

Greencore 

Better future *plan*

SASB Index 2022

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SASB – Processed food standard

Topic	Code	Disclosure	Location or direct response
Energy management	FB-PF-130a.1	<ol style="list-style-type: none"> The entity shall disclose the total amount of energy it consumed as an aggregate figure, in gigajoules (GJ). The entity shall disclose the percentage of energy it consumed that was supplied from grid electricity. The entity shall disclose the percentage of energy it consumed that is renewable energy. 	<ol style="list-style-type: none"> 1,623,961.24 GJ of energy consumed. 23.3%. 22.8%. <p>Includes Selby biogas from AD plant and renewable electricity from Ørsted contract.</p>
Water management	FB-PF-140a.1	<ol style="list-style-type: none"> The entity shall disclose the amount of water, in thousands of cubic meters, that was withdrawn from all sources. The entity may disclose portions of its supply by source if, for example, significant portions of withdrawals are from non-freshwater sources. The entity shall disclose the amount of water, in thousands of cubic meters, that was consumed in its operations. The entity shall disclose its water withdrawn in locations with High or Extremely High Baseline Water Stress as a percentage of the total water withdrawn/consumed. 	<ol style="list-style-type: none"> 2,709.12 thousand m³. 863.42 thousand m³ groundwater (borehole) (Selby and Warrington) 31.9% of total water consumption. 2,709.12 thousand m³. 5.0%.
	FB-PF-140a.2	The entity shall 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.	There were zero incidents of non-compliance in FY22.
	FB-PF-140a.3	<ol style="list-style-type: none"> The entity shall describe its water management risks associated with water withdrawals, water consumption, and discharge of water and/or wastewater. The entity shall discuss its short-term and long-term strategies or plan to mitigate water management risks. For water management targets, the entity shall additionally disclose: <ol style="list-style-type: none"> Whether the target is absolute or intensity-based, and the metric denominator if it is an intensity-based target. The timelines for the water management plans, including the start year, the target year, and the base year. The mechanism(s) for achieving the target. 	<ol style="list-style-type: none"> 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 (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>For borehole abstraction, the relevant sites measure on a continuous basis the water abstracted, and measure the impact on aquifer levels in observation boreholes, as agreed and jointly monitored by the EA. The water usage MDDs are closely monitored by both site (water loggers) and water wholesaler – Anglian Water. Any potential breaches would trigger alerts and appropriate actions. The introduction of Group Environmental Standards details each site to conduct an individual water balance, to ascertain more accurately their site impact on water consumption. In relation to discharge, we employ the professional services of a third-party to manage the effluent treatment plant and subsequent discharge to river, which includes the provision of permanent operators on-site.</p> <p>One of the key stakeholders is the EA. The majority of our sites have Environment 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. For the five sites within the Anglian Water region, this results in close monitoring of their water usage MDD by the business and relevant retailer. Sites with abstraction licences have had the appropriate investment in measurement and monitoring equipment to facilitate abstraction management.</p> At policy level, water management is a key element of our Operational Environmental Policy. The policy is owned and managed via our sustainability governance structure, specifically our Environment Committee. <p>Water management standards are built into our Safety, Health & Environmental Management System to ensure a consistent approach to the management of water across our manufacturing base.</p> <p>We have annual water intensity targets in place and monitor our site water usage closely. We have a target to reduce relative water consumption by 25% by FY30 from a baseline of FY19. In FY22 water consumed per tonne of product increased from 6.70 m³/tonne to 6.96 m³/tonne, an increase of 3.8%, driven primarily by lower production volumes during COVID period and a recovery in production volume post-COVID.</p> Our water management targets are based on relative consumption per unit of production and consider both past performance and relevant capital investment to influence that consumption. Water consumption is a key metric for our business as effectively we pay for incoming water twice via our Trade Effluent Discharge consents and use of the Mogden Formula by the water wholesalers. <p>Our water management plans will be aligned to Environment Permit changes following publication of the revised Best Available Techniques (BAT) reference document. Methods already deployed include re-use of water in CIP processes (use of final rinse water as pre-rinse water to remove initial heavy soiling). Many of our manufacturing sites deploy CIP cleaning systems, which use an array of instrumentation to optimise the quantity of detergent chemicals and water consumed to ensure managed rinse times, efficient use of water, avoidance of 'over-cleaning' and minimisation of effluent loading. Food industries need to be mindful of food hygiene priorities, and there is a balance to be struck between resource consumption and food hygiene.</p>

SASB – Processed food standard *continued*

Topic	Code	Disclosure	Location or direct response
Food safety	FB-PF-250a.1	<p>1. The entity shall disclose its facilities' non-conformance rates with Global Food Safety Initiative (GFSI) recognised food safety certification programmes for (a) major non-conformances, and separately, (b) minor non-conformances.</p> <p>2. The entity shall disclose the corrective action rates associated with its facilities' (a) major non-conformances, and separately, (b) minor non-conformances.</p>	<p>1. Of 24 audits conducted, 11 scored an AA rating (i.e. less than five minor non-conformances), two scored A+, and six scored A for BRCGS Global Food Safety Standard version 8. We reverted to unannounced BRCGS audits post-COVID in May 2022. Four BRCGS Global Food Safety Standard storage and distribution audits at our distribution picking sites were all AA grade. All minor non-conformances are completed.</p> <p>The rate of major non-conformances is 0.</p> <p>The rate of minor non-conformances is 5.46 per site on average.</p> <p>2. 100% of corrective actions are completed.</p>
	FB-PF-250a.2	The entity shall 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.	<p>Total number of raw materials suppliers that hold GFSI accreditation = 700.</p> <p>Total number of raw material suppliers = 720.</p> <p>Percentage with GFSI accreditation = 97%.</p> <p>Total number of packaging suppliers that hold GFSI accreditation = 104.</p> <p>Total number of packaging suppliers = 101.</p> <p>Percentage with GFSI accreditation = 97%.</p> <p>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 and risk of substitution and fraud. Supplier deemed high-risk for micro or foreign bodies are also audited by Greencore.</p>
	FB-PF-250a.3	<p>1. The entity shall disclose 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.</p> <p>2. The entity shall disclose the percentage of notices of violations received related to food safety that was corrected.</p>	No violations.
	FB-PF-250a.4	1. The entity shall disclose the total number of food safety-related recalls issued.	<p>FY22: three product recalls:</p> <ol style="list-style-type: none"> 1. Salmonella contamination of cooked chicken from Cranswick Foods. Resulted in multiple industry recalls, implicated a wide range of products in FTG and Salads. Supplier responsible. 2. Pasta salad recalled for incorrect date code application. The printers have been password protected with fixed product shelf life to avoid a reoccurrence. 3. Ready meal recalled due to incorrect allergen information. <p>All instances were recalled voluntarily and corrective actions put in place to prevent a reoccurrence. No reported illness or injured parties and only customer costs for loss of sale and product removal from sale have been incurred. All costs related to the salmonella issue have been claimed back from the supplier.</p>
Health & nutrition	FB-PF-260a.1	The entity shall disclose the total revenue from the sales of its products that are labeled and/or marketed to promote health and nutrition attributes.	<p>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.</p> <p>We use our nutrition database – a measure based on the UK Government's Nutrient Profiling Model (NPM) – to track the healthiness of our products, and will look to disclose data in future.</p>
	FB-PF-260a.2	<p>1. The entity shall discuss its process to identify and manage products and ingredients related to nutritional and health concerns among consumers.</p> <p>2. The entity shall discuss its efforts to identify concerns, the products and ingredients related to those concerns, and resulting risks and opportunities.</p> <p>3. The entity shall discuss how identified concerns and risks are managed and communicated.</p> <p>4. The entity shall discuss its use of certification programmes that address consumer concerns and preferences over ingredients, additives, and potential allergens.</p> <p>5. The entity shall discuss 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.</p>	<p>Measuring healthy products</p> <p>We use our Health Score – a measure based on the UK Government's NPM – 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.</p> <p>Greencore measures progress against specific policy objectives and KPIs via our governance structure; specifically our Healthy and 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.</p> <p>Reformulation</p> <p>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.</p> <p>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.</p> <p>As part of our development process, we ensure that no allergens are unnecessarily developed in our recipes. With the support of our SMEs, 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. The Vegan Society, Marine Stewardship Council.</p> <p>We have had no significant complaints regarding health or nutritional concerns.</p>

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Product labelling & marketing	FB-PF-270a.1	<p>1. The entity shall disclose the percentage of advertising impressions made on children.</p> <p>2. The entity shall disclose the percentage of advertising impressions made on children that promote products that meet the CFBAI Uniform Nutritional Criteria or equivalent dietary guidelines for children.</p>	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	The entity shall disclose its 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).	Greencore does not use any GMO ingredients, and does not use any non-GMO labelling.
	FB-PF-270a.3	The entity shall disclose the total number of substantiated incidents of non-compliance with labelling- and/or marketing-related regulatory code(s), statute(s), or other requirement(s).	None.
	FB-PF-270a.4	The entity shall disclose the total amount of monetary losses it incurred during the reporting period as a result of legal proceedings associated with marketing and/or labelling 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 labelling.	The company has not been a party to any legal proceedings in FY22 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	<p>1. The entity shall disclose the total weight of packaging purchased by the entity, in metric tonnes.</p> <p>2. The entity shall disclose the percentage of packaging, by weight, made from recycled and/or renewable materials.</p> <p>3. The entity shall disclose the percentage of packaging, by weight, that is recyclable, reusable, and/or compostable.</p>	<p>1. Based on calendar year 2021 packaging waste figures: Total weight = 96,557 tonnes.</p> <p>2. % of total weight that is renewable and/or recycled content (paper, board, steel and glass all included here) = 51%.</p> <p>3. % of total weight that is recyclable, reusable or compostable (steel, glass, aluminium and some paper included here) = 78%*.</p> <p>* This figure has been calculated based on recyclability of material types used for packaging, not based on final packaging formats. We are currently working on a system to provide more detailed reporting on recyclability of final packaging.</p>
	FB-PF-410a.2	<p>1. The entity shall discuss its strategies to reduce the environmental impact of packaging throughout its lifecycle, such as optimising packaging weight and volume for a given application or using alternative materials, including those that are recycled, recyclable, reusable, and/or compostable.</p> <p>2. The entity shall discuss the circumstances surrounding its use of recycled and renewable packaging, including, but not limited to, discussions of supply availability, consumer preferences, and packaging durability requirements.</p> <p>3. The entity shall discuss the circumstances surrounding its 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>	<p>Packaging plays an important role in protecting our products and reducing food waste – but it shouldn't come at an unaffordable cost to the planet. From the raw materials used, to how it is made and how it is used and disposed of, we need to ensure our packaging isn't a burden to the environment.</p> <p>Our industry needs to do things differently. That's why we've been working to change the way we package our products, what we make our packaging from, and what happens to our packaging after it has done its job. To safeguard resources, protect our natural environment and to minimise waste, we're setting tough goals and targets to reduce the amount and impact of the packaging we use as well as making sure it never becomes waste.</p> <p>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 adopted a 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.</p> <p>Sandwiches & Wraps: Developing a solution to maximise the recyclability of sandwich skillets and wrap boxes that is as economic, efficient and attractive as current in the marketplace is extremely challenging. The plastic liner in the current pack delivers a long-lasting shelf life as well as pack strength and clear visibility, providing the consumer confidence in the product. Finding a solution that is truly 100% recyclable, that offers some visibility and that does not hinder shelf life has been a real journey. As a business we have worked tirelessly to find a solution and we are on the home straight.</p> <p>Sushi: In the sushi category, rPET is commonly used and has excellent recycling credentials, which also offers a high level of recycled content. The only non-recyclable element of these packs are typically labels, work streams are in place to make these recyclable or easily removable as a first step to maximise the recycling of the primary packaging. For the future, the major step change is the plastic trays and the challenge is reducing or even replacing the plastic with an alternative material. These alternatives need to be structurally sound, match life and show the whole product to keep consumer confidence. A real challenge for our development team.</p> <p>Salads: The most common material used within our salads is also rPET which has excellent recycling credentials and offers a high level of recycled content already. However, we are now scoping some opportunities to replace the rigid plastic lids with a much lighter flexible film material that will work towards a plastic reduction goal.</p> <p>Quiches: Over the past few years, we have carried out extensive trials to optimise the size of our quiche cartons together with light weighting the board grades and their PET windows. We are now aiming to remove some of the plastic windows on the core ranges where the enhanced pack photography can work its magic. This will ensure that these cartons are more easily recycled.</p> <p>Soups: We are continuously scoping opportunities to lightweight our current injection moulded pp pots to reduce their plastic usage as well as exploring new technologies to include some recycled content which is an industry-wide challenge at the moment.</p> <p>Ready Meals: Whilst the three most common tray types within our ready meals (cpet, pp and aluminium foils) are considered 'Recycle' by OPRL, we are still challenged with the lack of flexible film waste collection kerbside. Our retailers are doing what they can to extend their flexible film collection channels in store and we are helping them on those journeys by making sure we use mono film materials wherever possible.</p>

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Topic	Code	Disclosure	Location or direct response
Packaging lifecycle management	FB-PF-410a.2 cont.		<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"> By 2025, ensure 100% of our plastic packaging is designed to be reusable or recyclable. By 2025, eliminate problematic or unnecessary single-use plastic packaging. By 2025, ensure we have an average of 30% recycled content across all plastic packaging. <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>The assessment of the sustainability performance of new packaging innovations is really important to us to ensure we are developing packaging solutions that help us reach our targets.</p> <p>We use the GaBi Packaging Calculator, an LCA calculator specially designed for packaging. The web-based tool allows us to create life cycle assessments and to simulate alternative packaging designs. This is useful for day-to-day decision making.</p> <p>The challenge with LCA is using a recognised methodology across the industry; this is still a developing area, so we welcome the recent (July 2022) publication of the IGD's 'Best practice guide for packaging life cycle assessments'. When developing alternatives to the sandwich skillet, we undertook external life cycle assessment in order to rank options available to us and to aid decision making.</p>
Environmental & social impacts of ingredient supply chain	FB-PF-430a.1	<ol style="list-style-type: none"> The entity shall disclose the percentage of food ingredients sourced that are certified to a third-party environmental and/or social standard. The entity shall disclose the percentage of food ingredients it sourced that are certified to a third-party environmental or social standard, by standard. 	<p>Our Responsible Sourcing Code of Conduct 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.</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: 100% of palm oil used in our ingredients coming from Roundtable on Sustainable Palm Oil (RSPO) certified sources, 94% from segregated supply chains (SG) and 6% from mass balance supply chains (MB). 100% of our cold-water prawns are from Marine Stewardship Council (MSC) fisheries, 100% 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>
	FB-PF-430a.2	<ol style="list-style-type: none"> The entity shall disclose its 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. The entity shall disclose the corrective action rates associated with its supplier facilities' (a) major non-conformances, and separately, (b) minor non-conformances. The entity shall disclose the standards and/or code(s) of conduct to which it has measured social and environmental responsibility audit compliance. 	<ol style="list-style-type: none"> 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. 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 (SMETA audit). 43% of our ingredient and packaging suppliers have undergone a SMETA audit. There were zero 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. Major non-conformance rate: 0.0. Minor non-conformance rate: 4.31. Major corrective action rate: N/A (no major NCs raised). Minor corrective action rate: 76.34%. The audit standard is SMETA (Sedex Members Ethical Trade Audit) which measures compliance to the Ethical Trade Initiative (ETI) Base Code and local legislation. There is no internally developed code/standard in use.
Ingredient sourcing	FB-PF-440a.1	<ol style="list-style-type: none"> The entity shall disclose the percentage of food ingredients sourced from regions with High or Extremely High Baseline Water Stress. If the entity is unable to identify or collect data pertaining to all Tier 1 suppliers, the entity shall disclose the percentage of agricultural products for which the source region and water risks are unknown. 	<ol style="list-style-type: none"> 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 in full and require additional data and transparency of supply in order to complete. 100%.
	FB-PF-440a.2	The entity shall discuss its strategic approach to managing the environmental and social risks that arise from its 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:</p> <p>Poultry, beef, dairy, cooked meats, rice, vegetables and whole head vegetables, tuna, prawns, herbs & spices.</p>

Activity metrics

Topic	Code	Disclosure	Location or direct response
Activity metrics	FB-PF-000.a	Weight of products sold (in metric tonnes).	389,473 tonnes.
	FB-PF-000.b	Number of production facilities.	23 manufacturing units at 16 locations.