

# Better future

*plan*





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# Welcome to our 2021 sustainability report

Our 2021 sustainability report ("the Report") provides detailed information about Greencore's policies, management approach, performance and targets for all of our sustainability priorities and activities, covering the period October 2020 to September 2021.

The recently published National Food Strategy, the first independent review of British food policy in 75 years, highlights the urgent need for action on what is becoming an increasingly unsustainable global food system.

Playing our part in creating and delivering a more sustainable, equitable and inclusive food system is at the top of our agenda. Consumers, customers and investors are increasingly calling on us to work with others to change how we do business, and to find

solutions that can feed a growing population without causing harm to the planet.

Our sustainability strategy is still in its infancy, but we are building it with the aim it will have the capability and capacity to respond positively to complex issues, such as climate change, resource scarcity, biodiversity, human rights, food inequality, malnutrition and waste, many of which are intertwined.

## Dive in

- ➔ **Online report**  
View the online version of this report [here](#)
- ➔ **GRI disclosures**  
View our GRI disclosures [here](#)
- ➔ **SASB disclosures**  
View our SASB disclosures [here](#)
- ➔ **TCFD reporting**  
View our TCFD report [here](#)
- ➔ **Quick reads**  
View our quick reads on material issues [here](#)
- ➔ **Our stories**  
View our stories [here](#)

## Reporting transparency

At the heart of our sustainability strategy is transparency. Being transparent holds us to account, inspires others and encourages an industry-wide shift towards positive action. As such, we report against the Global Reporting Initiative ("GRI") Standards, the Sustainable Accounting Standards Board ("SASB") framework and Task Force on Climate-related Financial Disclosures ("TCFD").



**This report has been prepared in accordance with the GRI Standards: Core option**

View our GRI disclosures [here](#)

# Building a *better* future for food

Our first sustainability report last year marked a defining moment for Greencore. It coincided with the launch of both our corporate purpose 'Making every day taste better' and our new sustainability strategy. Over the past 12 months, we have worked hard to embed the initiatives in that report into our operations and governance, and importantly, our decision-making. For us, the concept of 'better' is about making a meaningful difference for all of our stakeholders – whether they are end consumers, investors, customers, colleagues, the communities in which we operate, or the wider planet.

From the outset, we deliberately set out to align our purpose with our sustainability strategy. COVID-19 has forced us to reflect deeply on our wider role in society and how we engage and lead with our stakeholders to drive progressive changes – whether that's around climate and biodiversity, food security, future skills, social development or human rights. Delivering a future-fit food system means addressing each of these complex, interconnected issues. It's a daunting task, but an exciting one. Fortunately, we have the buy-in and ambition to take on this challenge and use it as a shared catalyst for action. Simply put, we can't afford not to.

We stand with a positive conviction on what we need to do. However, our stakeholders also expect us to take a transformational approach to business, especially with the United Nations Decade of Action upon us and with recent. Investors seek out positive environmental, social and governance ("ESG") opportunities in the sector we operate within, where effective leadership isn't always apparent. With climate activism on the rise, our customers are also looking to us to help them deliver more sustainable food choices that compete on taste, quality and affordability. Both require the need for ongoing collaboration and innovation across our value chain.

This year we played an influential role in shaping the recommendations of the National Food Strategy. These recommendations centre around the key policy areas of public health and climate, and Greencore has committed to new rules that set out how food businesses are encouraging healthier, more sustainable eating, with transparent reporting on product health, food waste and meat consumption. As such, they very much reflect our own sustainability approach, addressing the interconnected issues of climate, wellbeing and food security.

As we embark on this transformative shift, we're acutely aware that time is of the essence. During my tenure with Greencore, I've never known a more daunting, but critical, moment for the wider food industry. Our

sustainability strategy has been developed with an aspiration to have the capability and capacity to respond positively to complex issues, such as climate change. Acknowledging this, Greencore has established targets to transition towards a Net Zero future, in line with the goals of the 2015 Paris Agreement, and the continued progress made at COP26 with the finalisation of the Glasgow Climate Pact. Our newly approved science based targets gives us interim carbon reduction milestones to achieve by 2030 and will help drive our operations to be Net Zero by 2040, as we look to tackle our biggest impacts, which lie in our Scope 3 (supply chain) emissions.

Our commitments will require solutions that we can't deliver on our own. However, by working with our customers and across our supply base, we are confident that we can influence new levels of innovation, that will be reflected both in the composition of our products and how those evolve further over time.

We are proud of what our teams have achieved as we begin to showcase what the future of food looks like. This year we launched a plastic-free, fully recyclable sandwich skillet, which we suspect is the first of its kind in the world. This sandwich skillet is now undergoing market trials and we plan to roll it out across our wider customer base in the coming year. Importantly, it is an example of an industry solution that is solving a wider problem, with the ability to successfully cut through competitive interests for the greater good. It is a powerful case study and we will develop more of these types of solutions going forward.

Societal demands for transparency are also driving fundamental change in our industry. We were one of the first companies to sign up to the Foundation Earth food eco-labelling scheme to help consumers make more informed sustainable buying choices. We continue to strengthen our reporting and disclosure and have aligned this year's Report with both the Global Reporting Initiative ("GRI") and Sustainability Accounting Standards Board ("SASB") Standards. In February 2021, we held our first sustainability seminar, aimed principally at investors, but also attended by colleagues, customers and suppliers. We have also set up a new Sustainability Hub to make it easier for stakeholders to access key information and data in relation to our progress and achievements.

While recognising such successes, I must also acknowledge where we have fallen short. This year the ongoing impacts of COVID-19 required us to creatively rethink some of our product lines to ensure we could cater for changing customer requirements and consumer demands. We continue to prioritise the safety of our colleagues and operations,

and take these obligations very seriously. As a result, we have been unable to progress some of our sustainability projects as originally planned and report our challenges on progress in full in this Report. Over the next 12 months, I'm confident that we will regain momentum for these initiatives and continue to gain traction across all of our strategic focus areas.

On a personal note, the Intergovernmental Panel on Climate Change ("IPCC") report, which came out earlier this year, made for sobering reading, with UN Secretary-General, António Guterres, calling it a "code red for humanity". Hearing the discussion coming out of COP26 in Glasgow only helped to clarify this position. As CEO of Greencore, but also a father of four children, I am well aware that any impacts of climate inaction will be passed down to burden future generations, not least those of my children's generation. My teenage son often likes to remind me that as a leader of a FTSE 250 business, I'm in an influential position and I have an obligation to use my time wisely to work with others and help fix some of these problems. My promise to him is this: I will do what I can to leave a better world behind.

On a practical level, that means upping the pace of change in our product mix, to ensure we are fit for the future, both to deal with the wellbeing requirements of consumers and the climate impact of the ingredients that sit within those products. We will also scale up the work we do in supporting our local communities, especially where food insecurity and hunger exists. This is why we have named our sustainability strategy our 'Better Future Plan'. What we stand for, and why we matter, now needs to be front and centre to how we do business. We will accelerate this next phase in our sustainability journey, push the boundaries of what is possible, and inspire others in our sector to follow our lead.



Patrick Coveney  
Chief Executive Officer  
29 November 2021





# About Greencore

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 customers in the UK.

We employ approximately 13,000 colleagues across our operations, which consist of 21 production units at 16 locations, five regional distribution centres and 13 transport hubs. Within the regions we serve, we have strong market positions in grocery sandwiches, sushi and Italian chilled ready meals, as well as own label ambient cooking sauces and pickles.

We combine a passion for Great Food, exceptional people, efficient business and consideration for the planet – we call this approach The Greencore Way.

We launched our purpose, 'Making every day taste better', in October 2020. Our sustainability strategy plays a critical role in the delivery of our purpose through its focus on The Greencore Way. These building blocks will enable us to not only lead the way for our sector, but also share learnings so that others can follow.

For us, purpose and sustainability are interconnected. Our purpose is the driving force behind our business. We use it to define our culture, to build our teams, to make our products more relevant, and to tell our story. It not only helps us do better, but to matter more – to our customers, consumers, and other key stakeholders – as we continue our journey to enhance the way we do business.

It is intrinsic to our purpose that we play a positive role in the future of food. How we use our position to do this will be guided by a wide variety of factors, including changing consumer demands, health, social inclusion, food innovation and the environmental pressures of carbon, water, energy waste and land.

Many of these considerations are interconnected, complex and multifaceted. As our sustainability strategy is still in its infancy, we recognise that we don't yet have all the answers. Nor can we work alone to tackle these challenges. As such, an important part of our purpose is collaboration with peers, suppliers, customers, governments and non-governmental organisations to find systemic solutions that can be applied not just within our own business but scaled and replicated across different food supply chains and geographies.

Our purpose and sustainability strategy puts the most impactful climate and social actions at the heart of our business model, but the road to a modern food system that creates value for all is a long one. We are ready for the journey.



# Our approach to ESG

## Managing our impact

### Our material issues

For our inaugural sustainability report, covering the period October 2019 to September 2020, we undertook a formal materiality assessment, the purpose of which was to identify the sustainability issues that matter most to our business. This will also assist us in meeting our GRI requirements.

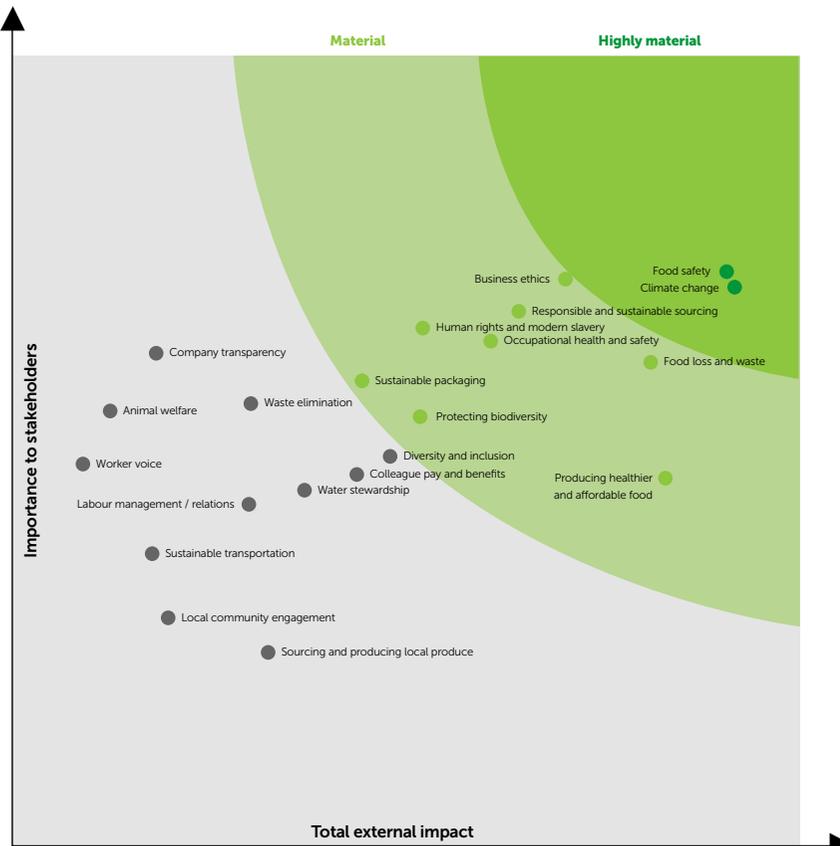
This assessment operates on a two-year cycle and therefore our material impact matrix remains the same as it was for the reporting period October 2020 to September 2021.

Each material issue has been considered in relation to its economic, social and environmental impacts. All issues ranked as high importance to stakeholders and high importance to Greencore within the materiality matrix have been integrated into the three pillars of our sustainability strategy, together with the relevant GRI and SASB disclosures. We report on these in more detail in the Sourcing with Integrity (page 22), Making with Care (page 28) and Feeding with Pride (page 37) sections.

We have also integrated local community action and societal impact into our sustainability strategy. While not defined by the process of material issues, they are fundamental to how we do business. We report on these in more detail in the Feeding with Pride section (page 37).

#### The issues are ranked as follows:

<p><b>Highly material</b></p> <ul style="list-style-type: none"> <li>• Climate change</li> <li>• Food safety</li> </ul>
<p><b>Material</b></p> <ul style="list-style-type: none"> <li>• Food loss and waste</li> <li>• Sustainable packaging</li> <li>• Protecting biodiversity</li> <li>• Human rights and modern slavery</li> <li>• Occupational health and safety</li> <li>• Business ethics</li> <li>• Responsible and sustainable sourcing</li> <li>• Producing healthier and affordable food</li> </ul>
<p>In addition, the following topics were identified as areas that are increasing in importance for certain stakeholders:</p> <ul style="list-style-type: none"> <li>• Water stewardship</li> <li>• Colleague pay and benefits</li> <li>• Diversity and inclusion</li> </ul>



### Stakeholder engagement

Our stakeholders are of great importance to us. They influence our decision-making process and our actions, and they are critical to our sustainable growth.

We work closely with our shareholders, investors, suppliers and customers to develop, improve and refine our products through collaborative projects, market research and innovation workshops. We consult with non-governmental organisations (‘NGOs’), local community groups and we conduct consumer research, to better understand the contribution we can make to society, especially when improving livelihoods or making healthier food choices.

To create a more regular and effective dialogue with our stakeholders, we have developed an open online reporting hub on [www.greencore.com](http://www.greencore.com) that complements our annual sustainability reporting. The Sustainability Hub features interactive tools and data visualisations along with factsheets to communicate on key issues in a transparent way with our colleagues, customers, suppliers and community stakeholders.



 More information on our GRI disclosures for stakeholder engagement can be found [here](#)

### Partnerships

Creating a future-fit food system that works for everyone will require collaborative, collective action, so working closely with key stakeholders to address both our own areas of impact and those of the wider food industry will assist us in achieving our goals.

Organisations we work with, and initiatives we have committed to, include:



## Governance

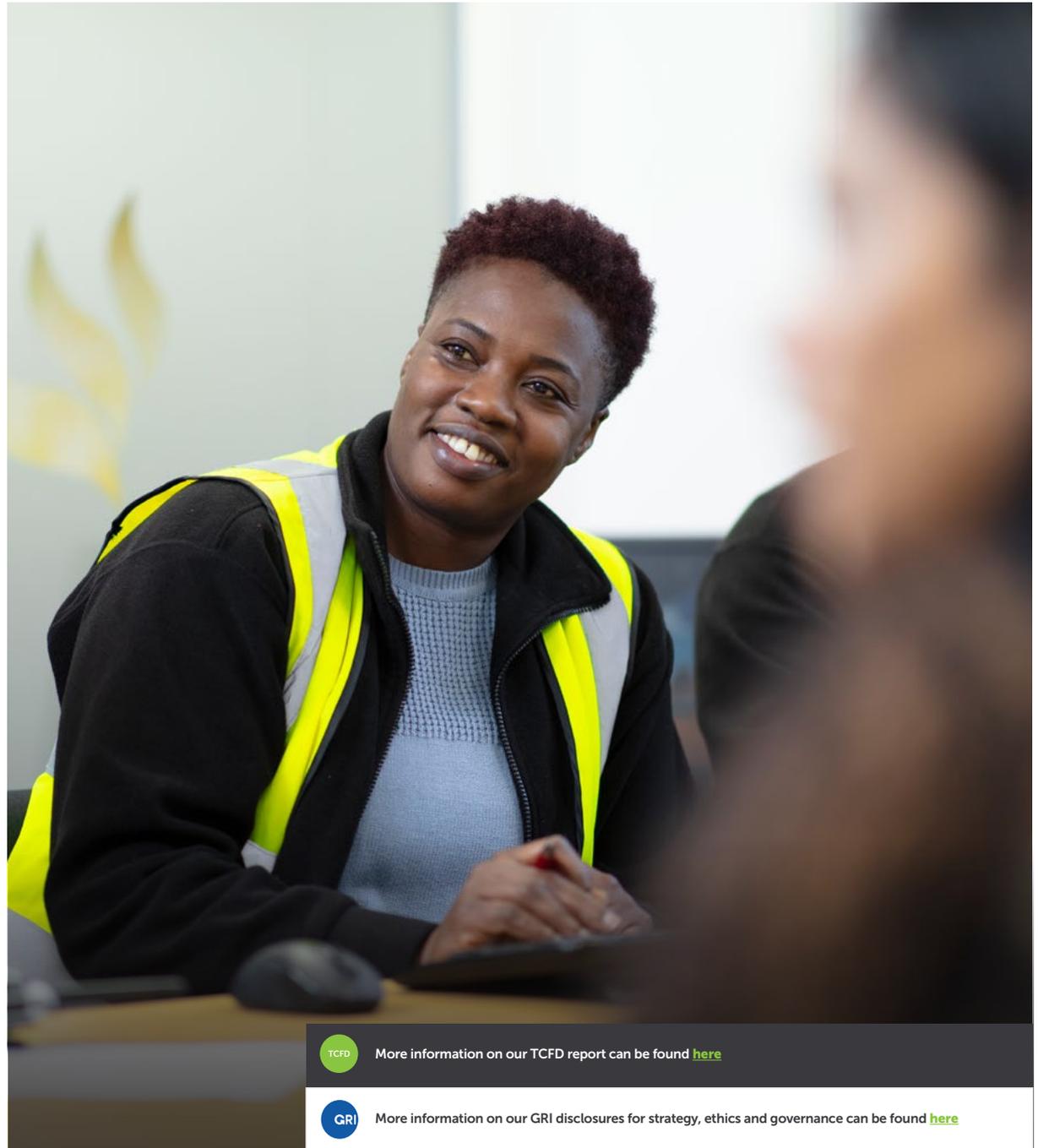
Our corporate purpose and sustainability strategy are set by the Greencore Group plc Board. Our Board monitors our overall sustainability performance against our stated ambitions and targets. The Board also reviews potential risks and opportunities associated with our sustainability strategy and corporate purpose. A sustainability update is provided at each scheduled Board meeting.

The Chief Executive Officer has responsibility for overall performance of the Group, which includes sustainability governance. Non-Executive Director, Helen Rose, is the Group Sustainability Engagement Director and sits as the Board sustainability champion, responsible for reviewing the Group's sustainability objectives and performance, including the delivery of the Group's sustainability strategy and also provides updates on progress on sustainability matters to the Board.

The Group has established a Sustainability Steering Committee comprising leaders from various functions within the Group. The Sustainability Steering Committee has overall responsibility for the delivery of our sustainability strategy. The Committee is chaired by our Group Company Secretary and includes our Technical and Sustainability Director, Engagement and Communications Director, Head of Investor Relations and Head of Sustainability.

Reporting to this Committee are seven Sustainable Business Management Groups ("SBMGs") that provide a cross-functional forum to develop and steer our strategy at an operational level. The SBMGs cover responsible sourcing, human rights and ethical trade, environment and food waste, packaging, communities, healthy and sustainable diets and transparent reporting. The seven SBMGs meet at least four times a year to exchange knowledge and best practice, to align strategic thinking and to provide recommendations for the Sustainability Steering Committee to consider.

We are also more broadly governed by our business ethics approach, in which we strive to act with integrity in all of our dealings and activities. We have a zero-tolerance approach to areas such as bribery, corruption and fraud. We are committed to conducting our business with the highest level of honesty and integrity. We expect our colleagues, partners, suppliers, customers and contractors to act in a way that upholds our commitment to integrity. Our Code of Ethics & Business Conduct sets out our core values and the principles we rely on to carry out our day-to-day activities.



More information on our TCFD report can be found [here](#)



More information on our GRI disclosures for strategy, ethics and governance can be found [here](#)

# Our FY21 highlights

In FY21, we've calculated our base year *carbon footprint*, in FY19 our total footprint Scope 1, 2 and 3 was

**1.6** million tonnes



In FY21, we embedded our **packaging carbon calculator**



In FY21, we launched our

*Inclusion and Diversity* strategy



In FY21, we launched our **#StartsWithFood** community engagement plans across all sites



In FY21, we've donated **2 million** *meals* to people in need



# Greencore

Making every day taste

*better*

In FY21, we launched our much anticipated sustainable *sandwich skillet*



Since FY17, we've reduced our operational

*food waste* by **15%**



In FY21, we built our **sustainability risk assessment model**

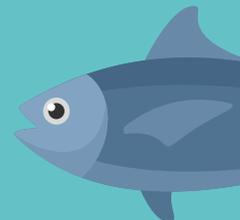


In FY21, our **1.5°C aligned science based targets** were approved

In FY21, we joined a **pioneering product footprinting pilot** in association with non-profit organisation **Foundation Earth**



In FY21, **99%** of our tuna was either sourced from **pole and line fishing, MSC-certified fisheries** or from those with a **Fishery Improvement Project ("FIP")** in place



In FY21, we invested **£3.5 million** in training and development



# Our stories



**A green light for eco-labelling**

→ Read the full story [here](#)



**Ingredients 4 Life**

→ Read the full story [here](#)



**Supporting human rights**

→ Read the full story [here](#)



**Supporting human rights**

→ Read the full story [here](#)



**War on waste**

→ Read the full story [here](#)



**Committing to science based targets**

→ Read the full story [here](#)



**#StartsWithFood**

→ Read the full story [here](#)



**Plant power**

→ Read the full story [here](#)



**On the road to Net Zero**

→ Read the full story [here](#)



**Eating well**

→ Read the full story [here](#)



**Inclusive and diverse**

→ Read the full story [here](#)



**Fighting food waste with the power of enzymes**

→ Read the full story [here](#)



**On the road to Net Zero**

→ Read the full story [here](#)



**Industry-leading innovation**

→ Read the full story [here](#)

# Introducing our Better Future Plan

The global food system is facing multiple challenges. Conflict, climate and economic slowdown have seen hunger and malnutrition rates rise, while industrialised farming has resulted in biodiversity loss, waste and the degradation of natural resources. All these factors threaten the food system's ability to feed a growing population.

Greencore recognises that we have a responsibility to address these pressures, and to help consumers make healthier food choices that have minimal impact on the environment. We are committed to feeding the nation with affordability and sustainability at the forefront of everything we do. This is why we have named our sustainability strategy 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 challenges, risks and opportunities facing us as a business and the food system we operate within. They encompass the issues that matter most to our stakeholders and represent the areas where we can drive meaningful and positive change.



View our quick read on our Better Future Plan [here](#)

# Accelerating our Better Future *Plan*

Every element of our sustainability strategy is vital in achieving our Better Future Plan. It's an ambitious blueprint for bold, positive change, and it involves activity both big and small across every facet of our business. As such, this year we will be keeping our progress joined up and on track with a special focus on three priority milestones, which each mark an important point in our overall journey to a Better Future. These important markers of achievement – protein transition, transparency and community partnerships – will lay solid foundations for our entire sustainability strategy, helping us to accelerate a Better Future in a meaningful, resilient and inspirational way that works for everyone.

Priority milestone

## Milestone one

**By 2030, we will reduce the average meat content across our product portfolio by 30% (in line with the recommendations of the National Food Strategy).**

We will progress towards this aim by building a robust protein plan as part of our wider carbon transition plan, in collaboration with our key customers.

## Milestone two

**By 2022, we will transparently share data on the health and sustainability of our products with our stakeholders.**

We will enhance this process by creating and implementing a measurement tool (our 'live well' tool) to enable us to embed sustainability and health considerations into the creation of all new products.

## Milestone three

**By 2022, we will ensure all of our food surplus goes to feed those in need, as part of our #StartsWithFood campaign.**

We will increase food redistribution by identifying harder-to-reach surplus and through community partnerships for all our surplus food.

How we'll do this

## Sourcing with Integrity



### By 2030, we will source our priority ingredients from a sustainable and fair supply chain

Understanding where our ingredients come from and how they get to us allows us to address some of the biggest issues facing people and the planet, including carbon emissions, biodiversity loss and human rights abuses. For Greencore, Sourcing with Integrity means going the distance to ensure we choose ingredients that have as little impact on the environment as possible, and which contribute to safe and fair working practices for everyone involved. Learn more about our Sourcing with Integrity activities on [page 22](#).

#### Mapping our plans to the UN Sustainable Development Goals



#### Sourcing

We will source sustainable ingredients with transparency by holding ourselves and our suppliers to the same high standards of integrity.

#### Human rights

We respect the human rights of everyone who works for, and with us.

#### A low carbon supply chain

We will take action on climate by reducing the carbon impacts of our products and supply chains.

## Making with Care



### By 2040, we will operate with Net Zero emissions

The way we manufacture and distribute our food is just as important to us as the end product. By using our resources more efficiently we can minimise our carbon impact, drive a reduction in food waste and promote positive change in our communities, all while reaping cost benefits along the way. Every step of our operations are carefully considered, from the packaging materials we choose, to the way in which we engage with those in our local communities. Learn more about our Making with Care activities on [page 28](#).

#### Mapping our plans to the UN Sustainable Development Goals



#### Resource efficiency

We will use less to make more by becoming more resource-efficient and operating a Net Zero business.

#### Food waste

We will halve food waste within our operations and work with others to minimise waste both upstream and downstream into our supply chains.

#### Local community

We will invest in our local communities to help them thrive, by helping to alleviate food poverty and providing economic opportunity.

## Feeding with Pride



### By 2030, we will have increased our positive impact on society through our products

Food plays a central role in our society, and we recognise that we have a responsibility to make sure our products have a positive impact on both a global and local level, ensuring they contribute to a sustainable food system while forming part of a healthy, balanced diet. We want to make sure the food we make is tasty, affordable and nutritious, and that it supports progress on issues including climate change and food waste. By producing products that contribute to a better food system we can clear the way for people to make more informed choices that are good for them and the planet. Learn more about our Feeding with Pride activities on [page 37](#).

#### Mapping our plans to the UN Sustainable Development Goals



#### Our products

We will design products with health, affordability and sustainability in mind; by identifying where the best opportunities are to meet all three requirements, while not compromising taste.

#### Packaging

We will ensure our packaging has the lowest planetary impact by making it easier to recycle and eliminating single use plastic.

#### A future-fit food system

We will play our part in creating a future-fit food system by using our platform to rethink how we do business while working with others to tackle shared challenges.

# People at the Core

People are at the core of everything we do and our sustainability ambition is no exception. Our people strategy enables the success of each of our sustainability pillars. It humanises our strategy, uniting passion and learning to drive progress and a culture of innovation.

# Our FY21 progress

Our progress on our 2020 short term actions



## Integrity

**Sourcing with Integrity**

**Set clear expectations for our suppliers – launch our Responsible Sourcing Code of Conduct**

- **On track**  
We launched our sustainability strategy to our supply base at our supplier conference, and have developed our 'Responsible Sourcing Code of Conduct' which will launch in FY22.

**Map our high risk forest commodities (palm oil, soy, paper)**

- **Providing a challenge**  
Our visibility of forest products including palm oil and paper is good throughout our supply chain, but soy transparency remains low. Soy is primarily used as an ingredient in animal feed for protein products; having clear visibility of supply is a challenge for the whole industry and one which we intend to tackle in collaboration with industry partners.

**Screen 100% of ingredient suppliers for environmental risk**

- **Achieved**  
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.

**Calculate Scope 3 (supply chain) emissions, set a science based target, and get this externally verified**

- **Achieved**  
We have completed a carbon footprinting exercise to measure the total carbon impact of our Scope 1 (direct), Scope 2 (operational electricity) and Scope 3 (supply chain) emissions. We have set an externally verified carbon reduction science based target, that includes our indirect Scope 3 emissions.

**We will transparently report on our sustainable sourcing progress via disclosure platforms such as CDP and ODP**

- **Achieved**  
We updated our Carbon Disclosure Project ("CDP") disclosure for climate change, water and forest submissions, and completed for the first time a summary of our fish sourcing via the Ocean Disclosure Project ("ODP").

**We will undertake a detailed analysis of our supply base to deepen our understanding of the social risks our ingredients pose**

- **Achieved**  
We have embedded a human rights risk assessment process into our supply chain analysis. Our human rights risk model assesses ingredients and suppliers for a range of risks, based on the nature of the product and the country from which it is being sourced.



## Care

**Making with Care**

**Every site will deliver a Net Zero roadmap**

- **Significant focus**  
We have completed a Net Zero roadmap for our lead pilot site, which will inform our carbon reduction approach across our whole network.

**Build a food loss and waste programme, to halve food waste in our own operations**

- **On track**  
We have launched our #WarOnWaste pilot programme at our site in Northampton. This will help us design an approach that will work across all our sites and provide consistent direction to achieve food waste reduction across all of Greencore's business.

**Community engagement #StartsWithFood plan at every site**

- **Achieved**  
We have finalised our Community Engagement Policy and have a Community Engagement Plan, focusing around #StartsWithFood at every site. We have developed a community engagement tracker tool to measure our impact.

**Colour key:**

- **Achieved**
- **On track**
- **Significant focus**
- **Providing a challenge**



## Pride

**Feeding with Pride**

**Establish and install a science based approach to "lowest impact" packaging (life cycle assessment)**

- **Achieved**  
We have embedded the GaBi Packaging Calculator into the development process for our packaging to help us determine the life cycle analysis of materials we use.

**Build sustainability considerations into new product development**

- **On track**  
We have a policy to help guide our teams in the areas of healthy and sustainable diets. Embedding the policy with our process will take longer and is a focus for the coming year.

**Develop partnerships to tackle our biggest issues through sector collaborations**

- **On track**  
We have been involved in a pioneering product footprinting and eco-labelling trial.
- **Achieved**  
We have publicly supported the call for mandatory reporting on health and sustainability as outlined in the National Food Strategy.

**Develop 100% recyclable sandwich packaging**

- **Achieved**  
We have launched 'test and learn' trials of an all-fibre, plastic-free fully recyclable sandwich skillet.

# Our FY22 roadmap

<p><b>Sourcing with Integrity</b></p> <p>By 2030, we will source our priority ingredients from a sustainable and fair supply chain</p> 	<p><b>Milestones</b></p> <ul style="list-style-type: none"> <li>By 2025, we aim for 100% of the soy used in our global supply chain to be verified as deforestation and conversion-free</li> <li>By 2025, we will source 100% cage-free eggs</li> <li>By 2030, we will reduce Scope 3 Greenhouse Gas ("GHG") Emissions* by 42% per tonne of product sold, from a 2019 base year</li> </ul> <p>*from purchased goods and services and upstream transport and distribution</p>	<p><b>FY22 commitments</b></p> <p>We will ensure our Responsible Sourcing Code of Conduct is embedded throughout our business, and will launch these principles with strategic suppliers of high risk ingredients.</p> <hr/> <p>We will use the results of our responsible sourcing risk assessment processes to direct action within our Responsible Sourcing roadmap.</p> <hr/> <p>We will develop a deforestation-free soy roadmap, to give us visibility of soy use within our supply chain to progress towards our aim of ensuring 100% of soy used in our global supply chain is verified as deforestation and conversion-free by 2025.</p> <hr/> <p>We will scope a deep dive human rights risk assessment in collaboration with our supply chain partners in key areas of risk where we have the ability to influence our supply base.</p> <hr/> <p>We will develop a Climate Transition Plan, which will see us refining supply chain carbon data, identifying key hotspots, driving reductions and measuring the impact of our actions.</p>
<p><b>Making with Care</b></p> <p>By 2040, we will operate with Net Zero emissions</p> 	<p><b>Milestones</b></p> <ul style="list-style-type: none"> <li>By 2022, we will ensure all of our food surplus goes to feed those in need, as part of our #StartsWithFood campaign</li> <li>By 2025, we will have increased our positive impact on the communities in which we operate</li> <li>By 2030, we will reduce absolute Scope 1 and 2 GHG emissions by 46.2% from a 2019 base year</li> <li>By 2030, we will reduce our food waste by 50%</li> </ul>	<p><b>FY22 commitments</b></p> <p>We will roll out our Net Zero roadmap to all manufacturing sites to ensure each has a robust energy reduction plan in place.</p> <hr/> <p>We will develop a fleet carbon reduction roadmap, to determine the infrastructure requirements we need to support future fleet electrification and wider decarbonisation measures.</p> <hr/> <p>We will have all manufacturing sites equipped with a #WarOnWaste plan.</p> <hr/> <p>We will establish community partnerships for all our surplus food and increase food redistribution by identifying harder-to-reach surplus.</p>
<p><b>Feeding with Pride</b></p> <p>By 2030, we will have increased our positive impact on society through our products</p> 	<p><b>Milestones</b></p> <ul style="list-style-type: none"> <li>By 2022, we will transparently share data on the health and sustainability of our products with our stakeholders</li> <li>By 2025, we will ensure that all of our packaging is recyclable or reusable</li> <li>By 2030, we will reduce the average meat content across our product portfolio by 30%*</li> </ul> <p>*in line with the recommendations of the National Food Strategy</p>	<p><b>FY22 commitments</b></p> <p>We will meet the ambition laid out within the National Food Strategy to report on the amount of protein sold (by type and origin, including welfare accreditation), the amount of vegetables, fruit and fibre sold, and the salt, sugar, and saturated fat content of our products.</p> <hr/> <p>We will incorporate product development into our wider Climate Transition Plan and work with key customers to develop joint roadmaps.</p> <hr/> <p>We will develop a sustainability 'Live Well' tool to support new product development and give data visibility on individual ingredient impacts and upskill the teams on our carbon reduction agenda.</p> <hr/> <p>We will scope out a strategy for eco-labelling of products, to help us determine environmental hotspots in our key products.</p> <hr/> <p>We will conduct packaging impact assessments using the newly implemented GaBi Calculator, and ensure this becomes part of our overall product development process.</p>

# Looking back on our progress

## In *Conversation* with

Group Head of Sustainability, Andy Wright, chats to Helen Rose, Non-Executive Director and Sustainability Engagement Director and Jolene Gacquin, Group Company Secretary and Chair of the Sustainability Steering Committee about the progress Greencore has made on its sustainability ambitions over the last year and explores what's next on the agenda.



**Andy: How would you review our progress over the past year?**

**Helen:** We share our key metrics as part of this report and on a number of metrics we are not making the progress we need, at the speed we require, to deliver on our commitments. Whilst COVID-19 has been a very challenging period, and impacts a number of our key performance indicators and our ability to take action, the figures reflect the reality which is that our focus has been on developing our foundations; in setting up governance, in implementing data collection processes, and in engaging our colleagues, to deliver a fundamental transformation of our business. We are building a programme for the next decade, so we need to get the foundations right.

**Andy: What's the biggest change you've seen within the business since we launched our sustainability ambition last year?**

**Helen:** For me, it's the impact it's had at Board level. From the get-go we made a really conscious decision that we weren't going to delegate sustainability to a separate Board sub-committee. For us, it was so fundamentally important to our purpose that it needed to be discussed at the top. As Sustainability Engagement Director, I've really seen the benefits of this, and sustainability has become more embedded into the key decisions being made by the Board. At this stage in our development it is right to manage it at Board level, but we will keep this under review as we move into delivery.

**Jolene:** I agree, there is a genuine commitment from the top. Sustainability isn't just a box-ticking exercise – it's something the Board fundamentally believes in and is committed to. We are integrating sustainability into all of our Board discussions.

**Andy: Have there been any standout moments or initiatives for you? What are you most proud of?**

**Jolene:** That's a tricky question because there have been so many! The work we've done on sustainable skillets has been amazing, while the impact we've made with our Community Engagement Plan on issues like food security, to ensure people have access to safe and nutritious food, makes me proud to work for Greencore. For me, the most interesting project I've been involved in is our ingredients' Scope 3 emissions project. Understanding the impact of the ingredients we source is really fascinating. We're always learning new things.

**Helen:** Every day is a school day when it comes to sustainability, and I'm always proud to be making a difference. I think the work we did in addressing human rights issues and removing ingredients sourced from Xinjiang from our supply chain is a really strong example of this.

**Andy: Greencore's investment in sustainability and purpose marks a clear signal that we're building a legacy. Can you tell us what that legacy might look like?**

**Helen:** I think ours will be a legacy of collaboration and leadership, both for the industry, and for the consumer. Take our new sandwich skillet, for example. We've shown the industry what's possible in terms of packaging innovation, and we've made it easier for consumers to do their bit. Our previous skillets were technically recyclable, but involved consumers taking them apart beforehand. Not everyone has time for that. Now they can do the right thing without any obstacles.

Similarly, we want to address sustainable and healthy diets, and we can, through collaboration with our customers, help encourage consumers to make better

choices by creating food that's not only good for them and the planet, but that's just as tasty as traditional options. Again, we want to make it easy for people to do the right thing. Taking the lead on this will be our legacy.

**Andy: What do you see as the biggest challenge facing us on the road to achieving our ambition, and has this changed since we launched last year?**

**Jolene:** We're just starting out on our sustainability journey, and while we're making good inroads there's a lot that's new to us – as the saying goes – we don't know what we don't know but we are certainly trying to find out. Addressing our Scope 3 emissions is a big challenge, although that's not unique to Greencore – it's a challenge for the food industry as a whole.

**Helen:** Meeting Scope 3 obligations is challenging, but one way we can tackle this is by collaborating with our customers on how we jointly design products. Nudging consumers to make dietary changes comes with its own challenges; the messages are complex, and we can't necessarily make them as simple as 'this product is good for the environment and this one isn't'. Rather than asking consumers to make educated guesses, the potential for eco-labelling of products will help cut through and define product impact.

**Andy: Disclosure and transparency remain high on the agenda for stakeholders. How will we build on our engagement and reporting efforts to ensure Greencore is meeting these expectations?**

**Helen:** Increasingly, we recognise we will need to put our sustainability data through the same rigorous processes that we would our financial data, to give a much-increased level of transparency. And we're sharing more data. For example, we have participated in the Carbon Disclosure Project since 2010, but now we're also participating in the Ocean Disclosure Project, which provides visibility of our approach to fish sourcing.

**Jolene:** We're learning that different stakeholders prefer different types of data presented in different ways. Last year we built our disclosures around the GRI requirements, but some stakeholders have expressed interest in SASB reporting. So, we're taking steps to ensure that the key data reported will meet the preferences of our key stakeholders.

**Andy: Finally, what will Greencore focus on next so as to further progress our sustainability ambition?**

**Jolene:** Eco-labelling is becoming more prominent – we've already made a start in this area and it promises to be a really important communication tool for us and for consumers. We'll also be focusing on embedding sustainability into product development, and putting climate risk under the spotlight.

It's absolutely vital that we understand climate-related risks within our supply chains, and we'll be reporting on progress via the TCFD.

**Helen:** 2021 was very much about establishing our sustainability foundations. Now, we're going to start delivering. We will continue to work with our stakeholders to put our plan into action, to lead by example and to learn and adapt for a better future.

## People at the *Core*

# Putting our *people* at the core of everything we do

Putting 'People at the Core' is one of the principal building blocks of The Greencore Way. Our people are not only intrinsic to how we do business, but they also bring our culture to life both in the workplace and in the wider community. Our success depends on our people, and by harnessing colleague talent and commitment, we can deliver our purpose and sustainability strategy while inspiring our colleagues and stakeholders to make a positive difference to the world.

**“ We measure how well we are engaging with our colleagues through our annual People at the Core engagement survey; despite the challenges due to social distancing over the last 12 months, we have adapted and developed new ways of communicating with our colleagues. This has been received positively and our engagement rate success has increased year on year from 69% to 74%.**



**“ This year we have developed and incorporated into our key performance objectives a new set of group-wide health and safety standards supported by action plans and priorities.**



**89%**

**safety achieved an 89% total favourable score in our People at the Core survey completed in FY21.**

# Embedding a safety culture

The health, safety and wellbeing of our colleagues, or any person who visits any of our sites, is of paramount importance to Greencore. We continually strive to improve the safety of our manufacturing processes, working environments and logistical operations for our people, and work with our colleagues to create a culture that encourages them to make informed choices about their physical and emotional wellbeing.

We have a strategy for health, safety and wellbeing, and this strategy feeds through to a comprehensive set of priorities, action plans and performance objectives. This is supported by a new set of Group-wide standards and management systems. We have made excellent progress closing recommended actions and making identified improvements.

Due to COVID-19, Greencore has experienced a period of unprecedented change. This has impacted our workplace Reportable Accident Frequency Rate ("RAFR"), which has increased from 0.34 in FY20 to 0.37 in FY21. However, we have reduced the frequency rate and severity of accidents across our commercial fleet operations and improved standards due to improvements in driver performance, behavioural training and other initiatives.

We conduct cultural maturity assessments at each of our sites through our 'Hearts and Minds' programme. Leaders within our business, both at Group level and at individual site level, rank performance against set criteria to determine how evolved their safety culture is, which helps support the development of action plans. Safety achieved an 89% total favourable score in our People at the Core survey completed in FY21, the top-ranked category in the survey. We have conducted a full suite of health and safety audits of our manufacturing and commercial fleet operations. We implemented new industry-leading health and safety monitoring software and further invested in our occupational health systems. We have also increased investment in health and wellbeing by moving resources from external consultants to a dedicated internal team.

We monitor the health and wellbeing of our colleagues through our dedicated health surveillance programme, and have increased and encourage active engagement and communication. Site-specific information, advice, guidance and counselling is provided to colleagues who may need it via a specially developed internal resource called Talk2Us. We continue to support GroceryAid, a charity offering emotional, financial and practical help to colleagues in the grocery industry, and this year we were recognised by GroceryAid with a Gold supporter award.

COVID-19 has obviously taken centre stage in our health and safety activities this year, and keeping people healthy and safe throughout the pandemic remains a key priority for us. In addition to a comprehensive range of COVID-19 measures – which included opening vaccination centres at some of our sites – we have developed a COVID-19 risk alert tool that draws on a wide variety of data, such as community cases and vaccination levels, to calculate a COVID-19 alert level for each site. This dictates what level of controls are required as the alert increases or decreases. We have shared this tool with several external stakeholders, including the Department for Environment, Food and Rural Affairs ("DEFRA"), The Chilled Food Association together with other food manufacturers.

Looking ahead, COVID-19 remains a central health and safety concern and we will continue to take measures that ensure the safety of our colleagues, our surrounding communities, to protect our business and keep feeding the nation with freshly prepared food.



More information on our GRI disclosures for health and safety can be found [here](#)

# Inspiring leadership

Building a culture that encourages and embraces differences, and thrives on creativity, empowerment and problem-solving, remains critical if we are to achieve our goals. We aim to motivate our people not only by recognising and rewarding their talent but by providing them with leaders who lead by example, and who truly care about and invest in our people.

## “ Helping our managers take a more inclusive approach to leadership has led to marked gains in our Manager Index.

This year we have continued to develop our Line Manager Framework, helping our managers to connect with and unlock the potential of their people and to perform at their best. We have extended our investment in Team Leader development to support our budding future leaders, and we have invested in high performing team development with our leadership and executive groups to help their teams work more effectively.

We have continued to invest in our bespoke management development programme, more than doubling the size of the programme in 2021. We will also continue to support our senior and executive leaders with coaching and mentoring, to ensure they are effectively driving sustainable business performance, whilst taking good care of themselves and those in their care.

An important aspect of our inclusion and diversity work is helping our managers in being

inclusive in their approach to leadership. We have involved leaders at all levels in extensive listening activities throughout the year by running workshops where colleagues shared their Greencore experiences, good or bad, to help our leaders understand and break down any barriers faced by our colleagues. As a result, we have seen marked gains in our Manager Index, boosting our cumulative improvement by 11%, with individual improvement in areas such as ‘managers and leaders showing respect and care’ which has increased by 14%.

Our managers engage in regular performance reviews, training and development, to ensure they are at the forefront of industry standards, both in their own abilities and in their knowledge of legislative requirements around matters such as tax, corruption and competition.





# Unlocking talent

Greencore is fully committed to the progression of its people, and we are proud to provide an inclusive culture where colleagues can realise their full potential. The size of our business means we can offer our colleagues a wide range of growth opportunities – every year we invest more than £3.5m in training and development.

Over the last year, we have created 4,553 new jobs in our communities across the UK, with our largest ever intake of early careers talent in September 2021. We have also expanded our early careers programmes, and introduced a new buddy programme to help new colleagues settle into their roles quickly and smoothly. Furthermore, we launched our first Engineering Apprenticeship Scheme, which will help us to ensure we have the relevant skills and talent to advance our agenda in this space, in the years ahead.

These initiatives have enabled us to maintain strong performance. Our internal hire ratio and our colleague engagement continues to improve, with significant gains made in our approach to inclusion, communications and career development. The value to colleagues of investing time in their performance and development discussions has been clear with a 14% increase in our survey.

Everyone is recognised for their efforts. Our agency colleagues are entitled to and receive the same pay and benefits as those of permanent staff after twelve weeks'

service. Each role is graded against a global industry-wide system which grades each role against a set criteria of skill set, size and complexity. The grading system has established pay bandings which are aligned to industry specific pay scales thus ensuring fair and equitable remuneration for colleagues. Salaried colleagues are assessed against our Greencore behaviours every quarter and we continually assess the competitiveness of our pay and benefits in order to attract and retain the best talent.

Our approach to flexible working is changing and adapting in response to the COVID-19 pandemic. We will continue to evolve our approach to flexible working, giving our colleagues greater control over the hours they work, and where they work from. Labour sustainability is paramount to our success and we recognise that there has been a substantial shift towards flexible working, and that this flexibility is often preferred by current and future employees. In response, we have updated our Flexible Working Policy to best support our current team and ensure we align to the interests of future candidates.

**“ Every year we invest over £3.5m in training and development to help our people realise their potential. ”**



More information on our GRI disclosures for employee pay and benefits can be found [here](#)

# Building diverse and inclusive teams

We believe that we can ultimately differentiate our business through our colleagues, so it's important to us that we create a culture where our people can be themselves in order to fulfil their potential.

We do not tolerate any discriminatory behaviour or attitudes at Greencore. This extends to pay, hiring, access to training, promotion and termination of employment. Our colleague induction covers our Code of Ethics & Business Conduct, which sets out Greencore's values, the behaviours we expect and our approach to inclusion.

This year we undertook a significant review of our cultural environment, understanding the diversity of our colleagues along with their lived experience of inclusion at Greencore. As a result, we built and launched our inclusion and diversity strategy, and by 2025 we aspire to:

- 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

- Be a culture where people can be themselves at work
- Be an organisation that creates opportunities for our people to fulfil their potential at work
- Operate a business that has inclusion and diversity hardwired into everything we do, where every colleague understands how important it is to us and we demonstrate that every day.

We have continued to hold colleague listening groups throughout FY21, which enable us to understand the inclusion challenges our people face both at work and in their personal lives. We have also launched a new Inclusion Calendar, which recognises key moments and awareness days reflective of the variety of cultures amongst our colleague population throughout the year, giving us the opportunity to engage our colleagues further.

We measure how well we are engaging with our colleagues through our annual 'People at the Core' engagement survey. More than 8,200 of our colleagues (68%) participated in the latest survey and our engagement rate increased further this year to 74% from 69% in FY20. New dedicated community plans at each of our sites has also helped give our people a greater sense of belonging and, combined, these actions have helped spark a 10% increase in the number of colleagues that would recommend Greencore as a place to work.

Our workplace continues to attract a diverse mix of people and we are incredibly proud to have such a vibrant workforce, where colleagues from all walks of life and with a wealth of cultural diversity can work together to make us a better business. We have maintained a good gender diversity mix: our male-to-female percentage ratio is 60/40 across nearly all levels of the business, 45/55 at Board level and 57/43 at executive level.

**“ We've seen a 10% increase in the number of colleagues that would recommend Greencore as a place to work. ”**

## Our gender diversity male-to-female:



View our quick read on inclusion and diversity [here](#)



More information on our GRI disclosures for inclusion and diversity can be found [here](#)

# In Conversation with

## Matthew Watson, Inclusion Manager



# Inclusive and diverse

Our newly appointed Inclusion Manager, Matthew Watson, reflects on the steps we have taken in the past year to bring our inclusion aspirations to life.

**We know inclusion and diversity is an important topic for many companies, why has Greencore chosen to put emphasis on inclusion?**

Greencore is already an incredibly diverse organisation and it is important for us to ensure that everyone's experience of working with us is inclusive, as we know this may not always be the case. Put simply, diversity doesn't work without inclusion.

**How have you involved colleagues at Greencore in this work?**

We conducted a large-scale colleague survey among more than 1,200 colleagues which was then followed up with a series of listening groups with approximately 100 colleagues. This helped us to start thinking about the tangible actions that we could take to improve the sense of inclusion and create a positive impact amongst our colleagues. One of the outputs of this work was the creation of a calendar of inclusion events – celebrating the things that matter to our people – which we then shared with our colleagues across Greencore. We have also created 'Catalyst Groups', which are groups of colleagues who have volunteered to support the development of our Inclusion Calendar and support the delivery of our inclusion activities.

**Can you give some examples of how you brought the Inclusion Calendar to life?**

In FY21, we recognised 10 key celebrations including International Women's Day, Ramadan, Pride Month, World Day of Cultural Diversity and International Youth Day. We organised different activities and events, ranging from social media posts through to full-blown celebrations, webinars and videos.

**Are there any activities that you are particularly proud of?**

Our activities around International Women's Day and International Youth Day were particularly powerful, as we asked people within Greencore to nominate colleagues that they wished to shine a spotlight on – peer to peer recognition can be so impactful. For World Day of Cultural Diversity, we asked colleagues to submit recipes and a personal story for a cookbook, which we then sold to raise more than £3,500 for the homeless charity, Shelter.

**What feedback have you had from these activities?**

Colleagues are grateful to be seen and to have their voices heard. This was particularly true during Pride Month, where some colleagues shared their stories through videos, hosted webinars and helped us to create information sheets. We have received lots of positive feedback on how our activities have helped our colleagues to better understand people's differences. We have also seen a positive uplift in the responses to the inclusion questions in our annual colleague survey, which is really encouraging.

**What's in store for FY22?**

We continue to build on the momentum from the past year, to ensure that we hold events that are meaningful to our people. We are at the start of an exciting journey, helping to create an even better Greencore where our people are at the core.

**“Diversity doesn't work without inclusion.”**

Matthew Watson, Inclusion Manager

**Sourcing with**  
*Integrity*

# Fighting climate change and safeguarding human rights within our *supply chain*

**97% of our direct and key indirect suppliers are connected to us on the Sedex collaborative platform for sharing responsible sourcing data.**

Understanding where our ingredients come from and how they get to us allows us to address some of the biggest issues facing people and the planet, including climate change, deforestation and human rights. By working together with our suppliers we can create a climate-smart, ethical food system that works for everyone.





**95%**

**of the palm oil in our supply chain comes from RSPO-certified sources, with the remaining 5% from RSPO Credits**

# Responsible sourcing

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 understand what both “responsibly sourced” and “priority raw materials” mean; we define both 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. We’re now working to expand this model, so that it takes into account an even wider range of considerations.

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 in place.

**“78% of our eggs are cage-free.”**

We have developed a new Responsible Sourcing Code of Conduct (the “Code”). This Code 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.



View our quick read on responsible sourcing [here](#)



More information on our GRI disclosures for responsible sourcing can be found [here](#) and biodiversity can be found [here](#)

# Human rights

Human rights is a growing concern throughout the food industry, and we are committed to safeguarding the people who work for us, with us, and who are affected by our activities, both at home and abroad.

Our suppliers are screened using a variety of social criteria, and to date 97% of our direct and key indirect suppliers are connected to us on the Sedex collaborative platform for sharing responsible sourcing data on supply chains.

Throughout FY21, we undertook a range of measures to strengthen

our activities in this area. We designed our Human Rights Policy in line with the UN Guiding Principles on Business and Human Rights, and implemented a comprehensive human rights risk assessment model that enables us to detect potential human rights abuses such as forced, compulsory and child labour in our supply chain.

Using this model, we were able to identify evidence of forced labour in the Xinjiang region of China, where we sourced tomatoes and tomato-based ingredients. Following this assessment, we took the decision to move our supply and have ensured that these ingredients no longer originate from this area.

It's fundamental to our business that our ingredients do not originate from problematic areas, but we also want to take direct action on human rights abuses when we uncover them. This requires a

collaborative effort from everyone in the food industry, which is why we've joined a number of initiatives including the Modern Slavery Intelligence Network, the Food Network for Ethical Trade, and Stronger Together, so we can actively help prevent and disrupt modern slavery at its source.

Under the UN Guiding Principles on Business and Human Rights, companies are expected to "know and show" that they do not infringe on human rights through their operations or business relationships. Our human rights impact assessments represent a key step in meeting this expectation, involving assessing both potential and actual risk and then acting on the findings. To support this, we are planning a deep dive impact assessment to better understand key areas of risk within our supply base, working in close collaboration with relevant suppliers that share our intentions for transparency and improvement.

**“ Our human rights risk model assesses ingredients and suppliers for a range of risks, based on the nature of the product and the country from which it is being sourced. ”**



# 100%

**of our manufacturing operations have been subject to human rights reviews or human rights impact assessments.**



View our quick read on responsible sourcing [here](#)



More information on our GRI disclosures for human rights can be found [here](#)

# Better future *plan* in action

## Supporting human rights

China is a major supplier of tomato products to the food industry across the world and had been one of Greencore's prominent locations for sourcing tomatoes. In terms of ingredients used, tomatoes represent Greencore's largest tonnage product.

At the beginning of 2021 mounting evidence of serious human rights abuses in the Xinjiang region of China came to light, including allegations of forced labour involving Uyghurs and other Turkic and Muslim-majority people. At the recommendation of our Responsible Sourcing Sustainable Business Management Group ("SBMG") Committee, a cross functional collaborative group was set up to review the situation. This group included colleagues from our Purchasing, Commercial, Technical and Human Rights teams.

Following the review, Greencore made the decision to end its sourcing activities in this region. By taking this action, this presented a significant challenge to Greencore. A large proportion of our tomato products were sourced from China, and the move had the potential to negatively impact our supply of product to the majority

of our customers, as well impacting three out of the five central business units at Greencore.

However, thanks to our strong ongoing relationships with suppliers elsewhere, we were able to quickly begin sourcing the shortfall from Europe, with one supplier – with whom we have had a relationship for over 20 years – working diligently to support our move. Now, 100% of our tomato-based products are sourced from areas outside of China. This has really highlighted the importance of industry-wide collaboration and partnership in the face of sustainability challenges.



**100% of our tomato-based products are now sourced from areas outside of China.**

**Delivering action on the UN Sustainable Development Goals**



**Delivering action on our material values**

- Human rights and modern slavery
- Business ethics
- Responsible and sustainable sourcing

**“ We are a 1.5°C aligned business, working towards an approved science based target.**



# Low carbon supply chain

The Intergovernmental Panel on Climate Change (“IPCC”)’s latest climate change report was clear in that we urgently need to drastically reduce global emissions if the planet is to avoid the worst effects of the climate crisis. This is one of the reasons why we are firmly committed to becoming a Net Zero business.

We are aiming to achieve Net Zero by 2040 for both our Scope 1 (direct) and Scope 2 (operational electricity) emissions. This year, we have also put in place a roadmap for reducing our Scope 3 emissions from our wider indirect value chain that account for approximately 94% of our total footprint.

To keep us on course, we have committed to setting science based targets, which are externally verified by the Science Based Targets initiative (“SBTi”). Under this programme, we have pledged to reduce absolute Scope 1 and Scope 2 emissions by 46.2% by 2030, from a 2019 base year, and 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 2019 base year.

With these targets in place, we are now able to roll out our Climate Transition Plan, which will see us refining supply chain carbon data, identifying key hotspots, driving reductions and measuring the impact of our actions. The very nature of Scope 3 emissions makes them a particular challenge to tackle, so support and collaboration with our suppliers will play a central role in our efforts in this area.

Now we have approved targets, the programme’s focus for FY22 will be to cascade these targets to the business and we will work with the relevant teams to design their roadmaps to achieving the targets. Our Climate Transition Plan will set out the steps Greencore will take to reduce carbon emissions in line with our science based targets, within our own operations and across our value chain.

Our baseline Scope 3 footprint has been achieved by using carbon factors – using published average carbon footprint data for individual raw materials. We will continue to build on this process by refining supply chain carbon data and we will start to replace industry carbon factors with specific live data for key hotspots. Our plan will focus on identifying our hotspots, driving the reductions and measuring the impact. This will include the need for us to engage with suppliers, to understand our hotspots and to work closely with select strategic suppliers to develop Hotspot Action Plans.

**42%** We will reduce our Scope 3 GHG emissions by 42% per tonne of product sold by 2030, from a 2019 base year.

 [View our quick read on Net Zero here](#)

 More information on our GRI disclosures for emissions reduction can be found [here](#)

# In Conversation with

## Andy Wright, Head of Sustainability



# Committing to science based targets

Greencore is committed to reducing its carbon emissions in line with recognised global standards. Here, our Head of Sustainability, Andy Wright, explains why and how we're aligning to the Science Based Targets initiative ("SBTi").

#### What is the SBTi?

The SBTi is a joint initiative between the Carbon Disclosure Project ("CDP"), the United Nations Global Compact ("UNGC"), the World Resources Institute ("WRI") and the World Wildlife Fund ("WWF"), intended to drive corporate action on climate change. The SBTi independently assesses and approves a company's carbon reduction targets – if they are not approved, then the targets are not deemed credible.

#### How is Greencore aligning with the SBTi?

Greencore began calculating our total carbon footprint in January 2021. Data gathering, analysis and cross-department collaboration was a significant undertaking, but doing this has enabled us to set a clear path towards our ambition of achieving Net Zero by 2040. Our approved targets will see us reduce absolute Scope 1 (operational) and Scope 2 (electricity) emissions by 46.2% by 2030 from a 2019 base year. We are also committed to reducing Scope 3 (indirect) emissions from purchased goods and services, and upstream transport and distribution, by 42% per tonne of product sold by 2030, from a 2019 base year.

#### What challenges has this initiative presented?

Getting a complete picture of our Scope 1 and Scope 2 emissions has been a challenging ask – there's a lot of data gathering and analysis involved. However, understanding our supply chain emissions (Scope 3) proved even more complicated due to the sprawling nature of the data we need to report on. That said, it's been very rewarding; we now have good visibility of our carbon 'hotspots', and the process has really brought the scale of the sustainability challenge to life for many colleagues – a real 'light bulb' moment that I've personally witnessed when working with our business unit teams on their plans.

#### How important is the SBTi to Greencore's sustainability ambition?

These targets will act as a 'North Star' for our carbon reduction activities, helping us to position sustainability at the centre of our operations, and forming the basis of a cohesive narrative that will engage colleagues throughout the business. Establishing and taking action on relevant goals is also critical to our relationship with our customers, who increasingly expect us to have these credentials, together with available data.

“ Science based targets will act as a 'North Star' for our carbon reduction activities.”

# Making with *Care*

## Reducing our impacts and being a force for good in how we make our *products*

**// We are committed to a 50% absolute reduction in food waste by 2030.**

The way we manufacture and distribute our food is just as important to us as the end product itself. To achieve our aspiration of delivering a more productive and fairer food system that ensures we conserve resources and prevent waste in a way that benefits both people and planet, we will continue to consider the whole journey of our food, from farm to fork.





**All our operating sites will be Net Zero by 2040**

# Resource efficiency

Reducing Greenhouse Gas (“GHG”) emissions through intelligent energy use will help us transition towards a Net Zero future. We have committed to science based targets to help guide us to succeed, and we are continually monitoring our use of energy and water to assess our progress.

Our Scope 1 (direct) emissions come from the energy needed to power our manufacturing and distribution operations, and our fleet of company cars. We have reduced Scope 2 (indirect) emissions associated with our electricity consumption by moving to a certified renewable electricity contract. Our plans for operational energy reduction have focussed on developing a Net Zero roadmap at a lead pilot site, that will define how we can decarbonise our processes. Learn more about this in our case study on [page 30](#).

We also plan to decarbonise our fleet emissions. Our direct-to-store operations see us deliver products to over 10,000 locations every day from 18 distribution sites, using 100 HGVs and 500 vans. This adds up to 37m road miles per year. We will develop a fleet carbon reduction roadmap to determine the infrastructure requirements we need to support future fleet electrification and wider decarbonisation measures.

**“ We will develop a fleet carbon reduction roadmap to support future fleet electrification. ”**

 [View our quick read on Net Zero here](#)

 More information on our GRI disclosures for waste can be found [here](#), water can be found [here](#), energy can be found [here](#) and emissions reduction can be found [here](#)



# Better future *plan* in action

## On the road to Net Zero

Net Zero is firmly on the agenda for businesses in all sectors. Drastically reducing carbon emissions will be vital, if we're to avoid the worst effects of climate change. Not only do our communities, customers and shareholders expect us to be running Net Zero operations at all our sites, but Greencore is committed to achieving Net Zero by 2040.

**“ We recognise that our communities, customers and shareholders expect us to be running Net Zero operations at all our sites.**

**Geoff Weeks, Operations Director, Prepared Meals**

Achieving Net Zero represents a significant undertaking that requires everyone throughout the organisation to work together. We want to take a considered, thorough approach to reducing our emissions, so we are trialling a standardised action plan as a pilot project at our Kiveton site. The pilot project has a built-in roadmap to achieve Net Zero emissions and has been created following a significant amount of detailed analysis, which will help to inform long-term carbon reduction strategies for all elements of our business.

After working with an external specialised energy consultancy, we created a number of scenarios that are designed to help us achieve Net Zero for both our Scope 1 (operational) and Scope 2 (electricity)

emissions and we have formulated this into a decarbonisation pathway to 2040. This pathway includes operational improvements, process optimisation and innovations, low carbon heat, renewables and finally, carbon offsetting for any emissions we can't yet remove.

There's still more to be done with the trial – we want to ensure the model works, as well as making the journey as easy as possible for our operations teams. We are currently building a full tactical plan to help us implement the roadmap. Once the trial is complete, we will roll the model out across the business so that all of our manufacturing sites have a clear pathway to start the journey to Net Zero.

### Delivering action on the UN Sustainable Development Goals



### Delivering action on our material values

- Climate change



# Food waste

Food waste is a global problem and remains high on Greencore's radar. By reducing food waste, we can help to mitigate the effects of climate change and improve food security while driving efficiency benefits to our business.

We measure food waste as a key performance indicator against our production volumes. This data is used by the Group Sustainability Team to evaluate performance and review progress against our UN Sustainable Development Goals Friends of Champions 12.3 commitment, which will see us achieve a 50% absolute reduction in food waste by 2030 against a 2017 baseline year of 42,180 tonnes.

All of our sites are working on a food waste reduction roadmap that includes a comprehensive understanding of their current level of wastage, and the specific milestones needed to reduce their footprint across a multiyear window. To support this, we have launched our #WarOnWaste pilot programme at our site in Northampton. This will help us design an approach that will work across all of our sites and provide consistent direction to achieve food waste reduction across all of Greencore's business.

## // Our #WarOnWaste programme will provide consistent direction for food waste reduction across all of Greencore's business.

Our New Product Development ("NPD") teams from across our business have identified a Sustainability Champion to help drive change in our everyday practices and processes. By making these small, everyday changes, such as managing food within the NPD kitchens and conducting testing sessions on site, we are driving significant, wider impacts that embed sustainability into our product development culture.

We will also be focusing on identifying and capturing harder-to-reach surplus food products to both minimise our food waste and benefit those in need, in conjunction with our local community initiatives outlined on [page 34](#).

**15%**

change in tonnes of food wasted as percentage of tonnes of food handled, compared to baseline year.

**8.06%**

food waste as a percentage of the product and ingredients handled.



View our quick read on Food Waste [here](#)



More information on our GRI disclosures for Food Waste can be found [here](#)

# In *Conversation* with

## Lynden Demaine, Group Subject Matter Expert ("SME") for Cereals



# Fighting food waste with the power of enzymes

Food waste is a major challenge for everyone in the food industry, but it's also an area that presents a lot of opportunity. Here, our Group SME for Cereals, Lynden Demaine, explains how a happy accident with our rice products led to shelf life gains and, consequently, food waste reduction.

#### How did this initiative come about?

The journey started 18 months ago after customers and internal stakeholders approached us with requests for improved quality rice. Rice contains a high level of starch, so it can go stale quickly. Therefore, our initial objective was to ensure that the rice tasted as fluffy and fresh at the end of its life as it did at the start. In the event, we happened upon a solution that also led to increased shelf life for the product.

#### How was this achieved?

This was achieved with the introduction of a game-changing enzyme – an industry first, developed on the fermentation principles of Japanese marinade shio koji, which dates back more than 2,000 years. There was a lot of close collaboration involved with our rice suppliers to ensure we properly understood its functionality.

#### Were there any challenges involved in this innovation?

The enzyme is very sensitive to temperature, and required a delicate balancing act between the amount of enzyme added within the time and temperature parameters that we were working with. In addition, the intellectual property

rights owned by the enzyme providers added extra hurdles to obtaining customer buy-in. But this has proven a great initiative for building trust between our customers and our SME community at Greencore, and bodes well for future sustainability initiatives as part of our responsible sourcing roadmap.

#### What's the feedback been like from customers?

Very positive! Not only are they happy with the improved quality of the product but they're also reporting significant waste savings as a result of the extended shelf life, meaning less product is going out of date without being sold, ultimately saving it from the bin!

#### What's next for this initiative?

Our new and improved rice has now been launched across our entire food to go range. We're also exploring other applications for this technology, particularly in enhancing the flavour profile of our chicken-based products. With salt reduction at the forefront of government guidelines, utilising enzyme technology to release flavour could be a benefit to all Greencore products and help to support both Greencore and our customers in our sustainable diet agendas.

**“ This innovation is an industry-first, developed on the fermentation principles of Japanese marinade shio koji, which dates back more than 2,000 years.**

# Better future *plan* in action

## War on waste

Last year we set an ambitious target of halving food waste across our operations by 2030, in line with UN Sustainable Development Goal 12.3, which targets cutting in half, per capita, global food waste. It was clear from the outset that meeting this target would bring many benefits, chiefly to the urgent climate fight, but also to our business – every product we save from waste makes a difference to our performance.

To date, we have reduced our total food loss and waste by 15% against a FY17 baseline, a 4% improvement on FY20. However, to help us meet our objective to 'halve food waste', we decided to tackle the issue using our established business improvement process, and break down the task into manageable chunks. We call this programme our #WarOnWaste, and we have piloted our approach at our Northampton site.

The key to our pilot was how we take a standardised approach to business improvement that our specialist teams can then use and embed with a wider 'waste champion' team on site, enabling them to take action.

It was important for us to understand what our waste levels actually looked like – not just as numbers on a spreadsheet, but by undertaking real time observations. This 'go-look-see' approach helped us to understand the scale of the issue and the opportunities available to us.

We mapped our waste streams, from our raw ingredients through to our manufacturing lines. From here we were able to create micro-projects and set targets in specific areas. So far, we've identified three areas where we can take action: overproduction, surplus stock and bread waste.

The problem of food waste is one we can easily communicate to our colleagues – everyone understands why it needs to be addressed. This is particularly beneficial as it means our colleagues are constantly alert to the issue, and are proactive in helping us target waste hotspots. Like so many of our sustainability initiatives, it's a collaborative effort.

Following the successful implementation of this waste management approach at our trial site, we will then roll out a guided model to all our sites, supported by a toolkit of resources to drive effective planning, engagement and tracking.



**“ Reducing food waste by 50% is a big challenge and tough to get your head around, so we approached it by taking small steps.**

Tim Jackson, Site Director, Northampton

### Delivering action on the UN Sustainable Development Goals



### Delivering action on our material values

- Food loss and waste
- Climate change

# Local community

Our business depends on the communities in which we operate and can only be as healthy and sustainable as they are. We recognise our responsibility to actively engage and support these local communities.

Greencore has implemented a raft of measures to ensure we have a positive impact on our local communities beyond simply providing employment. Our Community Committee has led the design of a policy specifically on community engagement, providing clear guidance to

our site teams, ensuring our activities across the Group are thorough and consistent across all of our sites. We have built a Community Engagement Tracker that measures and monitors the various activities, with each site able to record its specific efforts such as raising money, volunteering or donating food.

We continue to work with our charitable food partners to help redistribute any food surplus that arises as part of our manufacturing process. We supply some charities directly and supply other charitable partners with surplus products for them to redistribute across their own networks. This allows us to redistribute short shelf life, chilled, frozen, and bulk products as well as any surplus from new product trials.

This year, we also held online cooking classes for survivors of modern slavery through the Ingredients 4 Life programme, launched by Greencore customer, Asda, in 2019. These interactive sessions – adapted digitally as a result of the COVID-19 pandemic – are designed to equip survivors of modern slavery with important life skills and self-confidence. It is our intention to hold more sessions in the future.

As we have only recently rolled out our community engagement plans, we intend to spend the next year measuring the impact of our actions. We will continue to work with our charity partners, helping to raise much needed funds and engage in other activities that benefit worthwhile causes.



**2 million**

meals provided to local community groups (FY21).

**886** tonnes of surplus food products donated.

**#StartsWithFood**

community plans developed across all sites.

# In Conversation with

## Gary Rowland, Group Compliance Training Manager



# #StartsWithFood

Last year we made a commitment that every Greencore site would have a community engagement plan, focusing our activity around #StartsWithFood. Here, Gary Rowland, Group Compliance Training Manager, explains why this is important to us.

### What was the thinking behind Greencore's community engagement plans?

When we launched our purpose last year, we wanted to ensure that it was relevant to all our stakeholders, including our neighbours. We have more than 30 manufacturing sites, depots and offices, and in many cases, Greencore is one of the largest employers in the communities in which we operate. It is important to us that we are recognised for having a positive impact – not just on local employment, but also in contributing positively to our local communities in other ways.

### How does this build upon your existing relationships with local communities?

Our sites have worked closely with their local communities for many years. However, we wanted to consolidate our support, to engage meaningfully with our communities in a consistent way across the Group, and to increase our positive impacts.

### How did you approach this?

Food is the heart of our business, and we believe that everyone should have access to good food. Food impacts health, social isolation and dietary diversity and helps to create friendlier, stronger, healthier communities.

We want to build partnerships to increase the social value of food and ensure our surplus food is put to good use in

the communities in which we operate. As well as offering food to our local communities, we also endeavour to support those communities through education, volunteering and working with local charities.

To support other sites to expand their community engagement, we piloted a range of materials, including a community engagement workbook, checklist and activity tracker with our Warrington colleagues, in order to develop a consistent template for our other sites to follow.

### Can you give some examples of activities that you are proud of?

There are many things to choose from! At Warrington, we have donated to local food banks, we have invited Jobcentre Plus work coaches to our site to help them understand more about what it is like to work in our industry and, from a colleague perspective, we recently opened a memorial garden, which has given our people a space to relax and reflect on some of the colleagues we have sadly lost. These are just some of the examples.

### What do colleagues say about this commitment?

As our colleague survey shows, the response has been very positive. People feel good being part of something impactful and they are proud to work for a company that is having a beneficial effect on the local community.

**“ People feel good being part of something impactful and they are proud to work for a company that is having a beneficial effect on the local community. ”**

# Better future *plan* in action

## Ingredients 4 Life

As a result of Greencore’s previous work to support survivors of modern slavery, we were approached by Asda and its charity partner, City Hearts, to work together on a new initiative, Ingredients 4 Life.

The initiative supports survivors of modern slavery in developing life skills and building trust with others in a safe environment, in the form of cookery lessons led by Greencore chefs. These sessions were originally designed to be held in-person, but after the arrival of the COVID-19 pandemic we needed to adapt our plans. With the support of The Snowdrop Project, which is another charitable endeavour that specialises in the support of survivors of modern slavery, we were able to move the sessions online.

Our chefs created a short programme of lessons, each themed around core topics including cooking on a budget, nutritious meal planning, and sustainable eating. Ingredients

and recipe cards were delivered directly to the participants, who followed live cooking demonstrations from their homes and had the opportunity to ask questions as they cooked. Each session drew on previous lessons, helping participants to build on their newly learned culinary skills and develop confidence as the project progressed.

Despite the logistical and technical challenges involved, the initiative has proven a great success with positive feedback from our charity partners, members of the team and, most importantly, our participants. We are looking forward to hosting more sessions in the future.

**Participants were able to build on their newly learned culinary skills and develop confidence as the project progressed.**

<p><b>Delivering action on the UN Sustainable Development Goals</b></p> 	<p><b>Delivering action on our material values</b></p> <ul style="list-style-type: none"> <li>• Food loss and waste</li> <li>• Business ethics</li> <li>• Community (localised action)</li> </ul>
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Feeding with  
*Pride*

# Promoting diets that are better for people and better for the *planet*

The current global food system is unsustainable. Society needs tasty, nutritious and affordable solutions that also address climate change, food waste and hunger, so we want to ensure our products contribute to a better food system by making it easier for people to make informed choices that benefit them, society as a whole, and the planet.

**“ We have developed our Health and Sustainable Diets Policy to define how we measure and act on improving the health and environmental impact of our products.**



# Our products

We want our products to not only taste great, but to be better for people and the planet too. As well as ensuring that our products contribute to a sustainable food system, we also take steps to make sure our products contribute towards a healthy balanced diet. Eating well on a tight budget can be difficult; there is a strong, well-evidenced correlation between income and dietary ill-health. At the same time, increasing urgency around the climate narrative means we all need to shift towards more planet-friendly diets. One of the biggest challenges we face as a business is ensuring that there are no trade-offs between health, affordability, sustainability, safety and quality when it comes to feeding the nation.

This year, we developed our Health and Sustainable Diets Policy to define how we measure and act on improving the health and environmental impacts of our products. We use the WWF Livewell Plate to guide our activities. The Livewell Plate is a policy tool that illustrates key principles of a healthy and sustainable diet, including that it is affordable, meets healthy nutritional requirements and aligns with sustainable carbon, water and land use principles.

We use our nutrition database – a measure based on the UK Government’s nutrient profiling model – to track the healthiness of our products. This helps us to minimise unhealthy elements such as fat, sugar and salt, and maximise healthy ingredients such as fibre, fruit and vegetable content. We also have an ongoing programme of reformulation which enables us to continually review and improve the nutrient profile of our products without compromising on quality or taste.

Our healthy and sustainable diets roadmap aims to assist us in achieving our ambition of halving the environmental impact of our products. The shift to a more plant-based diet is key to this. Transitioning towards a more plant-based food system is a key focus for Greencore, and we are committed to achieving parity on the development of animal protein products versus plant-rich alternatives. Driven by climate concerns, a need for resilience and consumer demand, our customers are increasingly requesting plant-forward products. We use a suite of ingredients and innovations to help reduce the impact of our products and our approach to plant-based diet development encompasses several areas of focus, including reducing the overall meat content from meat-based products, bringing vegetables front and centre of our products, and using alternative proteins.

To help understand and communicate the environmental impact of products, product footprinting and eco-labelling will undoubtedly be a big focus for the industry. To support our understanding of this growing field, we have been involved in a product footprinting and eco-labelling trial with non-profit organisation Foundation Earth, footprinting three specific products in our sandwich range to determine how we could best undertake the data gathering process, what challenges we might encounter and how we would need to engage with suppliers. We have learnt about the complexity of data gathering and how the process lets us have granular detail on hotspots.

Looking ahead, we will take the insight from our trial and scope out a broader strategy for eco-labelling, determining how we anticipate this initiative will develop across the industry. We also have plans to build a new 'Live Well' tool which will give visibility of potential sustainability impacts and ingredient alternatives to our Product Development teams. It is our aim to continue to embed sustainability throughout the product development process.



**It is our aim to embed sustainability throughout the product development process.**



View our quick read on healthy and sustainable diets [here](#)



More information on our GRI disclosures for customer health and safety can be found [here](#) and marketing and labeling can be found [here](#)

# Better future *plan* in action

## Eating well

“ Our nutrition database allows us to see the full picture of our products’ nutrient profile score and traffic lights, enabling us to make decisions on how to improve our recipes and product ranges, to ensure health for all through more sustainable diets.

Jo Elsdon, Head of Food, Prepared Meals



We want our products to not only taste great, but to be better for people and better for the planet too. As well as ensuring they contribute to a sustainable food system, we will take steps to make sure they form part of a healthy, balanced diet.

To help us achieve this, we have created our own nutrition database, based on the UK Government’s nutrient profiling model. We use our nutrition database to track the healthiness of our products through monitoring the fat, salt and sugar content against healthy ingredients such as its fibre, fruit and vegetable content.

The database has expanded beyond providing basic nutritional information, and on pack traffic light nutrition labelling to include other elements of healthy and sustainable eating. For example, we’re able to see how much of an individual’s ‘five a day’ our products provide, helping to guide further product development work as well as guiding our own

Health and Sustainable Diets Policy. Having this information readily available at-a-glance, gives us the opportunity to make small changes to our products and thereby improving the overall health of our ranges for everyone.

The database was originally created to shape our own development work and to help guide our activities, but we quickly realised the benefits of sharing it across the business. Our customers are already seeing quicker response times to their nutritional queries, and the concept has given us a good understanding of what might be possible through data management in other areas of our operations.

### Delivering action on the UN Sustainable Development Goals



### Delivering action on our material values

- Producing healthier and affordable food

# In Conversation with

## Sophie Globe, Innovation Controller, and Simon Northcott, Development Chef

**“ The Plant Toolkit will play a significant role in reducing our Scope 3 emissions, as the majority of our total carbon footprint comes from our ingredients.**



## Plant power

Driven by climate concerns, a need for resilience, and consumer demand, our customers are increasingly requesting plant-forward products. We use a suite of ingredients and innovations to help reduce the impact of our products on people and planet. Our approach to plant-based diet development includes:

<b>Less is more</b>	Reducing the overall meat content from meat-based products
<b>Make veg the hero</b>	Bringing vegetables front and centre of our products
<b>Fake it till you make it</b>	Using alternative proteins
<b>Ingredient replacers</b>	Using substitutes to improve health or sustainability credentials

### What progress has Greencore made with plant-based products this year?

This year saw the creation of our Plant Toolkit, a resource that guides our product development teams on the best plant-based ingredients for use in new products. Our assessment is based upon sustainability, functionality, supplier credentials and crucially, taste, because we are not prepared to compromise on flavour.

The Plant Toolkit is the culmination of more than 12 months' research and close knit collaboration between our Purchasing, Technical and Product Development Teams, which continue to meet once a month to ensure data is up to date. But it doesn't stop there, we continue to follow closely new innovations from our suppliers and start-up businesses in this quickly evolving space.

### How has the Plant Toolkit made an impact so far?

Its benefits are far-reaching. For a start, the Plant Toolkit has driven major efficiency gains – with relevant data easily accessible in one place, we are able to respond swiftly to customer requests. It will also play a significant role in our science based targets ambition – namely in reducing our Scope 3 carbon emissions, as the majority of

our total carbon footprint comes from our ingredients. The Plant Toolkit's development has also highlighted how well-prepared Greencore is for the agile collaboration needed to drive widespread industry change in this area. As well as the internal teamwork and knowledge-sharing required to create the tool, we worked extensively with suppliers, who are themselves on a journey for plant-based innovation. These kinds of partnerships are vital if we are to achieve a more sustainable food system.

### What challenges do you foresee in expanding Greencore's plant-based offering?

We are committed to our 'no difference' taste agenda, and there's still work to be done in this area, so we'll be focusing a lot on cultured meats and fermentation technologies. Some of our lines will prove more challenging than others, too. For example, our Italian range is our highest meat-use subcategory.

We have increased resource in some of our functions to support the pivot towards plant-based eating, with a new buying role and additional technical support via an Alternative Protein SME. Both engagements will help drive our plant-based ambitions even further in the future.

# Our packaging

Industry focus on packaging continues to grow, as does interest from consumers who are increasingly aware of its environmental implications. They want to know that the brands they choose are taking steps to ensure the packaging they use has the lowest environmental impact. At the same time, we need to ensure that the climate-smart alternatives we choose will work in our factories, are commercially viable and will maintain the high quality of our products.

This year, we have removed all unrecyclable black plastic within our ready meals ranges and have integrated two new tools that enable us to make better packaging choices for our products. The first is a new packaging database system, SpecSafe, which gives us live data on material types, recyclability and recycled content, for all the packaging we buy for use in the manufacturing of our products. The second is the GaBi Packaging Calculator, a life cycle assessment tool that helps us to determine the lowest impact packaging options available during the product development process.

One key innovation this year was the development of a new sustainable sandwich skillet. The packaging – made entirely from paper-based material – replaced the plastic front of the pack window with a semi-transparent paper.

It was trialled extensively by a selection of our food to go sites across the summer and, in September 2021 we commenced 'test and learn' trials in stores across the UK. Subject to successful trials, roll-out of the new packaging will begin later in FY22. In time, Greencore expects to make these new packaging techniques available to the wider UK market.

Moving forward, we will take what we learned in this initiative and apply it to other areas in our range. We have commenced a review on packaging solutions for our fresh soup range, working with packaging suppliers to understand the most sustainable packaging solutions for the future. We are also working in collaboration with the University of Manchester's 'One bin to rule them all' project which aims to drive the standardisation of plastic recycling to support a more circular economy.

**" This new format is the culmination of 18 months of research and development, and is believed to be first of its type in the world.**



View our quick read on plastics and packaging [here](#)



More information on our GRI disclosures for sustainable packaging can be found [here](#)

**" It is estimated that some 600m pre-packed sandwiches are consumed in the UK every year, or just over 1,100 every minute. Should the fully-recyclable skillet ultimately be adopted as industry best practice, the potential for significant reductions in plastic usage, and in improved recycling rates, is immense.**



# In Conversation with

## Frances Meese, Head of Food to Go Packaging Development, Mark Askew, Group Packaging Buyer and Dean Slaney, Process Development Manager



# Industry-leading innovation

The use of excess plastic in packaging has never been more in focus than it is now. Here, Head of Food to Go Packaging Development, Frances Meese, Group Packaging Buyer, Mark Askew, and Process Development Manager, Dean Slaney, discuss Greencore's plastic-free sustainable sandwich packaging.

### What was the driving force behind Greencore's new sustainable sandwich skillet?

Consumers are increasingly aware of the impact that plastic packaging presents for the environment. However, the challenge for food producers like Greencore is that plastic has played an important role in helping to protect the product and reducing food waste. As one of the world's largest manufacturers of pre-packed sandwiches, we felt that it was our responsibility to take the lead to do what we could to reduce the use of carton board and plastic in our triangular sandwich packs, known as skillets, and ultimately find a solution that completely eliminated the need for a plastic liner in these packs.

### How did this solution come about?

To find a solution, we took a stepped approach – firstly, we reduced the thickness of the plastic and card in the skillets. The next step was to create a skillet with a film liner that separates more readily, to deliver a more effective recycling solution. The most recent step has been to create a paper-based liner, instead of a plastic liner, thereby making the skillet even more recyclable with no need for separation.

### What were the challenges with removing the plastic liner and how did you address this?

The plastic liner creates a protective barrier for the sandwich, maintaining maximum quality and shelf life while at the same time enabling consumers to see the actual product on the retailers' shelves. We needed to

develop a solution that wouldn't be detrimental to our food waste agenda while still maintaining the consumer experience, with taste, freshness, value for money, food quality and safety being key priorities. We also needed to find a solution that allowed us to maintain and build on our existing operational efficiencies.

To help us on this journey, we initiated trials with several customers to fully understand how consumers react to this new skillet. From our consumer research and marketing intelligence, we believe consumers really appreciate support in making these sustainable choices.

### Who has been involved in this development work?

We worked closely with our supplier base, our customers and a large cross-functional group of colleagues within Greencore, including our Technical, Product Development, Purchasing, Operations and Commercial functions – with each team playing an important role in bringing this innovation to life. The most remarkable part of this was that this project has been delivered in very difficult circumstances during the COVID-19 pandemic.

### What's next on sustainable packaging?

Our prototype sustainable skillet is currently undergoing extensive supply chain trials to ensure it delivers on our expectations. Following the trials, we will work with our customers to assess the potential for a full-scale roll out. We are also working on a variety of solutions for other areas of food to go, including wraps and salads.

“ Our work to improve the sustainability of our packaging never ends.

Frances Meese, Head of FTG Packaging Development

# Better future *plan* in action

## A green light for eco-labelling

**“ Eco-labelling is a great way to communicate the environmental performance of our products while acting as a catalyst to drive down impact.**

Andy Wright, Head of Sustainability



Industry progress on environmental labelling is progressing at pace. Greencore has trialled a new approach, eco-labelling, as well as working on a collaborative project with the Institute of Grocery Distribution (“IGD”) on environment labelling, to mobilise food businesses to develop a harmonised solution that the whole sector can get behind.

Greencore was one of the first companies to trial the approach to labelling, footprinting three specific products in our sandwich range, to determine how we could best undertake the data gathering process, what challenges we might encounter and how we would need to engage with suppliers.

The labelling system looks at farming, processing, packaging and transport, and assesses the environmental impact of a product based on carbon, water usage, water pollution and biodiversity loss. There was a large volume of data involved, and a great deal of collaboration required between different areas of the business as well as multiple parties throughout our supply chain.

The project was a significant internal undertaking and a valuable learning exercise. The trial enabled us to identify more efficient ways of conducting the data gathering process, as well as providing a clear understanding of the impact of our products. Having completed the trial, we are now in a position where we could replicate an improved process for other products, positioning us as an early adopter of eco-labelling that could drive significant consumer behavioural change.

### Delivering action on the UN Sustainable Development Goals



### Delivering action on our material values

- Climate change

# A future-fit food system

This year saw the release of the National Food Strategy – the first independent review of the UK’s food system in 75 years. The report highlighted numerous urgent challenges, such as increasing food poverty, environmentally damaging farming practices, population growth and growing health crises. As a food manufacturer, we recognise we have a vital role to play in mitigating these issues. However, we recognise that solving these problems is beyond the scope of any single player in the food system and requires collaboration up and down the supply chain to deliver meaningful improvement at the pace necessary.

Following the release of the National Food Strategy, Greencore has openly backed calls for mandatory reporting on the content of food being sold to consumers, encouraging all players in the industry to report annually on the steps they are taking to boost the amount of fruit, vegetable and fibre in their products, and how they are helping to reduce sales of foods high in saturated fat, salt and sugar. Greencore’s purpose aligns with the ambition laid out in the National Food Strategy, and we have committed to transparent reporting on: the number of our products that are high in salt, sugar and saturated fat; the amount of protein sold; total vegetables, fruit and fibre sold; and, our food surplus and waste. Another key focus in achieving our carbon reduction targets and our Health and Sustainable Diets Policy will be through determining how ‘less and better meat’ can become core to our work.

In order to deliver sustainable diets as an own brand supplier, we need to engage with our customers to agree how we can best put our policies into practice. We have started this process by initiating ‘category level sustainability plans’ with our key customers and will continue to roll these out across our customer base who share our ambition in this space.

**“ We have committed to radically transparent reporting on our food and the ingredients in our products. ”**

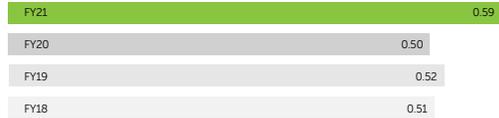


# Appendix

# Performance data

## Occupational health and safety

Accident Incident Rate, accidents per 100 employee (All accidents including minor)



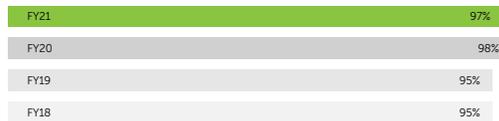
Accident Frequency Rate, RIDDOR accidents per 100,000 hrs (RIDDOR only)



## Human rights

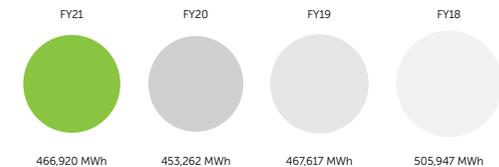
**100%** of our manufacturing operations have been subject to an independent ethical audit

Supplier social assessment – % direct and key indirect suppliers connected to us on the Sedex collaborative platform

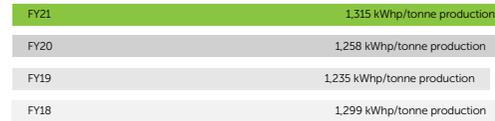


## Climate change

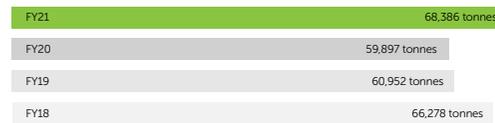
Energy consumption (Primary energy in manufacturing)



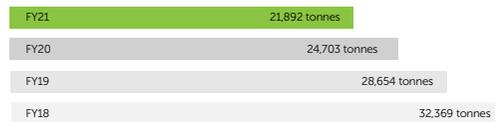
Energy intensity (Primary energy per tonne of production)



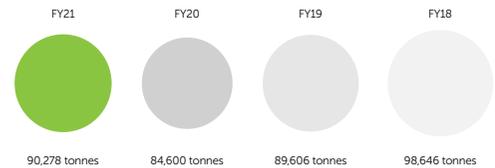
Scope 1 GHG emissions



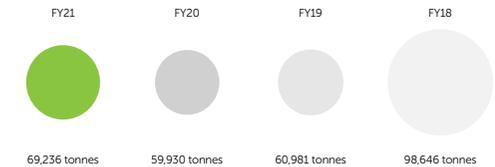
Scope 2 GHG emissions



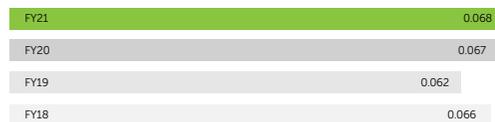
Total gross GHG emissions Scope 1 and 2 (tCO<sub>2</sub>e)



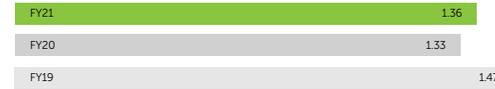
Total net GHG emissions Scope 1 and 2 (tCO<sub>2</sub>e)



GHG emissions intensity (KgCO<sub>2</sub>e/£1 revenue)

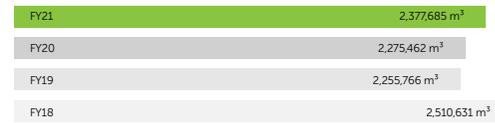


Scope 3 GHG emissions (million tonnes of CO<sub>2</sub>e)

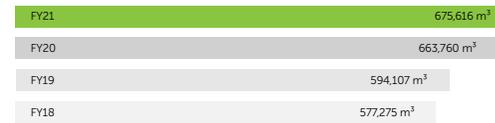


## Water stewardship

Total water consumption from all areas

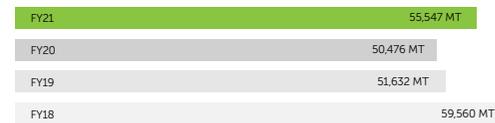


Total water consumption from all areas with water stress



## Waste

Waste generated



Total food waste



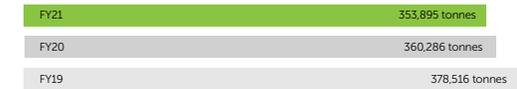
Animal feed



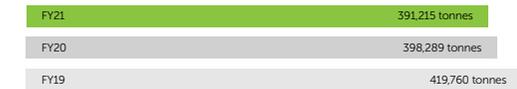
Surplus redistribution



Total production



Total food handled



Food waste as a percentage of food handled



## Packaging

Materials used by weight



Non renewable



# GRI index

Pillar	Report section	Material topic	GRI disclosure
N/A	Introduction		GRI 102: General Disclosures 2016
			GRI 205: Anti-Corruption 2016
			GRI 206: Anti-Competitive Behaviour 2016
			GRI 207: Tax 2019
People at the Core	Embedding a safety culture	Occupational health and safety	GRI 403: Occupational Health and Safety 2018
	Unlocking talent	Employee pay and benefits	GRI 202: Market Presence 2016 GRI 401: Employment 2016
	Building engaging and effective teams	Diversity and inclusion	GRI 405: Diversity and Equal Opportunity 2016 GRI 406: Non-Discrimination 2016
Sourcing with Integrity	Responsible sourcing	Responsible / sustainable sourcing, protecting biodiversity	GRI 304: Biodiversity 2016 GRI 308: Supplier Environmental Assessment 2016
	Human rights	Responsible / sustainable sourcing, human rights and modern slavery	GRI 408: Child Labour 2016 GRI 409: Forced or Compulsory Labour 2016 GRI 412: Human Rights Assessment 2016 GRI 414: Supplier Social Assessment 2016
	Low carbon supply chain	Climate change	GRI 305: Emissions 2016
Making with Care	Using less to make more	Climate change	GRI 302: Energy 2016 GRI 305: Emissions 2016
		Water stewardship	GRI 303: Water and Effluents 2018
	Cutting out food waste	Food loss and waste	GRI 306: Waste 2020
	Packaging with the lowest possible planetary impact	Sustainable packaging	GRI 301: Materials 2016
Feeding with Pride	Our products	Food safety	GRI 416: Customer Health and Safety 2016
		Healthier and affordable food	GRI 417: Marketing and Labelling 2016
	Packaging	Sustainable packaging	GRI 301: Materials 2016
		Healthier and affordable food	GRI 417: Marketing and Labelling 2016

[View our full GRI index here >>](#)

# SASB – Processed Foods Standard

Topic	Code	Disclosure	Direct response
Energy Management	FB-PF-130a.1	<p>Disclose:</p> <ol style="list-style-type: none"> <li>The total amount of energy consumed as an aggregate figure, in gigajoules (GJ).</li> <li>The percentage of energy consumed that was supplied from grid electricity.</li> <li>The percentage of energy consumed that is renewable energy.</li> </ol>	<ol style="list-style-type: none"> <li>1,522,274.76 GJ of energy consumed.</li> <li>24.4%.</li> <li>23.9%</li> </ol> <p>Includes Selby biogas from AD plant and Orsted contract renewable electricity.</p>
Water Management	FB-PF-140a.1	<p>Disclose:</p> <ol style="list-style-type: none"> <li>The amount of water, in thousands of cubic meters, that was withdrawn from all sources.</li> <li>Portions of its supply by source if, for example, significant portions of withdrawals are from non-freshwater sources may be disclosed.</li> <li>The amount of water, in thousands of cubic meters, that was consumed in operations.</li> </ol>	<ol style="list-style-type: none"> <li>2,377.69 thousand m<sup>3</sup>.</li> <li>864.83 thousand m<sup>3</sup> groundwater (borehole) (Selby and Warrington) 36.4% of total water consumption.</li> <li>2,377.69 thousand m<sup>3</sup>.</li> </ol>
	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	<p>Describe the water management risks associated with water withdrawals, water consumption, and discharge of water and/ or wastewater.</p> <p>Discuss:</p> <ol style="list-style-type: none"> <li>Short-term and long-term strategies or plan to mitigate water management risks.</li> <li>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.</li> </ol>	<p>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.</p> <p>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.</p> <p>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.</p>
Food Safety	FB-PF-250a.1	<p>Disclose facilities':</p> <ol style="list-style-type: none"> <li>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.</li> <li>Corrective action rates associated with its facilities' (a) major non-conformances, and separately, (b) minor non-conformances.</li> </ol>	See Food Safety Addendum on page 53 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.

# SASB – Processed Foods Standard *continued*

Topic	Code	Disclosure	Direct response
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 substitution 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 recurrence. 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.

# SASB – Processed Foods Standard *continued*

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.	<p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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:</p> <ul style="list-style-type: none"> <li>By 2025, ensure 100% of our plastic packaging is designed to be reusable or recyclable</li> <li>By 2025, eliminate problematic or unnecessary single use plastic packaging</li> <li>By 2025, ensure we have an average of 30% recycled content across all plastic packaging.</li> </ul> <p>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.</p> <p>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.</p>
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.	<p>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.</p> <p>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. 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.</p> <p>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.</p>

## SASB – Processed Foods Standard *continued*

Topic	Code	Disclosure	Direct response
Environmental and Social Impacts of Ingredient Supply Chain	FB-PF-430a.2	<p>Disclose:</p> <ol style="list-style-type: none"> <li>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.</li> <li>The corrective action rates associated with its supplier facilities' (a) major nonconformances, and separately, (b) minor non-conformances.</li> <li>The standards and/or code(s) of conduct to which it has measured social and environmental responsibility audit compliance.</li> </ol>	<p>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.</p> <p>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).</p> <p>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.</p>
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.	<p>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. 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.</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 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.</p> <p>Our list of highest priority ingredients includes: Poultry, beef, dairy, cooked meats, rice, vegetables and whole head vegetables, tuna, prawns, herbs &amp; spices, eggs and alternative proteins.</p>

# 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

**Greencore** 

**Better future**  
*plan*

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