Greencore

Better future *plan*

SASB INDEX 2021

VALUE REPORTING FOUNDATION
SASB STANDARDS

SASB – Processed Foods Standard

Topic	Code	Disclosure	Direct response
Energy Management	FB-PF-130a.1	Disclose: 1. The total amount of energy consumed as an aggregate figure, in gigajoules (GJ). 2. The percentage of energy consumed that was supplied from grid electricity. 3. The percentage of energy consumed that is renewable energy.	1. 1,522,274.76 GJ of energy consumed. 2. 24.4%. 3. 23.9% Includes Selby biogas from AD plant and Orsted contract renewable electricity.
Water Management	FB-PF-140a.1	Disclose: 1. The amount of water, in thousands of cubic meters, that was withdrawn from all sources. 2. Portions of its supply by source if, for example, significant portions of withdrawals are from non-freshwater sources may be disclosed. 3. The amount of water, in thousands of cubic meters, that was consumed in operations.	1. 2,377.69 thousand m^3. 2. 864.83 thousand m^3 groundwater (borehole) (Selby and Warrington) 36.4% of total water consumption. 3. 2,377.69 thousand m^3.
	FB-PF-140a.2	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.	The Company had one incident of non-compliance resulting in a formal caution. This incident related to a trade effluent breach of consent at our Kiveton site on 18.10.2020.
	FB-PF-140a.3	Describe the water management risks associated with water withdrawals, water consumption, and discharge of water and/ or wastewater. Discuss: 1. Short-term and long-term strategies or plan to mitigate water management risks. 2. Whether water management practices result in any additional lifecycle impacts or tradeoffs in the organisation, including tradeoffs in land use, energy production, and greenhouse gas ("GHG") emissions, and why the entity chose these practices despite lifecycle tradeoffs.	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. Most manufacturing sites import potable water from their respective regional wholesaler, but two of our sites abstract borehole water from an aquifer and manufacture potable water themselves. We have sites within the East Anglia region that are subject to Maximum Daily Demand ("MDD") restrictions, whereby water consumption needs to be closely monitored. Borehole abstractions are regulated by licence with the Environment Agency (the "EA") and subject to certain restrictive clauses to ensure conservation of this natural resource. The vast majority of our manufacturing sites discharge trade effluent direct to sewer, with the only exception being our Selby site, which uses the services of a third party to manage the on-site effluent treatment plant and then discharge to river. One of our key stakeholders is the EA. The majority of our sites have Environmental Permits with specific reporting requirements, including water consumption metrics. In addition, two of our sites closely liaise with the EA in regard to the terms of water abstraction licences. Our key retail customers also require us to report on water consumption on a regular basis. We also complete the annual Carbon Disclosure Project ("CDP") Water Security disclosure. We have eight sites situated within regions of the country that are subject to concern regarding water stress, as classified by the EA. Sites with abstraction licences have had the appropriate investment in measurement and monitoring equipment to facilitate abstraction management.
Food Safety	FB-PF-250a.1	Disclose facilities': 1. Non-conformance rates with Global Food Safety Initiative ("GFSI") recognized food safety certification programmes for (a) major non-conformances, and separately, (b) minor non-conformances. 2. Corrective action rates associated with its facilities' (a) major non-conformances, and separately, (b) minor non-conformances.	See Food Safety Addendum on page 7 of this document. 24 of 25 audits were AA i.e. less than five minor non-conformances. One site with A grade BRC Global Standard for Food Safety. Four BRC Global Standard for Food Safety storage and distribution audits at our distribution picking sites are AA grade. All minor non conformances are completed.

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Food Safety	FB-PF-250a.2	Disclose the percentage of food ingredients sourced from Tier 1 supplier facilities that are certified to a Global Food Safety Initiative ("GFSI") recognised food safety certification programme.	Total number of raw materials suppliers that hold GFSI accreditation = 717. Total number of raw material suppliers = 740. Percentage with GFSI = 97%. Total number of packaging suppliers that hold GFSI accreditation = 104. Total number of packaging suppliers = 108. Percentage with GFSI = 96%. 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 & risk of substution and fraud. Supplier deemed high risk for micro or foreign bodies are also audited by Greencore.
	FB-PF-250a.3	Disclose: 1. 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. 2. The percentage of notices of violations received related to food safety that was corrected.	No violations.
	FB-PF-250a.4	Disclose: 1. The total number of food safety-related recalls issued. 2. The total amount, in metric tons, of food product subject to recalls.	FY20: three product recalls: 1. Salmonella contamination of a salad, this has been linked to the courgette ingredient following engagement with PHE and FSA. Greencore changed country of origin supply. 2. Foreign body contamination of a sandwich resulting in a recall. 3. Foreign body contamination of a ready meal. All instances were recalled voluntarily and corrective actions put in place to prevent a reocurrence. No reported illness or injured parties and only customer costs for loss of sale and product removal from sale have been incurred.
Health and Nutrition	FB-PF-260a.1	Disclose the total revenue from the sales of its products that are labeled and/or marketed to promote health and nutrition attributes.	Greencore is a predominantly own label provider to our customers' brands. We do not currently gather data on revenue of sales from products labeled and/or marketed to promote health and nutrition attributes. We use our nutrition database — a measure based on the UK Government's nutrient profiling model — to track the healthiness of our products, and will look to disclose data in future.
	FB-PF-260a.2	Discuss: 1. The process to identify and manage products and ingredients related to nutritional and health concerns among consumers. 2. Efforts to identify concerns, the products and ingredients related to those concerns, and resulting risks and opportunities. 3. How identified concerns and risks are managed and communicated. 4. The use of certification programmes that address consumer concerns and preferences over ingredients, additives, and potential allergens. 5. 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.	Measuring Healthy Products We use our Health Score — a measure based on the UK Government's nutrient profiling model — 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. Progress against specific policy objectives and KPIs is measured via our governance structure; specifically our Health & Sustainable Diets Committee. Greencore measures progress against specific policy objectives and KPIs via our governance structure; specifically our Health & 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. Reformulation 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. 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. As part of our development process, we ensure that no allergens are unnecessarily developed in our recipes. With the support of our Subject Matter Experts, we actively support and work with industry leads and follow their guidelines to ensure that we're sourcing best possible ingredients to develop the 'cleanest' possible recipes e.g. Vegan Society, Marine Stewardship Council. We have had no significant complaints regarding health or nutritional concerns.
Product Labelling and Marketing	FB-PF-270a.1	Disclose: 1. The percentage of advertising impressions made on children. 2. The percentage of advertising impressions made on children that promote products that meet the CFBAI Uniform Nutritional Criteria or equivalent dietary guidelines for children.	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.
	FB-PF-270a.2	Disclose the revenue from products sold during the reporting period that are labeled as (1) containing genetically modified organisms (GMOs), and separately, (2) not containing GMOs (non-GMOs).	No GMO ingredients.
	FB-PF-270a.3	Disclose the total number of substantiated incidents of non-compliance with labeling- and/or marketing-related regulatory code(s), statute(s), or other requirement(s).	None.

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Topic	Code	Disclosure	Direct response
Product Labelling and Marketing	FB-PF-270a.4	Disclose the total amount of monetary losses incurred during the reporting period as a result of legal proceedings associated with marketing and/or labeling 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 labeling.	The Company has not been a party to any legal proceedings in FY21 in relation to branding / product labelling. There is also no provision on 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.
Packaging Lifecycle Management	FB-PF-410a.1	Disclose: 1. The total weight of packaging purchased by the entity, in metric tons. 2. The percentage of packaging, by weight, made from recycled and/or renewable materials. 3. The percentage of packaging, by weight, that is recyclable, reusable, and/or compostable.	1. Based on calendar year 2020 packaging waste figures: Total weight = 98,275 tonnes. 2. % of total weight that is renewable and/or recycled content (paper, board, steel and glass all included here) = 49%. 3. % of total weight that is recyclable, reuseable or compostable (steel, glass, aluminium and some paper included here) = 80%.
	FB-PF-410a.2	Discuss: 1. Strategies to reduce the environmental impact of packaging throughout its lifecycle, such as optimizing packaging weight and volume for a given application or using alternative materials, including those that are recycled, recyclable, reusable, and/or compostable. 2. The circumstances surrounding the use of recycled and renewable packaging, including, but not limited to, discussions of supply availability, consumer preferences, and packaging durability requirements. 3. The circumstances surrounding the 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.	Packaging is necessary to keep our products safe and fresher for longer. By helping our consumers dispose of it correctly, we can ensure the materials we use can be recycled and used again in the supply chain. We strive to make our packaging more circular and climate smart. That means finding alternatives to fossil fuel based materials like plastics, but also ensuring that any alternative materials we source, such as wood, paper or board are deforestation-free. Our policy is to only use plastic when necessary and where the benefits of doing so outweigh the risks of not doing so. By 2025, our goal is to ensure all our plastic packaging can be easily recycled or reused while also eliminating single use plastics. The issue of packaging waste, notably plastic waste, is of particular public concern. However, packaging is necessary for food safety and quality, protecting food in transportation, extending its shelf life and reducing food waste. While it plays an important role in reducing food waste, packaging also has a negative impact in relation to climate change and the negative impacts at its end of life. This makes packaging a unique challenge for Greencore. We must develop solutions that reduce packaging volume and impact, without compromising on protection. We envision a future without waste, and this means not only increasing plastic recycling, but also identifying alternatives. We are acutely aware of the causes and consequences of the linear "take-make-dispose" model and want to change it. Each year we produce 717m sandwiches and other food to go products, and 123m chilled prepared meals. As well as using less to make more, we need to use our position to influence food waste across the rest of the supply chain. We have identified materials, with a specific focus on packaging, as a key issue for Greencore. Whenever we develop new packaging for products, we continually question whether we are producing it in the best way possible. We want our packaging to have the lowest possible planetary impact, and will rely on science to assess the whole life cycle of our packaging. We have a newly adopted group wide Sustainable Packaging Policy, focused around the delivery of this sustainability strategy commitment. Our policy implementation is delivered through our sustainability governance structure, specifically in this case via our Sustainable Packaging Committee. This is co-managed by our Purchasing team, Sustainability team and Packaging Development teams. We are in the process of establishing structures to manage data and key performance indicators through which the committee will evaluate our ongoing performance in relation to packaging. Greencore is aligned with the principles of the UK Plastics Pact (through our membership of the Chilled Food Association who are signatories), and are working towards the following commitments, within our Sustainable Packaging Policy: • By 2025, ensure 100% of our plastic packaging is designed to be reusable or recyclable • By 2025, eliminate problematic or unnecessary single use plastic packaging • By 2025, ensure we have an average of 30% recycled content across all plastic packaging. We are also working to make reusable and recyclable plastic packaging the norm so the materials used can keep cycling through the system at their highest possible value. That begins by making it technically possible for all our plastic packaging to be reused or recycled. Our key focus currently is sustainable sandwich packaging. We are aiming to reduce the plastic content of our packaging, alongside maximising recyclability, to ensure a recyclable pack with no impact on product shelf life.
Environmental and Social Impacts of Ingredient Supply Chain	FB-PF-430a.1	Disclose: 1. The percentage of food ingredients sourced that are certified to a third-party environmental and/or social standard. 2. The percentage of food ingredients sourced that are certified to a third-party environmental or social standard, by standard.	We have developed a new Responsible Sourcing Code of Conduct. This document sets out the behaviours, practices and standards we expect from our suppliers. We recognise that responsible sourcing is a collaborative, network-wide effort – we want to put a focus on partnerships and shared learning. The Code will launch in FY22. 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 considerations for each ingredient, and how the proposed mechanisms of control mitigate those identified risks. To date, we have made positive progress on some of our higher risk ingredients, for example: 95% of our palm oil comes from Roundtable on Sustainable Palm Oil ("RSPO"), with the remaining 5% from RSPO Palm Trace Credits. 100% of our cold-water prawns are from Marine Stewardship Council ("MSC") fisheries, 99% of our tuna is sourced from pole and line fishing, MSC-certified fisheries or from those with a Fishery Improvement Project ("FIP") in place.

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Topic	Code	Disclosure	Direct response
Environmental and Social Impacts of Ingredient Supply Chain	FB-PF-430a.2	Disclose: 1. 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. 2. The corrective action rates associated with its supplier facilities' (a) major nonconformances, and separately, (b) minor non-conformances. 3. The standards and/or code(s) of conduct to which it has measured social and environmental responsibility audit compliance.	Our Responsible Sourcing programme measures our largest and most strategic suppliers on a diverse set of criteria, including social and environmental risk metrics. Our Sustainability team monitors our supply base for social compliance. Our Responsible Sourcing Code of Conduct will launch in FY22. 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 audits (Sedex SMETA audit). 42% of our ingredient and packaging suppliers have undergone a SMETA audit. There were zero (0) incidents of major non-compliance found related to child labour, forced labour or serious health and safety issues, which translates to a non-conformance rate of 0.0.
Ingredient Sourcing	FB-PF-440a.1	Disclose the percentage of food ingredients sourced from regions with High or Extremely High Baseline Water Stress.	Greencore has not yet conducted a water risk analysis of our supply chain. We have built a sustainability risk assessment model to sit alongside our human rights risk assessment. Our sustainability risk model assesses ingredients for a range of issues and ranks them using known external databases. This provides us with the ability to see hotspots in our supply chain. Our risk assessment process will include an assessment of water risk using the WWF Water Risk Filter, although these have not been completed during FY20-21 and will be a focus for FY21-22.
	FB-PF-440a.2	Identify the highest priority food ingredients to the business. Discuss the strategic approach to managing the environmental and social risks that arise from the highest priority food ingredients.	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 considerations for each ingredient, and how the proposed mechanisms of control mitigate those identified risks. 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 comprehensive sustainability risk assessment model that enables us to see and take action on hotspots in our supply chains, and to ensure we are minimising our footprint in those areas. Our list of highest priority ingredients includes: Poultry, beef, dairy, cooked meats, rice, vegetables and whole head vegetables, tuna, prawns, herbs & spices, eggs and alternative proteins.

Activity metrics

Topic	Code	Disclosure	Direct response
	FB-PF-000.A	Weight of products sold (in metric tons)	354,977 MT.
	FB-PF-000.B	Number of production facilities	21 production units at 16 locations.

Food safety addendum

Grade	Last audit	Major non cons	Minor non cons
AA	13.04.21 - 14.04.21	0	3
AA	22.02.21	0	0
AA	11.02.21 - 12.02.21	0	5
AA	16.03.21 - 17.03.21	0	3
AA	05.01.21 - 08.01.21	0	2
AA	22.06.21 - 24.06.21	0	3
AA	06.04.21 - 08.04.21	0	0
AA	23.03.32 - 26.03.21	0	5
AA	11.05.21 - 13.05.21	0	2
AA	29.03.21 - 31.03.21	0	4
AA	21.04.21 - 23.04.21	0	2
AA	12.04.21 - 14.04.21	0	3
AA	26.01.21 - 28.01.21	0	4
AA	28.04.21 - 30.04.21	0	1
AA	12.12.20	0	2
AA	09.02.21 - 11.02.21	0	2
AA	09.02.21 - 11.02.21	0	2
AA	25.01.21 - 27.01.21	0	1
AA	03.08.21 - 05.08.21	0	2
AA	30.03.21 - 02.04.21	0	3
AA	19.01.21 - 22.01.21	0	2
AA	09.03.21 - 12.03.21	0	2
A	17.03.21 - 19.03.21	0	9