue to be of great importance to our business objectives, and the core principles behind The Greencore Way.

The introduction of a common health and safety roadmap this year has enabled all sites to align opportunities for improvements in a strategic way - allowing us to focus on areas of improvement in all health and safety disciplines.

We continue to benchmark the Group Accident Incident Rate. During the period 2013/14 to 2014/15, the Accident Incident Rate has been reduced from 0.76 to 0.73 accidents per 100 employees. Reportable accidents have decreased by 10% and two UK sites, Bristol and Consett, have had zero RIDDORs (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013) this year.

Each manufacturing site undergoes a thorough Occupational Health and Safety risk management and compliance audit annually. The Group continues to strive for a year on year improvement in the risk

Accident Rate per 100 Employees



scoring and this year was no exception, with a 24% improvement in audit scores. In recognition of this, and the continuing need to improve, the audit programme and process have been reviewed and audits now take place on an unannounced basis. The audit questions have been reviewed with an increased focus on leadership, proactive measures such as behavioural observations and near miss close out to name a few.

In the US, we continue to develop and implement a comprehensive Environmental, Health and Safety programme including an overall Management System to govern all Environmental, Health and Safety actions. As part of this, eight distinct programmes have been developed and implemented to control risks and maintain compliance.

These actions led to a 3% reduction in total OSHA (Occupational Safety and Health Administration) recordable injuries, 55% reduction in lost work days and two sites, Salt Lake City and Minneapolis, surpassed the 1,000 day milestone with no lost time injuries. Minneapolis also celebrated three years of no lost time accidents.

There are now eight sites across the Greencore Group who are independently audited against OHSAS18001 Occupational Health and Safety Management system. Greencore Grocery in Selby gained accreditation in September this year.

Our Food to Go business in Northampton continues its strong association with the Royal Society for the Prevention of Accidents ('RoSPA'). It received the President's award by gaining 11 consecutive gold awards. This is a great achievement for all the employees at the Northampton site. RoSPA was also selected by the Group to provide training to our colleagues in occupational road risk.

Greencore supports the UK Health and Safety Executive food manufacturing forum and is helping to shape the strategy for health and safety in the food manufacturing sector in the UK over the coming years. Greencore also holds a place on the IOSH (Institute of Occupational Safety and Health) Food and Drink Manufacturing Committee.



A colleague induction to The Greencore Way

# CORPORATE SOCIAL RESPONSIBILITY REPORT 2015 continued

Greencore is recognised as a significant contributor to the National Health and Safety Strategy Paper, which will cover the next five years. The paper will be published jointly by the HSE, trade forums and trade unions.

The successful roll out of a compliance based software system, HSE Greencore, was a new undertaking this year. This cloud based system was introduced to provide a tool to manage legislative compliance effectively and allows the sites to strengthen their safety management systems. A behavioural based safety observation programme will also be included in the programme.

This year, Greencore was recognised for two of the three top awards at the IOSH Food and Drink manufacturing conference. The IOSH Awards are given in recognition of projects which have made a significant improvement to the health and safety of employees. This year Greencore won first and third prize. Greencore Food to Go Park Royal was awarded first place for a dispatch end of line packing improvement which made a significant improvement to the reduction of musculoskeletal disorders. Greencore Grocery Hull was awarded third place for a manual handling improvement in the way that Eurobins are transported around the factory. This too reduced back pain as the improvement allows for employees to maintain better posture.

## RESPECT, RECOGNISE AND REWARD EVERYONE'S CONTRIBUTION

At the start of the year, we launched The Greencore Way Awards as a means of recognising and rewarding colleagues' achievements against each of our four Greencore Way principles.

The awards have been embraced by all of our sites. They are based on the belief that everyone has a role to play in achieving our vision through The Greencore Way principles, and that outstanding examples of this should be recognised and celebrated.

Throughout the year there have been more than 3,000 nominations for The Greencore Way awards across the Group, recognising over 1,000 winners.

The launch of the Greencore intranet this year has provided colleagues with a way to share news, innovations and examples of best practice, supporting better communication across the Group.

Something we particularly like to celebrate at Greencore is long service. We have many employees across the business who have spent all or a large part of their working lives with us. Greencore Grocery in Hull held their first Long Service Award lunch for 37 employees this year, while in Ireland, we congratulated on their retirement, three senior colleagues who between them had spent a cumulative total of 129 years with Greencore.

## SUPPORT ONE ANOTHER TO FULFIL EACH PERSON'S POTENTIAL

At Greencore we are a highly people-intensive business which is why people are at the core of The Greencore Way. We aim to recruit and retain talented people and this means enabling everyone to develop the skills they need to reach their career goals.

This year managers in our Food to Go team took part in a new two day 'First Time Leading' course designed to equip them with the skills to enable them to do their job to the best of their ability. They looked at how their behaviours can make a positive impact on their teams, allowing them to be more effective at work. After very positive feedback, the course will now become the basis for the Management Induction programme.

In 2013, Group technical began a graduate programme which seeks to develop science graduates to become the Greencore technical leaders of the future. This year we saw the first recruits to the programme enter permanent roles within the business. Over the past two years they have learned about all aspects of the technical function at Greencore, embedding their new skills while working on specific projects thereby delivering further efficiencies.

As part of their training, our Group technical graduates participate in a number of internal and external training courses, along with other members of the technical function. Over the last year Greencore colleagues in the UK took advantage of 1,010 places on technical training courses.

This year's courses included a series of sessions on Threat Assessment and Critical Control Point ('TACCP') brought in to give colleagues across a number of functions, including purchasing, human resources, health and safety and technical, the skills to meet the new BRC Food Safety standard ('BRC7').

Business Effectiveness is one of the four principles of The Greencore Way and, amongst other things, this means operating as a lean enterprise. Last year we introduced accredited training in Lean Six Sigma skills for colleagues in all areas of the business to build on previous development programmes in improvement techniques. Over 120 people have completed Yellow Belt training which equips them to implement sustainable improvements using a common toolkit. A further 20 colleagues have completed Green Belt training which includes statistical techniques to resolve more complex problems.

Staff at Greencore Food to Go in Bow also helped a customer to fulfill the potential of their graduate trainees by delivering bespoke training in the manufacturing facility. Colleagues staged fundamental, critical and major issues to allow the graduates to experience real life situations as auditors.



IOSH Food & Drink Manufacturing Award winners

The trainees were each given four hours to open, audit, assess and close a staged site visit according to rigorous standards. The session was regarded as highly successful by both the customer and the team at Bow who enjoyed the opportunity to work with the graduates and develop their own skills in training.

### **BUILD A SENSE OF EXCITEMENT AND FUN INTO THE WORK ENVIRONMENT**

Showcasing our commitment to product quality is a part of daily life at Greencore and we enjoy finding new ways to engage with customer teams. Greencore Food to Go at Manton Wood held a 'Seaside Special' event to promote the importance of consistently producing high quality products and to raise awareness of the impact of customer complaints. The event featured traditional, as well as more innovative products, prepared by the site teams. Feedback from the customer representatives attending was excellent and the event created a buzz across the site.

### **GREAT FOOD DELIVER INDUSTRY LEADING FOOD SAFETY STANDARDS EVERY DAY**

Our Great Food principle starts with food safety as our priority. Across the business we carried out 1,106 internal inspections over the year in order to ensure that our standards are maintained. In addition, we have had 359 audits and visits by external bodies. All of our UK sites are BRC certified and our US operations are BRC or SQF accredited.

This year has seen the launch of version seven of the BRC standard in food safety. The BRC7 standard includes a new element on product authenticity, claims and chain of custody. Across our UK sites we have adopted the TACCP process outlined in the Publicly Available Specification ('PAS') 96 to meet the requirements of the standard. Use of TACCP, together with our horizon scanning process, has enabled us to focus on those parts of our supply chains assessed as more vulnerable and to implement additional control measures. These have included increased sampling and analyses to ensure the provenance and authenticity of our raw materials.

Throughout implementation of both our horizon scanning process and TACCP, we have kept our customers informed of our activities with regular briefings and updates. Our technical team has received recognition from customers for the work in this area.

### **PUT GREAT TASTING FOOD AT THE HEART OF OUR CULTURE**

At Greencore we love opportunities to bring people together with food. Great Food events are enjoyed across the business as a way to celebrate food but also to inform and educate.

The UK Centre at Barlborough hosted a Great Food event for National Picnic week and were lucky to be joined by some of the extremely talented chefs from around the Group. The chefs gave a talk on new product development processes, their sources of inspiration and working with suppliers and customers to deliver excellent products - with samples to try. This and many similar events held across the business help colleagues to keep in touch with the huge amount of innovation and continuous development of great tasting new products that characterise Greencore.

### **CONTINUOUSLY INNOVATE FOOD RECIPES AND TECHNOLOGIES**

The innovative products designed by our award-winning chefs and development teams continue to draw recognition across categories.

Cakes and desserts from both our Hull and Evercreech sites have featured in customer TV commercials, delivering a strong "wow!" factor. Our Food to Go division was awarded 'Best Own Brand Product Launch - Fresh' by a customer for a range that is innovative in both food and packaging design. Another customer award went to our Grocery division who accepted the prize of 'Most Innovative Product' for a unique celebration cake.

The team at Greencore Grocery at Evercreech received a customer innovation award for their desserts which featured first to market use of a spherification technique in a retail product. The process enables small spheres of fruit or caramel to retain a liquid centre making the perfect finish for delicate desserts.

In the last 12 months 38% of all products manufactured in the UK and the US are new to the market. This year our development teams have been to the US, Japan, Singapore and Myanmar on research visits, looking at what convenience food means in these markets. These visits provide a source of inspiration and enable us to continue to produce new and exciting products for our customers.

### **ESTABLISH INDUSTRY RECOGNISED FOOD EXPERTISE AND CREDIBILITY**

We are proud of the expertise of our technical and development teams and it is rewarding when this expertise is recognised by the wider food industry.

We were pleased to congratulate one of our Food to Go chefs on being awarded Sandwich Designer of the Year by the British Sandwich Association, while a Development Chef in our Prepared Meals division is one of three finalists in the GroceryAid Cook of the Year competition.

A total of 11 Greencore products were among those short-listed for the Quality Food Awards this year and Greencore Grocery was a double winner at The Grocer Own Label Food and Drink awards.

The technical team received a 'Strive for Excellence' award from a retailer customer for their work across a number of areas including STEM (Science Technology Engineering and Maths) Ambassadors, raw material integrity, best practice and shared learning.

### **STAKEHOLDERS CUSTOMERS**

#### **Delivering Excitement, Intimacy, Growth and Trust**

Working closely with our customers means understanding and anticipating what they need for winning products.

Nutrition is an important focus for Greencore and our customers. We have been a partner to the UK Public Health Responsibility Deal since its introduction, and have signed up to the 2017 salt targets. Greencore committed to and met the Public Health Responsibility Deal target to remove artificial trans fats from UK products early on. We do not use partially hydrogenated vegetable oils as ingredients in our products or oils and fats containing trans fats.

Addressing nutrients of public health concern requires continuous innovation. To help understand the issues and potential technical solutions, 60 colleagues from Greencore's UK sites participated in our Nutrition conference held at the University of Nottingham.

Speakers from the British Nutrition Foundation, Campden BRI and the University of Nottingham's Food Science department outlined the challenges, while presentations from suppliers gave examples of potential solutions.

# CORPORATE SOCIAL RESPONSIBILITY REPORT 2015 continued

Delegates most enjoyed hearing case studies from around the business where development teams have successfully reduced the salt, fat and saturated fat content of a number of products and ranges.

This year Greencore has launched ranges with reduced salt in both its Grocery and Food to Go divisions, and reformulated desserts with reduced saturated fat.

## SUPPLIERS

### Building Effective and Transparent Supply Chains

The food producers and businesses we work with, and the supply chains behind them, provide us with the raw materials we need in order to deliver great food to our customers. Food safety is a given and we require rigorous standards of quality.

Supplier approval is managed by our Group technical team working closely with colleagues in the purchasing department. We have updated our auditing procedure in line with the new BRC standard, and we are introducing a requirement for BRC certification across our agents and storage and distribution suppliers.

This year the UK auditing team completed 218 physical audits of suppliers. Additional visits have been made by raw materials technical specialists in collaboration with the Group purchasing team. These include walking the supply chains of some of our fish suppliers from Thailand and Indonesia to ensure that they meet our standards.

Our audit team has also completed 687 paperwork approvals and assessed the food manufacturers behind 62 agents supplying the business.

This year has seen the start of implementation of a Product Life Management ('PLM') system as part of a series of business improvement projects. Implementation of the PLM system is managed through the Group technical and purchasing teams. The initial phase is focused on migration of technical specifications from across the business to a single centralised version. The project, which will deliver a step change in management of our raw materials, has involved a number of our suppliers to pilot the system and has been welcomed for its efficiency improvements.

The PLM system enables improved oversight of assured standards across our raw materials. A number of our UK manufacturing sites are included in multi-site supply chain certification to the Round Table on Sustainable Palm Oil standard.

We have continued to participate in the GreenPalm book and claim system while we convert palm oil and its derivatives in our raw materials to segregated and mass balance supply chain models.

Chain of custody certification for Marine Stewardship Council fish is also held as a Group scheme across our UK Food to Go sites and Greencore Grocery in Selby for ambient products.

Greencore is a member of Supplier Ethical Data Exchange ('SEDEX') and we have been building SEDEX membership progressively across our supply base. We now require any new raw material suppliers to our business to be SEDEX registered.

Using SEDEX tools is one of the ways in which Greencore will meet the requirements of the UK Modern Slavery Act 2015 ('Act') recently passed by Parliament. This will require businesses to disclose publicly the steps they are taking to ensure slavery and human trafficking are not taking place within their businesses or supply chains. As the detailed requirements of the Act become clear, we will ensure that Greencore's ethical policy and HR procedures are aligned to enable us to meet the provisions of the Act within our own operations and our supply base.

## ENVIRONMENT

### EFFICIENTLY USING AND RESPECTING ALL RESOURCES

Being effective at managing and using our resources and reducing waste is entirely consistent with our economic and business aims. Every site and individual has a responsibility to conserve precious resources and reduce our impact on the environment.

In 2015 we responded to the Carbon Disclosure Project Climate Change module for the sixth consecutive year, and also completed submissions for the Forest and Supply Chain modules.

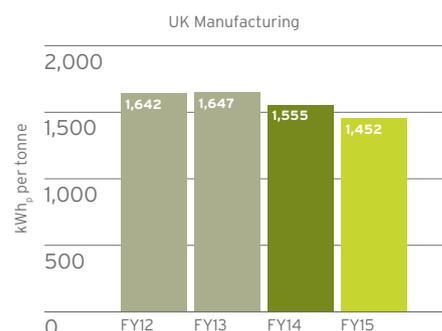
This year we achieved our highest ever disclosure score of 90, up from 81 in 2014.

The last year has seen a strong focus on energy efficiency and carbon reduction across our UK manufacturing sites. Detailed energy surveys have been completed and a range of projects are completed, ongoing and planned for the next two to three years to deliver on the opportunities identified. Greencore Grocery at Hull have led the way and provided the blueprint for the remaining sites by achieving a massive 34% reduction in carbon emissions from energy efficiency measures against a 2013 baseline, and receiving 'highly commended' in a major customer sustainability awards programme.

During 2015 we also delivered our first renewable energy project with the commissioning of a CHP plant at Greencore Grocery in Selby, utilising biogas from the onsite Anaerobic Digester.

The impact of this focus on energy can already be seen in our energy performance, with our primary energy per tonne of product (UK manufacturing sites) continuing to improve, a further 6.6% reduction this year to give an 11.8% reduction in the past two years.

### Primary Energy Consumption per Tonne of Product



Global GHG emissions data for period 27 September 2014 to 25 September 2015

	Tonnes of CO <sub>2</sub> e	
	Comparison year 2013/14	Reporting year 2014/15
Emissions from:		
Combustion of fuel and operation of facilities (Scope 1)	77,850	68,530
Electricity, heat, steam and cooling purchased for own use (Scope 2)	71,875	70,707
Total emissions (Scope 1 & 2)	149,725	139,237
Ratio (Kg CO <sub>2</sub> e per £1 sales revenue)	0.118	0.104

Details of our carbon footprint are shown on page 26. This is produced following the guidelines and principles of the WBCSD/WRI Greenhouse Gas Protocol, and covers our Scope 1 emissions (fossil fuels, transport fuel & refrigerant losses) and Scope 2 (electricity), using emission factors from UK Government's GHG Conversion Factors for Company Reporting. The footprint includes all Greencore operating companies for our financial year 2014/15.

In line with best practice and to increase transparency, we have voluntarily reported on all of the emission sources outlined in the UK Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013.

The most significant reduction relates to our Scope 1 emissions. The two largest impacts come from energy efficiency improvements and from the replacement of R22 refrigeration systems with new more efficient systems running on ammonia with zero GWP. This has delivered a reduction in Scope 1 emissions of around 7,000 tonnes CO<sub>2</sub>e.

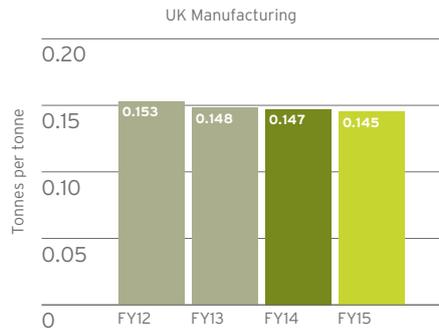
Our Scope 2 emissions saw a significant reduction in the UK due in equal measures to energy efficiency improvements and the overall reduction in the UK grid emissions factors for 2015 by around 6.5%. This reduction was partially offset by an increase in US Scope 2 emissions, directly linked to increased production in our chilled business.

**MANAGING OUR WASTE**

Our priority for waste remains to reduce and eliminate at source. During the year we have successfully rolled out our enhanced Lean Environment programme to three further sites and are continuing to refine the model further with our Prepared Meals division. This has engaged employees with Greencore's sustainability agenda, helped deliver reductions in waste in all forms and tackled issues at source rather than the 'end of pipe' solution. We have continued to develop our relationship with The Company Shop to enable the diversion of residual stock for human consumption rather than sending it for recovery.

For the fourth year running we have continued to deliver a steady reduction in our waste generated per tonne of production.

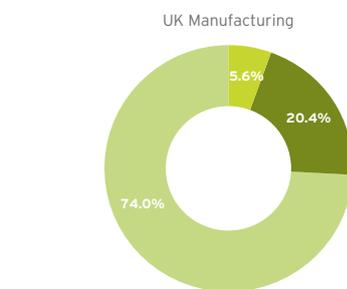
**Waste Generated per Tonne of Product**



During the year we participated in three research projects looking to add value or recover useful materials from unavoidable waste streams that we produce such as bread crusts from sandwich manufacturing or beetroot peelings from our Grocery division.

Having delivered our target of zero waste to landfill (directly or indirectly) at the end of FY14, this year we have consolidated our waste management position to ensure that we retained zero waste to landfill across all of our UK operations. We continue to undertake full traceability studies of all of our waste streams to ensure that we understand the final destination of all elements, in order to confirm our zero to landfill claim. Our focus in 2016 will be to deliver further improvements in recycling and to move more waste up the hierarchy.

**Total Solid Waste**

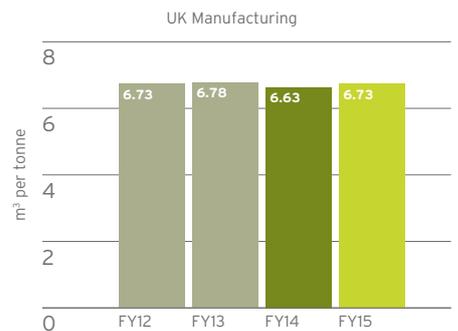


- Reuse
- Recycling
- Recovery
- Disposal 0.0%

**WATER CONSERVATION**

As a food manufacturer with exacting hygiene standards, we are inevitably a significant water user. In recent years our water consumption per tonne of product has been relatively steady, with 2014/15 showing a slight increase on the previous year. Having focused more on energy and carbon in 2014/15, we will be concentrating on water conservation in 2015/16, with our Lean Environment programme spearheading a targeted improvement programme to reduce overall water consumption.

**Water Consumption per Tonne of Product**



Following a successful launch in 2014, in June this year we undertook another Group wide engagement initiative through supporting the UN's World Environment Day. Starting with a poster competition for our colleagues' children to publicise the event, we ran a range of activities at all sites, ranging from a litter pick with school children in a local park in Hull to a 'pledge tree' at Greencore Grocery in Selby. The day focused on fun ways of helping employees understand how they can make a positive impact on the environment both at home and at work.

Greencore Food to Go in Northampton successfully achieved certification to ISO14001 rounding off a successful year that saw them reach gold standard on their major customer's sustainability framework and receive the supplier of the year award. Greencore Grocery at Evercreech successfully attained Silver standard and an award shortlisting with the same customer during the year.

# CORPORATE SOCIAL RESPONSIBILITY REPORT 2015 continued

## COMMUNITIES

### DOING THE RIGHT THING FOR OUR INDUSTRY AND OUR COMMUNITIES

Communities include those within and local to our sites, and the wider industry community in which we play an active role.

Together with a major UK retailer, Greencore has led development of the Food Industry Intelligence Network ('FIIN'). This group of 23 food business founder members has formed to meet the recommendations of the Elliot report to the UK Government on the prevention of food crime. Launched in October 2015, the FIIN will collect and anonymise data from its members and report back on where the industry is focusing efforts to prevent crime in its supply chains. It is anticipated that this shared intelligence will enable businesses to take a more informed approach to development of their surveillance strategies.

Greencore Northampton hosted a visit by the Food Standards Agency, the body responsible for food safety and the newly formed Food Crime Unit in England, to enable them to see how raw materials are managed through a busy production site. The group also learned about Greencore's horizon scanning process and raw materials integrity programme.

We recognise the importance of training and development in helping Greencore colleagues to realise their potential. We also support the wider industry in encouraging science students to consider careers in food. A number of colleagues are Science Technology Engineering and Maths ('STEM') Ambassadors who visit schools to talk about the opportunities available in the industry. We also provide sponsorship to Food Science Summer Schools at the Universities of Nottingham, Reading, Newcastle and Leeds, directly and through organisations of which we are members.

Greencore Prepared Meals at Kiveton hosted a visit by 24 first year undergraduates from the BSc Food Science and Food Science and Nutrition courses at the University of Nottingham accompanied by their academic staff. The visit enabled the students to put knowledge gained from lectures into context and see how food is safely processed from raw materials through to finished product.

We continue to support the IGD Feeding Britain's Future programme across our UK facilities and it has proved particularly successful this year for some participants. Of the five candidates that took part in the day at Greencore Food to Go in Crosby, four came back to attend induction sessions as new starters later that week.

This year Feeding Britain's Future has included visits to schools to talk about career opportunities in the food industry and colleagues from our sites have made a number of visits to schools helping to raise the profile of the food industry. In addition, a number of our facilities have hosted school visits involving active participation by children in developing and cooking products. Children from Colston Girls' School visited Greencore Prepared Meals in Bristol for a day which included a competition to design and produce a sauce in under an hour.



Students from Colston Girls' School visit Greencore Prepared Meals in Bristol



Local school children learn how to make quiche at Greencore Prepared Meals in Kiveton

Our sites aim to make a positive contribution to their local communities. Greencore Grocery at Evercreech helped to restore the village Millennium Gardens, clearing away debris, pruning trees and shrubs and providing an environment for wildlife.

Greencore sites and colleagues individually do a huge amount to support local and national charities, through active participation in events and by providing products to assist with catering. Greencore Food to Go in Manton Wood donated 1,000 sandwiches as part of a fundraising effort to help raise £25,000 for Macmillan Cancer Care at a cream tea event. Greencore Fredericksberg provided lunch for the 125 volunteers at the Girls and Boys Club of America Build a Bike event in Suffolk, Virginia who helped to build bicycles for 75 children. Staff at our Danvers facility collected hundreds of pounds of non-perishable food for the Greater Boston Food Bank which also hosted a visit by the site finance team during which they helped sort food.

Many more examples of the work that we do in our communities can be found on our website [www.greencore.com](http://www.greencore.com)

**DIVERSITY**

At Greencore, we strive to create a culture that values and respects diversity and inclusion, not only gender diversity but also cultural and age diversity. Our goal is to build a diverse workforce and shape a culture of inclusion. We endeavour to create an ethos of recruiting, promoting and developing women across the Group.

**RATIO OF MEN AND WOMEN**

Women currently make up approximately 39% of our Group wide employees. In Ireland, 49% of the workforce is female. In the UK approximately 38% of our employees are female whilst in the US 47% of employees are female.

**All Employee Gender Breakdown**

Country	Ireland	UK	US
No. of Employees	45	9,968	1,458
Male	23	6,225	768
Female	22	3,743	690

Female representation on the Greencore Group plc Board is 22%; further details are set out on pages 34 and 35. Female representation on our subsidiary company boards is currently at 23% and 20% of our senior managers are female.

