

# Making every day taste better



## Welcome to the Greencore Sustainability Report 2022.

It's no secret that the food industry is up against it right now. Global challenges are exerting massive pressures across the board, and sustainability is only becoming harder. Whilst Greencore has been making progress on sustainability, we're now facing into bigger, more complex transformations.

Joining the business with a fresh perspective has given me a great opportunity to review and reflect on what Greencore has achieved so far and has done well. The Better Future Plan provides a strong roadmap for the business to deliver on our purpose and contribute to transforming the food system to have a positive impact on people and the planet. We have ambitious goals under each of the three pillars of our plan. Namely, these are:

- By 2030, we will source our priority ingredients from a sustainable and fair supply chain.
- By 2040, we will operate with net zero (Scope 1 and 2) emissions.
- By 2030, we will have increased our positive impact on society through our products.

Whilst these are big goals which will challenge our business to deliver, I'm confident they are guiding us in the right direction. We're clear on what we need to do. Addressing climate change and particularly Scope 3 emissions in our supply chain is a top priority. Supporting healthy and sustainable diets is key to ensuring we can feed the nation with food that is nutritious, desirable, affordable and sustainable. Within our own operations, we need to continue to focus on reducing energy use and reducing waste.

We've made some headway this year, however we still have a lot of work to do. I am disappointed we have missed our targets in relation to energy management of our Scope 1 and 2 emissions and I will look to focus on this with my management team in the year ahead. We have made good progress on our foundations: data; embedding; and risk analysis. We're currently trialling product footprinting

technology with one of our customers, enabling us to understand the environmental impacts of our products at scale by footprinting a large number of products at pace.

However, our Scope 1 and 2 emissions are increasing, our energy use is rising with growing levels of production post-COVID, and we're still trying to make traction with our Scope 3 footprint.

Embedding sustainability into the business and ensuring the right buy-in will be critical if we're to deliver on the commitments we've made. This year we commenced a business restructure, resulting in a revised governance model that will better enable us to embed our strategy at all levels throughout Greencore. We also refreshed our materiality assessment, as part of our two-year review cycle, which highlight the most pressing issues for our business. We have classified these into what we see as transformational, what we feel are strategic, and what are foundational to our strategy – the things we just have to be good at.

- At a transformational level, healthy and sustainable diets are critical, not only for Greencore but as a topic on which many in the food industry are aligned. Rebalancing our product portfolio is central to this endeavour, particularly in addressing our Scope 3 carbon emissions and those of our customers.
- At a strategic level, our manufacturing core needs to focus on energy, packaging, food waste and communities. We will scale up the work we do in supporting our local communities. We see it as our responsibility to actively engage with and support our local communities, particularly in such a challenging economic climate.
- At a foundational level, there are core elements we simply have to be good at and which are expected of us. Addressing human rights risks and upholding ethical business practices are examples of this.

We've got a solid sustainability strategy in place, but we can't take on this fight single-handedly – many of our commitments require solutions we can't deliver on our own. As such, we'll also be ramping up collaboration with our customers and across our supply base to find answers to the most taxing problems and to influence new

levels of innovation that will benefit the whole value chain. There are so many opportunities here – I'm looking forward to seeing how they develop.

My role is to support the team in responding to these near-term issues without losing momentum on addressing longer term challenges. We must find a way to deliver on both fronts in parallel. I – and the whole of Greencore – remain committed to our ESG agenda so that we can drive lasting, positive change.

**Dalton Philips**  
Chief Executive Officer  
January 2023

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