

Responsible sourcing

Why it's important to us

Knowing more about where our ingredients come from and how they are produced enables us to address some of the biggest environmental and social issues our planet faces, such as climate change, deforestation and human rights.

Our products are made from ingredients sourced from more than 350 suppliers around the world. This is a significant global supply chain, and one we hold to high standards of accountability and transparency. We are making it our business to know not just where our ingredients come from, but how they are produced and the impact they have on the environment. 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 define both through a process of risk assessment.

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. 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. Our approach to each is informed by the results of individual raw materials risk assessments. We are making judgements around what specific issues and levels of risk are important for each ingredient, and how the proposed mechanisms of control mitigate those identified risks.

Progress highlight

Our new sustainability risk assessment model assesses ingredients for a range of issues and enables us to see potential hotspots in our supply chain.

What we are doing about it

- We prioritise our focus on key raw materials using a risk assessment model for both human rights and sustainability risk.
- Our sustainability risk assessment model assesses the sourcing of our ingredients and ranks them for potential issues including animal welfare, carbon and deforestation, using external databases, and will expand to include climate risk, water scarcity and biodiversity.
- We have accelerated transparency reporting on our key ingredients and have completed disclosures to both the Carbon Disclosure Project ("CDP") and Ocean Disclosure Project ("ODP").
- We are continuing to engage with our suppliers, and have developed our Responsible Sourcing Code of Conduct which sets out the behaviours, practices and standards we expect from all those involved in our supply chain and will roll this out in FY22.
- We are signatories to the UK Soy Manifesto ("the Manifesto"), committing to eliminating deforestation and the conversion of other natural ecosystems from soy supply chains. The Manifesto signatories commit to support the transition to a deforestation and conversion-free soy sector. The Manifesto is a collective industry commitment to work together to ensure all physical shipments of soy to the UK are deforestation and conversion-free.

Our focus for the next 12 months

- Over the next year we aim to expand our sustainability risk assessment model to include further categories, including climate risk, water and biodiversity.
- We will formally roll out our Responsible Sourcing Code of Conduct, and design a multiyear roadmap that will set the direction for our Responsible Sourcing Programme.
- We will also direct particular attention to the use of soy products in our supply chain. Greencore has joined 28 other leading UK retailers and food manufacturers in signing the UK Soy Manifesto and announcing a commitment to cutting deforestation and habitat destruction out of UK soy supply chains as soon as possible, and by 2025 at the latest. To deliver on this commitment and to enable us to progress our aim that 100% of soy used in our global supply chain is verified as zero deforestation by 2025, we will implement a deforestation and conversion-free soy roadmap to give us visibility of soy use within our supply chain.



“We are making it our business to know not just where our ingredients come from, but how they are produced and the impact they have on the environment. Data gathering and reporting is a critical enabler for this, but action must be the priority.

Will Andrews, Purchasing Director, Selby Business Unit



Three year performance tables

Company-wide data					
BHAG	Goal	KPIs	2019	2020	2021
By 2030, will source every priority ingredient from a sustainable and fair supply chain	Achieve zero net deforestation	Percentage volume palm oil certified to Roundtable on Sustainable Palm Oil ("RSPO") standard	99.9% Identity preserved: 0% Segregated: 80.77% Mass balance: 19.19% Credits: 0.02% Uncertified: 0%	95% Identity preserved: 0% Segregated: 79% Mass balance: 16% Credits: 5% Uncertified: 0%	We collate data on palm oil for our ACOP submission in calendar years, 2021 data will be available in early 2022. Our internal systems show we are now using 100% physically certified palm oil.
		KPIs	FY19	FY20	FY21
		Percentage soy used in our global supply chain verified as deforestation and conversion free	n/a	n/a	Not currently available, reporting progress under UK Soy Manifesto to begin FY22
	Sustainably source all our wild seafood by 2030	Percentage of paper/ wood products certified to Forest Stewardship Council ("FSC"), Programme for the Endorsement of Forest Certification ("PEFC") or from a recycled source	n/a	n/a	Not currently available, packaging database system coming online in FY22
		Percentage of wild-caught seafood from certified fisheries	n/a	n/a	62%
		Percentage of wild-caught seafood from a Fishery Improvement Project ("FIP")	n/a	n/a	15%
	Source 100% cage-free eggs by 2025	Tuna – % sourced from pole and line fishing, MSC-certified fisheries or from those with a FIP in place	n/a	96%	99%
Percentage total eggs cage-free		n/a	n/a	78%	

	FY19	FY20	FY21
Operations that have been subject to human rights reviews or impact assessments	100%	100%	100%
New suppliers that were screened using social criteria *	95%	98%	97%
* direct ingredient and packaging suppliers Sedex linked %			
New suppliers that were screened using environmental criteria	0	0	0* * We have built a risk assessment model to assess the sustainability risks associated with the ingredients we source and have embedded this, alongside our human rights risk assessment process, into our supply chain analysis. This means we are screening the sustainability risk of the ingredients we buy, rather than the suppliers.

	2019	2020	2021
CDP Supplier Engagement Rating report ("SER")	C-	C	Published 2022
<i>Average performance</i>	C	B-	
Climate change	C	C	
<i>Average performance</i>	C	B-	
Forests			
Timber	C	D	
<i>Average performance</i>	C	D	
Palm oil	C	C	
<i>Average performance</i>	C	C	
Cattle products	-	D	
<i>Average performance</i>	-	D	
Water	-	C	
<i>Average performance</i>	-	B	

Delivering action on the UN Sustainable Development Goals

