

Our Better Future Plan

The global food system is facing multiple challenges, from conflict and climate change to increasing hunger and malnutrition. These factors threaten the food system’s ability to provide societies with the food they need, when they need it – our Better Future Plan is Greencore’s commitment to helping to address these issues.

We recognise we have a responsibility to help consumers make healthier food choices that have a minimal impact on the environment. Our Better Future Plan aligns with the aims of the National Food Strategy and ensures we put health, affordability and sustainability at the forefront of everything we do. For us, ‘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.

Materiality

This year, we refreshed our materiality assessment as part of our two-year review cycle to ensure we keep pace with the ever-evolving sustainability landscape. Our materiality assessment aims to identify and prioritise the most important sustainability issues for our business by hearing from a cross section of internal and external stakeholders.

We have aligned our FY22 assessment with the double materiality approach, satisfying the requirements for both GRI and SASB reporting by considering materiality through two lenses: external impact and business impact. To read more about our process, please refer to page 4 of our 2022 Sustainability Report.

Our materiality assessment has resulted in nine topics being identified as material, in terms of both the magnitude of external impact and potential financial impact on Greencore. Below are the definitions used for each topic.



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Topic	Definition
Climate & carbon	Climate change refers to long-term shifts in temperatures and weather patterns. Human activities have become the main driver of climate change, primarily due to the burning of fossil fuels which produces heat-trapping gases. To achieve the Paris Agreement ambition to limit global warming to 1.5°C, organisations need to rapidly reduce their greenhouse gas emissions. Using energy more efficiently and opting for renewable energy sources is a key action organisations can take to combat climate change.
Waste & food waste	Food loss and waste refers to the loss of edible food throughout the supply chain that was intended for human consumption. The generation, treatment and disposal of waste can pose harm to human health and the environment. Discarding waste to landfill also means valuable materials are lost. Reducing waste helps to preserve natural resources.
Plastic & packaging	Packaging is important for food safety and reducing food waste, however packaging that gets discarded poses an issue when it pollutes the environment. Moving to sustainable packaging involves use of renewable or recycled input materials, and ensuring packaging used can be reused, recycled or composted.
Nature	Some agricultural land use practices, such as overgrazing, land conversion, deforestation, fertilisation, and the use of agricultural chemicals, can negatively impact land and ecosystems, reduce soil health, contribute to decreases in biodiversity, and create health risks to livestock and humans. Protecting biological diversity is important for ensuring the survival of plant and animal species, genetic diversity, natural ecosystems, and contributes to food security and human health.
Human rights & labour rights	Human rights are rights inherent to all human beings, regardless of gender, ethnicity, nationality, language, religion, or any other status. Human rights include the right to life and liberty, freedom from slavery and torture, freedom of opinion and expression, the right to work and education, and many more. Examples of human rights issues especially relevant to the food sector include child labour, forced labour, modern slavery, freedom of association and worker voice.
Food safety	Food safety involves practices relating to the handling, preparation, and storage of food to ensure food is safe for human consumption. Harmful bacteria, viruses and parasites can contaminate food and cause ill health in humans. Similarly, food contamination can result from antimicrobials and pesticides residues, heavy metals and microplastics.
Water	Water stewardship is defined as using water in a way that is socially equitable, environmentally sustainable and economically beneficial. Water stewardship aims to achieve universal access to safe and affordable drinking water, improve water quality, and address water scarcity. The amount of water withdrawn and consumed by an organisation and the quality of its discharges, can impact the functioning of the ecosystems.
Healthy and sustainable diets	Healthy and sustainable diets are dietary patterns that promote all dimensions of individuals' health and wellbeing; have low environmental pressure and impact; are accessible, affordable, safe and equitable; and are culturally acceptable.
Employee health, safety & wellbeing	Occupational health and safety involves policies and management systems to prevent work-related injuries, illnesses and fatalities. Healthy and safe work conditions involve both prevention of physical and mental harm, and promotion of workers' health.
Data transparency	Providing information transparently is a key driver of progress in the food industry, against a backdrop of increasing expectations and scrutiny of food companies. Disclosing and committing to sharing accurate data is increasing in importance, but remains a challenge in the supply chain.
Inclusion & diversity	I&D means creating an environment where everyone feels welcome, is treated with respect, and is able to fully participate regardless of age, gender, ethnicity, religion, disability, sexual orientation, education, national origin or any other characteristic.
Business ethics	Business ethics refers to the set of moral principles that guides a company's conduct. Ethical business conduct includes avoiding anti-competitive behaviour, anti-corruption and responsible tax practices.
Communities	Communities are defined as persons or groups of people living and/or working in any areas that are economically, socially, culturally or environmentally impacted (positively or negatively) by an organisation's operations. This can include an organisation's own operations as well as communities affected by its supply chain.
Animal welfare	Animal health and welfare refers to the humane treatment of animals and their physical and mental health. The 'Five Freedoms' of animal welfare are freedom from hunger and thirst; freedom from discomfort; freedom from pain, injury, and disease; freedom to express normal behaviour; and freedom from fear and distress.
Consumer education	Communication with consumers through product labelling and marketing is important from both a regulatory and consumer education perspective. Labelling regulations require specific and detailed product information to ensure food safety and inform consumers of nutritional content. Additionally, to help inform purchasing decisions, consumers are increasingly interested in further information about the ingredients, production methods and sustainability of products.

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Governance

Our Better Future Plan is a transformational change programme, and as such, needs a governance framework that ensures business alignment, visibility, accountability and ultimately, ensures we are progressing at the speed required to deliver our targets.



Our ambition

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 risks and opportunities facing us a business and the food system within which we operate. Within these pillars are the key delivery plans we need in order to progress our overall strategy – our seven areas of focus. In addition to that, our climate transition journey and how we look after our people along the way reach across all three pillars. Beneath that, we have four foundations that uphold the strategy and are fundamental to our transformation journey. Planning for a better future, the Greencore way.



Our Better Future Plan

Our progress against our FY22 commitments



Sourcing with Integrity

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.



We launched our new Responsible Sourcing Code of Conduct. This Code sets out the behaviours, practices and standards we expect from our suppliers. The Code of Conduct is being piloted alongside a supplier data gathering exercise to understand where suppliers are in their sustainability journey and if our suppliers meet the fundamental principles set in the Code of Conduct.

We will use the results of our responsible sourcing risk assessment processes to direct action within our Responsible Sourcing plan.



Our human rights risk assessment has been completed (it is an annual exercise) and the outputs are used to inform our review meetings with our retail customers and to steer our engagement priorities with suppliers.

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.



We now have a Soy Policy which has guided the development of our transition plan. We've established a Soy Working Group and embedded a process to collate supply chain data.

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.



We have conducted a human rights risk assessment exercise that reviews our purchased food ingredients and allocates a risk score across a range of human rights issues. Following this we carried out collaborative activities with key suppliers to build insights and improve practice. However, we have chosen not to progress with a deep dive human rights impact assessment approach at this time, allowing us to allocate the resources to capacity building in those global areas flagged by our process, such as products from Thailand.

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.



Science Based Targets established and verified by the SBTi for Scope 1, 2 and 3 emissions. A pathway to net zero has been established for Scope 3 emissions and our 'big bets' to accomplish have been defined. Further work in FY23 to establish detailed energy plans for Scope 1 and 2 pathways.

Colour key:



Achieved



On track



Providing a challenge

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Our progress against our FY22 commitments

Making with

Care



We will roll out our net zero roadmap to all manufacturing sites to ensure each has a robust energy reduction plan in place.



Detailed energy audits of manufacturing sites planned for Q2 and Q3 FY23.

We will develop a fleet carbon reduction roadmap, to determine the infrastructure requirements we need to support future fleet electrification and wider decarbonisation measures.



Initial Phase 1 roadmap complete. Working with industry partners, we are developing a roadmap to the implementation of EV vehicles within its van fleet, however the outlook for HGV is currently less clear. We anticipate that our van fleet will begin to transition to EV power in 2024 with all diesel being removed from this area of the fleet by 2030.

We will have all manufacturing sites equipped with a food waste reduction plan.



Food waste reduction is a focus for manufacturing through our Greencore Manufacturing Excellence programme. Further focus required in order to continue progress towards our food waste reduction target.

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



We have community relationships in all locations and send surplus for redistribution. Our Community Tracker tool is in place to help us track our progress.

Colour key:



Achieved



On track



Providing a challenge

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Our progress against our FY22 commitments

Feeding with Pride



We will meet the ambition laid out within the National Food Strategy to report on the amount of protein sold.



We have built the systems to allow us to disclose on protein and will continue to refine our approach, in line with the WWF protein disclosure guide.

We will incorporate product development into our wider climate transition plan and work with key customers to develop joint roadmaps.



Incorporation has started, but this is ongoing. Currently identifying and working through adjustments to key business processes.

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.



We are working towards building carbon considerations into product development and have completed a trial in our Italian Ready Meals category to eco-footprint all products. The trial includes the use of a tool to support new product development, by enabling the refinement of recipes, based on sustainability impact.

We will scope out a strategy for eco-labelling of products, to help us determine environmental hotspots in our key products.



In addition to our work on product footprinting, we also sit on the steering group for the IGD-led programme to create a harmonised approach to environmental labelling for the UK food industry. This work has involved a collaborative project to test a series of prototype labels with consumers in a virtual reality environment, and will continue its work towards on-pack labels in 2023.

We will conduct packaging impact assessments using the newly implemented GaBi Packaging Calculator, and ensure this becomes part of our overall product development process.



A detailed packaging impact assessment has been completed for sandwich skilllets, but not yet embedded as part of day-to-day processes. Packaging has been included as part of our eco-footprinting project trial for Italian Ready Meals, and we will continue to roll this out in FY23 to enable further assessments of all packaging.

Colour key:



Achieved



On track



Providing a challenge

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Further quick reads

Climate transition

Our action plan to become a zero-carbon business and to help mitigate the impact of the climate crisis on people and planet, as well as our own operations.

> [View this quick read here](#)

Healthy and sustainable diets

What we're doing to ensure our products contribute to a sustainable food system and form part of a healthy and balanced diet.

> [View this quick read here](#)

Inclusion & diversity

How Greencore invests in creating a thriving culture where colleagues can fulfil their potential and help our business be the best it can be.

> [View this quick read here](#)

Sustainable packaging

How we are working to ensure our packaging is circular, climate-smart and leaves no trace, helping to protect natural resources while contributing to a fossil fuel-free world.

> [View this quick read here](#)

Responsible sourcing

The steps we're taking to address supply chain challenges such as deforestation and human rights abuses, and ensure our ingredients come from sustainable sources.

> [View this quick read here](#)

Our communities

How we are working to actively engage with and support our local communities however we can.

> [View this quick read here](#)

Food waste

How Greencore is reducing food waste to drive efficiency benefits and make a positive contribution towards global food security and the fight against climate change.

> [View this quick read here](#)

Human rights

How we are working to champion internationally recognised human rights standards and safeguarding the people who work for us, with us, and those affected by our activities around the world.

> [View this quick read here](#)