

Responsible sourcing

Delivering on the UN SDGs



Our products are made from ingredients sourced from around the world. We have a significant global supply chain; we want to know where our ingredients come from, how they are produced, the impact they have on the environment, and the long-term challenges their use may pose to the business, such as rising costs and tougher access to key commodities.

Key target

By 2030, we aim to responsibly source 100% of our priority raw materials.

Progress highlights

This year we launched our new Responsible Sourcing Code of Conduct, which sets out the behaviours, practices and standards we expect from our suppliers.

We were one of the first signatories of the UK Soy Manifesto – a collective industry commitment to ensure all physical shipments of soy to the UK are deforestation and conversion-free by 2025.

We have established a Soy Policy and working group and we are working with suppliers to set individual transition plans to ensure we meet this commitment.

We have completed assessments showing that approximately 50% of our ingredient carbon footprint relates to ingredients supplied by 13 suppliers, enabling us to concentrate on fewer, key suppliers for maximum impact.

Performance tables

| Company-wide data | | | | | |
|---|--------------------------------|---|---|-------------------------------------|--|
| Goal | KPIs | 2020 | 2021 | 2022 | |
| By 2030, will source every priority ingredient from a sustainable and fair supply chain | Achieve zero net deforestation | 95% certified | 100% certified | | |
| | | Percentage volume palm oil certified to Roundtable on Sustainable Palm Oil ('RSPO') standard in core operations | Segregated: 79% Mass balance: 16% Credits: 5% | Segregated: 94% Mass balance: 6% | Data for calendar year 2022 will be published in 2023 |
| | | Percentage soy used in our global supply chain verified as deforestation and conversion-free | - | - | Data for calendar year 2022 will be published in 2023 |
| | | Percentage of paper/wood products certified to Forest Stewardship Council ('FSC'), Programme for the Endorsement of Forest Certification ('PEFC') or from a recycled source | - | - | Not currently available, packaging database system coming online in FY23 |

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Performance tables

| Company-wide data | | | | | |
|---|---|--|------|------|------|
| Goal | KPIs | FY20 | FY21 | FY22 | |
| By 2030, will source every priority ingredient from a sustainable and fair supply chain | Sustainably source all our wild seafood by 2030 | Percentage of wild-caught seafood from certified fisheries | - | 62% | 65% |
| | | Percentage of wild-caught seafood from a Fishery Improvement Project ('FIP') | - | 15% | 15% |
| | | Tuna – % sourced from pole and line fishing, MSC-certified fisheries or from those with a FIP in place | 96% | 99% | 100% |
| | | KPIs | 2020 | 2021 | 2022 |
| | Source 100% cage-free eggs by 2026 | Percentage total eggs cage-free | - | 78% | 79% |

| The Carbon Disclosure Project performance | 2020 | 2021 | 2022 |
|---|------|------|------|
| Climate change | C | C | C |
| Forests/timber | D | C | C |
| Forests/palm oil | C | C | B- |
| Forests/soy | - | D | C |
| Forests/cattle products | D | D | C |
| Water security | C | C | C |

What's next in FY23

- We will continue to focus on refining data transparency, implementing systems to better collate data for ever-increasing KPIs, and working with suppliers to identify key hotspots where action will have the greatest impact on our targets.
- Our supplier engagement efforts will focus on establishing sustainability plans with several key suppliers in the next 12 months, including the roll out of our requirements to establish soy transition plans.