

# Towards a Better Future for Food, People and Planet

GRI Index 2024

Greencore 

# GRI Index

<b>Statement of use</b>	Greencore Group plc. has reported in accordance with the GRI Standards for the period October 2023–September 2024
<b>GRI 1 used</b>	GRI 1: Foundation 2021

Standard	Disclosure		Specific disclosure	Greencore response	Omissions
<b>GRI 2: General Disclosures 2021</b>	<b>The organisation and its reporting practices</b>				
	2-1	Organisational details	a. Report its legal name. b. Report its nature of ownership and legal form. c. Report the location of its headquarters. d. Report its countries of operation.	a. Greencore Group plc. b. Irish incorporated public limited company (plc) listed on the London Stock Exchange. c. Dublin, Ireland. d. United Kingdom and Ireland.	
	2-2	Entities included in the organisation's sustainability reporting	a. List all its entities included in its sustainability reporting. b. If the organisation has audited consolidated financial statements or financial information filed on public record, specify the differences between the list of entities included in its financial reporting and the list included in its sustainability reporting. c. If the organisation consists of multiple entities, explain the approach used for consolidating the information, including: <ol style="list-style-type: none"> <li>i. Whether the approach involves adjustments to information for minority interests;</li> <li>ii. How the approach takes into account mergers, acquisitions, and disposal of entities or parts of entities;</li> <li>iii. Whether and how the approach differs across the disclosures in this Standard and across material topics.</li> </ol>	a. All manufacturing sites are included within our sustainability metrics. These relate to: <ul style="list-style-type: none"> <li>• Greencore Foods Limited</li> <li>• Greencore Food to Go Limited</li> <li>• Greencore Grocery Limited</li> <li>• Greencore Prepared Meals Limited</li> <li>• Hazlewood Foods Limited.</li> </ul> For all entities we have 100% ownership unless otherwise stated. b. The entities covered in our sustainability reporting are the trading companies in the Group. The holding companies and dormant companies in the Group are not included in the Sustainability Report. Whereas for financial reporting purposes, all entities in the Group including dormant and holding companies are consolidated. c. The entities in the Group are all ultimately owned by Greencore Group plc, therefore fully consolidated. <ol style="list-style-type: none"> <li>i. There are no minority interests.</li> <li>ii. Where an entity is disposed of, the results of that company will no longer be included in the Group's results. This approach is consistent with the Group's approach for financial reporting purposes and the Greenhouse Gas (GHG) Protocol.</li> <li>iii. The approach is consistent across the disclosures in this Standard and across material topics.</li> </ol>	

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Standard	Disclosure	Specific disclosure	Greencore response	Omissions	
GRI 2: General Disclosures 2021	The organisation and its reporting practices (cont'd)				
	2-3	Reporting period, frequency and contact point	<ul style="list-style-type: none"> <li>a. Specify the reporting period for, and the frequency of, its sustainability reporting.</li> <li>b. Specify the reporting period for its financial reporting and, if it does not align with the period for its sustainability reporting, explain the reason for this.</li> <li>c. Report the publication date of the report or reported information.</li> <li>d. Specify the contact point for questions about the report or reported information.</li> </ul>	<ul style="list-style-type: none"> <li>a. Reporting period: October 2023-September 2024. Frequency: Annual.</li> <li>b. Our financial and sustainability reporting use the same reporting period.</li> <li>c. Publication date: 9th December 2024.</li> <li>d. Head of Sustainability, Fran Haycock (fran.haycock@greencore.com).</li> </ul>	
	2-4	Restatements of information	<ul style="list-style-type: none"> <li>a. Report restatements of information made from previous reporting periods and explain:                             <ul style="list-style-type: none"> <li>i. The reasons for the restatements;</li> <li>ii. The effect of the restatements.</li> </ul> </li> </ul>	<p>301-1 Materials used by weight or volume (packaging)</p> <ul style="list-style-type: none"> <li>a.                             <ul style="list-style-type: none"> <li>i. We have restated historic packaging weight data to align with our FY24 methodology, enhancing year-on-year comparability in our Scope 3 emissions for packaging. Our new approach focuses on purchased packaging materials rather than Extended Producer Responsibility (EPR) data, which includes supplier packaging that we dispose of. Prior year data is now estimated based on the FY24 methodology, and corrections have been made for overstated figures in FY23 and FY22.</li> <li>ii. FY23 restated data: Non-renewable materials (glass, plastic, aluminium, steel, others): from 64,216 to 65,989 tonnes, 3% increase. Renewable materials (paper, board, wood): from 34,368 to 16,922 tonnes, 51% decrease. FY22 restated data: Non-renewable materials (glass, plastic, aluminium, steel, others): from 65,266 to 62,525 tonnes, 4% decrease. Renewable materials (paper, board, wood): from 31,331 to 19,339 tonnes, 38% decrease</li> </ul> </li> </ul> <p>305-3 Other indirect (Scope 3) GHG emissions</p> <ul style="list-style-type: none"> <li>a.                             <ul style="list-style-type: none"> <li>i. Our FY19 baseline now excludes Trilby Trading Limited, our non-core commodity subsidiary business, which was sold in September of FY23. In addition, as a requirement of FLAG (Forest, Land and Agriculture) guidance, we have re-based our FY19 Scope 3 footprint and recalculated prior year footprints using the new FLAG emissions factors, which are the most up-to-date, granular and relevant emissions factors currently available.</li> <li>ii. FY23 (tCO2e): from 1,400,093 to 969,879, FY22 (tCO2e): from 1,477,252 to 997,058, FY19 (tCO2e): from 1,579,836 to 980,927</li> </ul> </li> </ul>	

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Standard	Disclosure		Specific disclosure	Greencore response	Omissions
	2-5	External assurance	<ul style="list-style-type: none"> <li>a. Describe its policy and practice for seeking external assurance, including whether and how the highest governance body and senior executives are involved.</li> <li>b. If the organisation's sustainability reporting has been externally assured:               <ul style="list-style-type: none"> <li>i. Provide a link or reference to the external assurance report(s) or assurance statement(s);</li> <li>ii. Describe what has been assured and on what basis, including the assurance standards used, the level of assurance obtained, and any limitations of the assurance process;</li> <li>iii. Describe the relationship between the organisation and the assurance provider.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>a. We have not undertaken external assurance of the statements and data within our FY24 Sustainability Report.</li> <li>b. Not applicable.</li> </ul>	

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Standard	Disclosure		Specific disclosure	Greencore response	Omissions
<b>GRI 2: General Disclosures 2021</b>	<b>Activities and workers</b>				
	2-6	Activities, value chain and other business relationships	<ul style="list-style-type: none"> <li>a. Report the sector(s) in which it is active.</li> <li>b. Describe its value chain, including:               <ul style="list-style-type: none"> <li>i. The organisation's activities, products, services, and markets served;</li> <li>ii. The organisation's supply chain;</li> <li>iii. The entities downstream from the organisation and their activities.</li> </ul> </li> <li>c. Report other relevant business relationships.</li> <li>d. Describe significant changes in 2-6-a, 2-6-b, and 2-6-c compared to the previous reporting period.</li> </ul>	<ul style="list-style-type: none"> <li>a. Convenience food.</li> <li>b.               <ul style="list-style-type: none"> <li>i. We are a leading manufacturer of convenience food in the UK and our purpose is to make every day taste better. We have strong market positions in a range of categories including sandwiches, salads, sushi, chilled ready meals, chilled soups and sauces, chilled quiche, ambient sauces and pickles, and frozen Yorkshire puddings. We also provide a Direct to Store delivery service for products from our manufacturing sites and other third parties. Orders are delivered direct to store, daily by our own delivery fleet.</li> <li>ii. Greencore has contracts for supply of ingredients and packaging with a wide range of companies from small local specialists to global, large organisations. The majority of contract expenditure is with UK companies. However, we do purchase materials from across the world out of necessity, where local supply is not viable.</li> <li>iii. We supply food service, grocery and other retailers, including all of the major UK supermarkets.</li> </ul> </li> <li>c. Not applicable.</li> <li>d. No significant changes compared to the previous reporting period.</li> </ul>	

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Standard	Disclosure	Specific disclosure	Greencore response	Omissions																																																																										
GRI 2: General Disclosures 2021	Activities and workers (cont'd)																																																																													
	2-7	Employees	<p>a. Report the total number of employees, and a breakdown of this total by gender and by region.</p> <p>b. Report the total number of:</p> <p>i. Permanent employees, and a breakdown by gender and by region;</p> <p>ii. Temporary employees, and a breakdown by gender and by region;</p> <p>iii. Non-guaranteed hours employees, and a breakdown by gender and by region;</p> <p>iv. Full-time employees, and a breakdown by gender and by region;</p> <p>v. Part-time employees, and a breakdown by gender and by region.</p> <p>c. Describe the methodologies and assumptions used to compile the data, including whether the numbers are reported:</p> <p>i. In head count, full-time equivalent (FTE), or using another methodology;</p> <p>ii. At the end of the reporting period, as an average across the reporting period, or using another methodology.</p> <p>d. Report contextual information necessary to understand the data reported under 2-7-a and 2-7-b.</p> <p>e. Describe significant fluctuations in the number of employees during the reporting period and between reporting periods.</p>	<p>a.</p> <table border="1"> <thead> <tr> <th></th> <th>Male</th> <th>Female</th> <th>Other</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>UK</td> <td>8,021</td> <td>5,209</td> <td>0</td> <td>13,230</td> </tr> <tr> <td>Ireland</td> <td>10</td> <td>17</td> <td>0</td> <td>27</td> </tr> <tr> <td>Total</td> <td>8,031</td> <td>5,226</td> <td>0</td> <td>13,257</td> </tr> </tbody> </table> <p>b.</p> <table border="1"> <thead> <tr> <th></th> <th>Male</th> <th>Female</th> <th>Other</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Permanent employees</td> <td>7,993</td> <td>5,192</td> <td>0</td> <td>13,185</td> </tr> <tr> <td>Temporary employees</td> <td>38</td> <td>34</td> <td>0</td> <td>72</td> </tr> <tr> <td>Non-guaranteed hours</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Full-time employees</td> <td>7,522</td> <td>4,271</td> <td>0</td> <td>11,793</td> </tr> <tr> <td>Part-time employees</td> <td>509</td> <td>955</td> <td>0</td> <td>1,464</td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th></th> <th>UK</th> <th>Ireland</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Permanent employees</td> <td>13,161</td> <td>24</td> <td>13,185</td> </tr> <tr> <td>Temporary employees</td> <td>69</td> <td>3</td> <td>72</td> </tr> <tr> <td>Non-guaranteed hours</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Full-time employees</td> <td>11,766</td> <td>27</td> <td>11,793</td> </tr> <tr> <td>Part-time employees</td> <td>1,464</td> <td>0</td> <td>1,464</td> </tr> </tbody> </table> <p>c. Data is collected in real time from our HRIS system, and the numbers are reported monthly as part of our business reporting cadence.</p> <p>i. FTE is reported.</p> <p>ii. FTE is reported as a snapshot at the end of the reporting period.</p> <p>d. FTE reported by site, function and business team.</p> <p>e. The only significant fluctuation in number of employees occurs during seasonal peak periods, which are June-August and November-January.</p>		Male	Female	Other	Total	UK	8,021	5,209	0	13,230	Ireland	10	17	0	27	Total	8,031	5,226	0	13,257		Male	Female	Other	Total	Permanent employees	7,993	5,192	0	13,185	Temporary employees	38	34	0	72	Non-guaranteed hours	0	0	0	0	Full-time employees	7,522	4,271	0	11,793	Part-time employees	509	955	0	1,464		UK	Ireland	Total	Permanent employees	13,161	24	13,185	Temporary employees	69	3	72	Non-guaranteed hours	0	0	0	Full-time employees	11,766	27	11,793	Part-time employees	1,464	0	1,464
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Standard	Disclosure		Specific disclosure	Greencore response	Omissions
<b>GRI 2: General Disclosures 2021</b>	<b>Activities and workers (cont'd)</b>				
	2-8	Workers who are not employees	<p>a. Report the total number of workers who are not employees and whose work is controlled by the organisation and describe:</p> <p>i. The most common types of worker and their contractual relationship with the organisation;</p> <p>ii. The type of work they perform.</p> <p>b. Describe the methodologies and assumptions used to compile the data, including whether the number of workers who are not employees is reported:</p> <p>i. In head count, full-time equivalent (FTE), or using another methodology;</p> <p>ii. At the end of the reporting period, as an average across the reporting period, or using another methodology.</p> <p>c. Describe significant fluctuations in the number of workers who are not employees during the reporting period and between reporting periods.</p>	<p>a. 1,639 FTE.</p> <p>i. Temporary agency workers employed through third-party labour providers.</p> <p>ii. Manufacturing and warehouse depot picking operation roles.</p> <p>b. Data is reported via the third-party labour providers.</p> <p>i. FTE is reported.</p> <p>ii. FTE has been calculated using a total number of hours worked across the reporting period, converted into FTE.</p> <p>c. The only significant fluctuation in number of employees occurs during seasonal peak periods, which are June-August and November-January.</p>	

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Standard	Disclosure	Specific disclosure	Greencore response	Omissions
GRI 2: General Disclosures 2021	Governance			
	2-9	Governance structure and composition	<p>a. Describe its governance structure, including committees of the highest governance body.</p> <p>b. List the committees of the highest governance body that are responsible for decision-making on and overseeing the management of the organisation's impacts on the economy, environment, and people.</p> <p>c. Describe the composition of the highest governance body and its committees by:</p> <ol style="list-style-type: none"> <li>i. Executive and non-executive members;</li> <li>ii. Independence;</li> <li>iii. Tenure of members on the governance body;</li> <li>iv. Number of other significant positions and commitments held by each member, and the nature of the commitments;</li> <li>v. Gender;</li> <li>vi. Under-represented social groups;</li> <li>vii. Competencies relevant to the impacts of the organisation;</li> <li>viii. Stakeholder representation.</li> </ol>	<p>a. The Group's governance structure consists of the Board – made up of executive and independent non-executive directors. The Sub-Committees of the Board are made up solely of non-executive directors:</p> <ul style="list-style-type: none"> <li>• Audit and Risk Committee</li> <li>• Remuneration Committee</li> <li>• Nomination and Governance Committee</li> <li>• Sustainability Committee.</li> </ul> <p>b. Audit and Risk Committee, Remuneration Committee and Sustainability Committee. Further details on the role of the Sub-Committees and the work undertaken by each Committee in the year under review can be found in our <a href="#">FY24 Annual Report and Financial Statements</a> on pages 65 to 105.</p> <p>c.</p> <ol style="list-style-type: none"> <li>i. The Board consists of six non-executive directors and two executive directors, being the Chief Executive Officer (CEO) and the Chief Financial Officer (CFO).</li> <li>ii. Each of the non-executive directors is independent in character and judgement and free from any business or other relationship that could affect their judgement.</li> <li>iii. One director was appointed to the Board in FY24. Four directors have been on the Board for less than three years, two directors have been on the Board for three years, and one director has been on the Board for over five years.</li> <li>iv. Leslie Van de Walle is a non-executive director of Robert Walters plc.</li> <li>v. There are four females and four males on the Board.</li> <li>vi. None.</li> <li>vii. The Board comprises individuals from a varied range of backgrounds, each of whom brings independent judgement on a number of key issues for the Group, including strategy, performance, operations, food, manufacturing, culture, sustainability, health and safety, data analytics, leadership, ethics and regulation, diversity, finance, risk and IT.</li> <li>viii. Our Workforce Engagement Director has regular engagements with our people. Our Board Chair has regular engagements with shareholders and when required the Remuneration Committee Chair engages with shareholders. In addition, the Board and the relevant Committees receive regular updates from management in relation to investors, people, customers, suppliers and consumers.</li> </ol>



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Standard	Disclosure		Specific disclosure	Greencore response	Omissions
<b>GRI 2: General Disclosures 2021</b>	<b>Governance (cont'd)</b>				
	2-10	Nomination and selection of the highest governance body	<p>a. Describe the nomination and selection processes for the highest governance body and its committees.</p> <p>b. Describe the criteria used for nominating and selecting highest governance body members, including whether and how the following are taken into consideration:</p> <ul style="list-style-type: none"> <li>i. Views of stakeholders (including shareholders);</li> <li>ii. Diversity;</li> <li>iii. Independence;</li> <li>iv. Competencies relevant to the impacts of the organisation.</li> </ul>	<p>a. Prior to making new appointments to the Board, a role profile is prepared based on criteria laid down by the Nomination and Governance Committee. This is preceded by an evaluation of the skills, knowledge, experience and diversity on the Board as well as the anticipated time commitment for the role. For more information on the nomination and selection process please refer to the <a href="#">Nomination and Governance Committee Terms of Reference</a>.</p> <p>b. Selection criteria would be established based on an assessment of the skillset of the current members to identify any gaps in the competencies to support the Company's strategy and key priorities at that time. In addition, the Nomination and Governance Committee would review the views of stakeholders as well as the diversity of the candidate to help ensure diverse professional and personal backgrounds on the Board, and independence to ensure that candidates are free of any conflict of interest.</p>	
	2-11	Chair of the highest governance body	<p>a. Report whether the chair of the highest governance body is also a senior executive in the organisation.</p> <p>b. If the chair is also a senior executive, explain their function within the organisation's management, the reasons for this arrangement, and how conflicts of interest are prevented and mitigated.</p>	<p>a. The Board Chair is non-executive.</p> <p>b. Not applicable.</p>	

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Standard	Disclosure		Specific disclosure	Greencore response	Omissions
<b>GRI 2: General Disclosures 2021</b>	<b>Governance (cont'd)</b>				
	2-12	Role of the highest governance body in overseeing the management of impacts	<p>a. Describe the role of the highest governance body and of senior executives in developing, approving, and updating the organisation's purpose, value or mission statements, strategies, policies and goals related to sustainable development.</p> <p>b. Describe the role of the highest governance body in overseeing the organisation's due diligence and other processes to identify and manage the organisation's impacts on the economy, environment, and people, including:</p> <p>i. Whether and how the highest governance body engages with stakeholders to support these processes;</p> <p>ii. How the highest governance body considers the outcomes of these processes.</p> <p>c. Describe the role of the highest governance body in reviewing the effectiveness of the organisation's processes as described in 2-12-b, and report the frequency of this review.</p>	<p>a. Greencore's corporate purpose and Sustainability Strategy are set by the Board. Our Board monitors our overall sustainability performance against our stated ambition and targets. The Board also reviews potential risks and opportunities associated with our Sustainability Strategy and monitors progress against our climate-related metrics. Our Chief Operating Officer is the executive member responsible for sustainability and provides executive sponsorship and leadership for the programme. The Group Sustainability Engagement Director (a non-executive director) is the Board's sustainability champion.</p> <p>The Sustainability Strategy set in 2020 was developed by the Group Sustainability team and subsequently approved by the Group Executive team and the Board. Any changes to the Sustainability Strategy would follow the same process of review and approval, which could include the inclusion of new sustainability topics or changes to externally reported Key Performance Indicators (KPIs). Sustainability policies do not go to the Board for approval and are managed by the Management team. The annual Modern Slavery Statement does go to the Board for review and approval.</p> <p>b. Our Sustainability Engagement Director is the primary conduit between the Board and the business regarding the management of organisational impacts and has quarterly updates from the Group Chief Operating Officer and Head of Sustainability. The Sustainability Committee (SusCo) of the Board non-executive directors also support the relevant executive directors via the twice-yearly Committee meetings.</p> <p>i. The Board is committed to actively engaging with and understanding the views of our different stakeholders and taking their views into consideration. Details of the Board's engagement with stakeholders during FY24 can be found on pages 68 to 73 in our <a href="#">FY24 Annual Report and Financial Statements</a>.</p> <p>ii. The SusCo reviews organisational impacts formally twice a year in May and November. Outside of these Committee meetings, the SusCo is informed as relevant.</p> <p>c. The effectiveness of organisational processes is the focus of the SusCo meetings. These processes are also reviewed as required by the full Board within scheduled Board meetings.</p>	

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Standard	Disclosure	Specific disclosure	Greencore response	Omissions	
<b>GRI 2: General Disclosures 2021</b>	<b>Governance (cont'd)</b>				
	2-13	Delegation of responsibility for managing impacts	<p>a. Describe how the highest governance body delegates responsibility for managing the organisation's impacts on the economy, environment, and people, including:</p> <ul style="list-style-type: none"> <li>i. Whether it has appointed any senior executives with responsibility for the management of impacts;</li> <li>ii. Whether it has delegated responsibility for the management of impacts to other employees.</li> </ul> <p>b. Describe the process and frequency for senior executives or other employees to report back to the highest governance body on the management of the organisation's impacts on the economy, environment and people.</p>	<p>a. The Board has delegated responsibility to the Executive Team to manage the business' impact on the economy, environment and people. The Executive Team is led by the Chief Executive Officer (CEO) and consists of the Chief Operating Officer (COO), Chief Commercial Officer (CCO), Chief People Officer (CPO), Chief Transformation and Strategy Officer, and General Counsel and Company Secretary.</p> <ul style="list-style-type: none"> <li>i. Within this group, the CPO has overall accountability for the Sustainability Strategy and within this, the Making with Care strategic pillar. The CCO is responsible for both Sourcing with Integrity and Feeding with Pride pillars. The CPO is also responsible for social topics such as Communities, Ethics and Human Rights in our own operations.</li> <li>ii. The leadership of climate risk is jointly led between the COO and the Director of Internal Audit and Risk. Responsibility for the management of impacts is delegated to the Sustainability team, led by the Head of Sustainability.</li> </ul> <p>b. Senior executives and the Head of Sustainability provide updates to the SusCo via Board Papers, which are discussed as part of the twice-yearly SusCo meetings in May and November.</p>	
	2-14	Role of the highest governance body in sustainability reporting	<p>a. Report whether the highest governance body is responsible for reviewing and approving the reported information, including the organisation's material topics, and if so, describe the process for reviewing and approving the information.</p> <p>b. If the highest governance body is not responsible for reviewing and approving the reported information, including the organisation's material topics, explain the reason for this.</p>	<p>a. The Board is responsible for reviewing and approving our sustainability reporting. On occasions, a SusCo consisting of a select number of Board members will be established to review and approve reported information. Our annual Sustainability Report is submitted for Board approval before publishing.</p> <p>b. Not applicable.</p>	

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Standard	Disclosure	Specific disclosure	Greencore response	Omissions	
<b>GRI 2: General Disclosures 2021</b>	<b>Governance (cont'd)</b>				
	2-15	Conflicts of interest	<p>a. Describe the processes for the highest governance body to ensure that conflicts of interest are prevented and mitigated.</p> <p>b. Report whether conflicts of interest are disclosed to stakeholders, including, at a minimum, conflicts of interest relating to:</p> <ul style="list-style-type: none"> <li>i. Cross-board membership;</li> <li>ii. Cross-shareholding with suppliers and other stakeholders;</li> <li>iii. Existence of controlling shareholders;</li> <li>iv. Related parties, their relationships, transactions and outstanding balances.</li> </ul>	<p>a. A Conflicts of Interest Policy is reviewed by the Board annually. Under the Policy, all directors have a duty to avoid a situation in which they have, or may have, a direct or indirect interest that conflicts, or possibly may conflict, with the interests of the Company while serving on the Board. Directors are not permitted to vote regarding their own conflicts, if any. Each director is requested to declare any conflicts of interest at the beginning of each Board and Committee meeting.</p> <p>b. Conflicts of interest, including those related to cross-board membership, cross-shareholding with suppliers and other stakeholders, the existence of controlling shareholders, and related parties, are disclosed to stakeholders as required by relevant listing rules and regulations. We ensure that all such conflicts are transparently reported to maintain compliance and uphold stakeholder trust.</p>	
	2-16	Communication of critical concerns	<p>a. Describe whether and how critical concerns are communicated to the highest governance body.</p> <p>b. Report the total number and the nature of critical concerns that were communicated to the highest governance body during the reporting period.</p>	<p>a. The Audit and Risk Committee receive regular Whistleblowing Reports which outline the type of grievance, including critical concerns and resolution timeframe.</p> <p>b. No critical concerns were reported during the period.</p>	
2-17	Collective knowledge of the highest governance body	<p>a. Report measures taken to advance the collective knowledge, skills and experience of the highest governance body on sustainable development.</p>	<p>a. The SusCo was established to oversee the Group's sustainability performance. The SusCo is provided with detailed insights briefings to support its understanding of the current and future sustainability landscape. The Chair of SusCo updates the Board following each meeting and, furthermore, the Board itself receives updates during the year on current and future legislative developments, including relevant sustainability and reporting requirements. The SusCo meets twice-yearly and reports to the wider Board on its activities and learnings, as part of this, the Board receives updates regarding relevant legislation, reporting developments and requirements in addition to updates on strategic environmental, social and governance (ESG) topics relevant to our Sustainability Strategy, risks and opportunities.</p>		

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Standard	Disclosure		Specific disclosure	Greencore response	Omissions
<b>GRI 2: General Disclosures 2021</b>	<b>Governance (cont'd)</b>				
	2-18	Evaluation of the performance of the highest governance body	<p>a. Describe the processes for evaluating the performance of the highest governance body in overseeing the management of the organisation's impacts on the economy, environment, and people.</p> <p>b. Report whether the evaluations are independent or not, and the frequency of the evaluations.</p> <p>c. Describe actions taken in response to the evaluations, including changes to the composition of the highest governance body and organisational practices.</p>	<p>a. The Board and each of its Committees undertake an annual evaluation. In FY24, an external evaluation was carried out by NASDQ. The evaluation assessed the performance of the Board and the Committees, including the SusCo on its role in overseeing the management of its stakeholders.</p> <p>b. An external independent evaluation is undertaken on a triennial basis. For years where an external evaluation is not being undertaken, an internal evaluation is undertaken.</p> <p>c. After each evaluation, the results are shared with the Board who then agree on the key priorities and learnings. The Board determined that the key areas of focus from the external FY24 Board evaluation would be on strategy and culture, together with succession and talent-mapping.</p>	
	2-19	Remuneration policies	<p>a. Describe the remuneration policies for members of the highest governance body and senior executives, including:</p> <ul style="list-style-type: none"> <li>i. Fixed pay and variable pay;</li> <li>ii. Sign-on bonuses or recruitment incentive payments;</li> <li>iii. Termination payments;</li> <li>iv. Clawbacks;</li> <li>v. Retirement benefits.</li> </ul> <p>b. Describe how the remuneration policies for members of the highest governance body and senior executives relate to their objectives and performance in relation to the management of the organisation's impacts on the economy, environment, and people.</p>	<p>a. Our Remuneration Policy document provides details on our policies related to each of the points listed in i. to v. and can be found on the Greencore website here: <a href="#">2023 Remuneration Policy</a>.</p> <p>b. The metrics for the executive directors' long-term incentive plan and short-term incentives are closely aligned with the Group's KPIs. In addition, 25% of the short-term incentive (Annual Bonus Plan) is assessed against the executive director's performance against their personal and strategic objectives. These are linked to the Group's strategic priorities, one of which is sustainability. FY24 was the first-year performance-based sustainability targets were included as part of Group Executive remuneration. These targets equated to 7.5% of the total executive bonus scheme. Six targets were set – three qualitative and three quantitative –these were monitored monthly by the Group Executive and Sustainability team. At year end, a paper covering performance was written and shared with both the SusCo and the Remuneration Committee. Annual pay out against the agreed metrics is reviewed and agreed by these Committees.</p>	

# GRI Index

Standard	Disclosure	Specific disclosure	Greencore response	Omissions															
GRI 2: General Disclosures 2021	Governance (cont'd)																		
	2-20	Process to determine remuneration	<p>a. Describe the process for designing its remuneration policies and for determining remuneration, including:</p> <ul style="list-style-type: none"> <li>i. Whether independent highest governance body members or an independent remuneration committee oversees the process for determining remuneration;</li> <li>ii. How the views of stakeholders (including shareholders) regarding remuneration are sought and taken into consideration;</li> <li>iii. Whether remuneration consultants are involved in determining remuneration and, if so, whether they are independent of the organisation, its highest governance body and senior executives.</li> </ul> <p>b. Report the results of votes of stakeholders (including shareholders) on remuneration policies and proposals, if applicable.</p>	<p>a. The Remuneration Policy for executive directors and non-executive directors is approved on a triennial basis and was last approved at the 2023 Annual General Meeting (AGM). It can be found in the FY22 Directors Remuneration Report (DRR). The DRR includes an Annual Report on Remuneration in the financial year being reported on, and on how the current policy will be implemented in the next financial year, which is subject to an advisory vote.</p> <ul style="list-style-type: none"> <li>i. The Remuneration Committee oversees the process for designing remuneration policies and for determining remuneration.</li> <li>ii. The Committee takes the views of stakeholders into consideration by reviewing regular reports on the external market, engaging with shareholders and receiving regular updates on the workforce remuneration structures.</li> <li>iii. The Remuneration Committee has access to independent external consultants who would provide market guidance, benchmarking and advice on any remuneration topic required.</li> </ul> <p>b. The table below shows the voting outcome of the resolutions proposed at the 2024 AGM and 2023 AGM in relation to the FY23 Annual Report on Remuneration and the 2023 Remuneration Policy, respectively.</p> <table border="1" data-bbox="1077 687 1886 839"> <thead> <tr> <th>Resolution</th> <th>For</th> <th>Against</th> <th>Total votes cast</th> <th>Votes withheld</th> </tr> </thead> <tbody> <tr> <td>FY23 Annual Report on Remuneration</td> <td>98.75%</td> <td>1.25%</td> <td>289,621,217</td> <td>10,683</td> </tr> <tr> <td>2023 Remuneration Policy</td> <td>96.55%</td> <td>3.45%</td> <td>308,087,335</td> <td>61,402</td> </tr> </tbody> </table>	Resolution	For	Against	Total votes cast	Votes withheld	FY23 Annual Report on Remuneration	98.75%	1.25%	289,621,217	10,683	2023 Remuneration Policy	96.55%	3.45%	308,087,335	61,402
Resolution	For	Against	Total votes cast	Votes withheld															
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2023 Remuneration Policy	96.55%	3.45%	308,087,335	61,402															
	2-21	Annual total compensation ratio	<ul style="list-style-type: none"> <li>a. Report the ratio of the annual total compensation for the organisation's highest-paid individual to the median annual total compensation for all employees (excluding the highest-paid individual).</li> <li>b. Report the ratio of the percentage increase in annual total compensation for the organisation's highest-paid individual to the median percentage increase in annual total compensation for all employees (excluding the highest-paid individual).</li> <li>c. Report contextual information necessary to understand the data and how the data has been compiled.</li> </ul>	<p>a - c.</p> <p>Detailed information on annual compensation ratios and remuneration (for colleagues at the 25th, 50th and 75th percentile) are published in our <a href="#">FY24 Annual Report and Financial Statements</a>, as part of our Annual Report on Remuneration on pages 101 and 102.</p>															

# GRI Index

Standard	Disclosure	Specific disclosure	Greencore response	Omissions	
<b>GRI 2: General Disclosures 2021</b>	<b>Strategy, policies and practices</b>				
	2-22	Statement on sustainable development strategy	a. Report a statement from the highest governance body or most senior executive of the organisation about the relevance of sustainable development to the organisation and its strategy for contributing to sustainable development.	a. See page 3 of our FY24 Sustainability Report, CEO Welcome.	
	2-23	Policy commitments	<p>a. Describe its policy commitments for responsible business conduct, including:</p> <ul style="list-style-type: none"> <li>i. The authoritative intergovernmental instruments that the commitments reference;</li> <li>ii. Whether the commitments stipulate conducting due diligence;</li> <li>iii. Whether the commitments stipulate applying the precautionary principle;</li> <li>iv. Whether the commitments stipulate respecting human rights.</li> </ul> <p>b. Describe its specific policy commitment to respect human rights, including:</p> <ul style="list-style-type: none"> <li>i. The internationally recognised human rights that the commitment covers;</li> <li>ii. The categories of stakeholders, including at-risk or vulnerable groups, that the organisation gives particular attention to in the commitment.</li> </ul> <p>c. Provide links to the policy commitments if publicly available, or, if the policy commitments are not publicly available, explain the reason for this.</p>	<p>a. At Greencore, we are committed to conducting our business with the highest level of honesty and integrity. The Code of Ethics and Business Conduct sets out the fundamental principles we rely on to carry out our day-to-day work. Our policy commitments reference the following:</p> <ul style="list-style-type: none"> <li>i. The United Nations (UN) Protect, Respect and Remedy: a Framework for Business and Human Rights, 2008. International Labour Organization (ILO) Declaration on Fundamental Principles and Rights at Work, 1998.</li> <li>ii. Appropriate due diligence steps for key areas are described in the Code of Ethics and Business Conduct.</li> <li>iii. We do not explicitly refer to the Precautionary Principle or approach in our risk management framework. We seek to contribute to society by generating profits responsibly, which ties in with our corporate value of being purpose driven.</li> <li>iv. Our commitments stipulate respecting human rights, as outlined in our Human Rights Policy, November 2022.</li> </ul> <p>b. We are fully committed to complying with our legal human rights requirements as defined at national, European and international levels. We go beyond the existing legal framework to champion this issue to the best of our ability.</p> <ul style="list-style-type: none"> <li>i. We support the ETI Base Code, which is founded on the conventions of the ILO, and is an internationally recognised code of labour practice that applies to our own business and our supply chains. Specific areas we address include: 1. Employment is freely chosen; 2. Freedom of association; 3. Working conditions are safe and hygienic; 4. Child labour shall not be used; 5. Living wages are paid; 6. Working hours are not excessive; 7. No discrimination is practised; 8. Regular employment is provided; and 9. No harsh or inhumane treatment is allowed. In addition, we prohibit the use of worker-paid recruitment fees.</li> <li>ii. Our policy focuses on our employees and supply chain workers.</li> </ul> <p>c. Code of Ethics and Business Conduct (publicly available <a href="#">here</a>). Human Rights Policy (publicly available <a href="#">here</a>). Modern Slavery and Human Trafficking Transparency Statement (publicly available <a href="#">here</a>).</p>	

# GRI Index

Standard	Disclosure	Specific disclosure	Greencore response	Omissions	
<b>GRI 2: General Disclosures 2021</b>	<b>Strategy, policies and practices (cont'd)</b>				
			<ul style="list-style-type: none"> <li>d. Report the level at which each of the policy commitments was approved within the organisation, including whether this is the most senior level.</li> <li>e. Report the extent to which the policy commitments apply to the organisation's activities and to its business relationships.</li> <li>f. Describe how the policy commitments are communicated to workers, business partners and other relevant parties.</li> </ul>	<ul style="list-style-type: none"> <li>d. Our policy commitments are approved at the most senior level appropriate – Code of Ethics and Business Conduct by the CEO, Human Rights Policy by the cross- functional Ethics Committee, Modern Slavery and Human Trafficking Transparency Statement by the CEO and CPO. Content and strategic direction is shared with the Board.</li> <li>e. The policy commitments apply to our internal activities and to the supply chains from which we procure.</li> <li>f. The policy commitments are shared with workers on induction and through ongoing training, with suppliers via policy documentation and collaborative programmes, and with our customers through detailed management meetings and strategic alignment and communication.</li> </ul>	
	2-24	Embedding policy commitments	<ul style="list-style-type: none"> <li>a. Describe how it embeds each of its policy commitments for responsible business conduct throughout its activities and business relationships, including:               <ul style="list-style-type: none"> <li>i. How it allocates responsibility to implement the commitments across different levels within the organisation;</li> <li>ii. How it integrates the commitments into organisational strategies, operational policies and operational procedures;</li> <li>iii. How it implements its commitments with and through its business relationships;</li> <li>iv. Training that the organisation provides on implementing the commitments.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>a. Our Sustainability Strategy and delivery plans operationalise our policy commitments, with ownership embedded within relevant business functions.               <ul style="list-style-type: none"> <li>i. Responsibility cascades from strategic policy commitments at Board and executive level to operational and tactical KPIs developed and monitored by our Sustainable Business Management Groups (SBMGs). Where relevant, these targets are then allocated to Plan Owners within appropriate functions such as Procurement, Technical or Operations to drive implementation.</li> <li>ii. Specific delivery plans have been developed for key sustainability focus areas. Commitments are integrated via departmental operating procedures and practices with monitoring and data gathering via the relevant SBMG. These groups then modify operating practice if non-alignment with commitments becomes apparent, or if requirements change.</li> <li>iii. Commitments are implemented via formal policy cascade and progress review meetings with business partners that may face specific challenges e.g. high-risk supply chains for human rights issues or embedded soy for protein suppliers in the process of building their soy transition plans.</li> <li>iv. Training is provided at a range of levels within the organisation from the Board and Executive Team with regular strategic upskilling or topic-specific training, to practitioner level for implementing individual standards or operational practices. Training is both externally and internally provided as appropriate. Training practices are audited as part of many of the relevant third-party audits that we undergo through the year.</li> </ul> </li> </ul>	



# GRI Index

Standard	Disclosure	Specific disclosure	Greencore response	Omissions	
<b>GRI 2: General Disclosures 2021</b>	<b>Strategy, policies and practices (cont'd)</b>				
	2-25	Processes to remediate negative impacts	<p>a. Describe its commitments to provide for or cooperate in the remediation of negative impacts that the organisation identifies it has caused or contributed to.</p> <p>b. Describe its approach to identify and address grievances, including the grievance mechanisms that the organisation has established or participates in.</p> <p>c. Describe other processes by which the organisation provides for or cooperates in the remediation of negative impacts that it identifies it has caused or contributed to.</p> <p>d. Describe how the stakeholders who are the intended users of the grievance mechanisms are involved in the design, review, operation, and improvement of these mechanisms.</p> <p>e. Describe how the organisation tracks the effectiveness of the grievance mechanisms and other remediation processes, and report examples of their effectiveness, including stakeholder feedback.</p>	<p>a. Our Human Rights Policy and Responsible Sourcing Code of Conduct describe our approach to remediation and our commitment to the ETI Base Code. Our cooperative approach to remediation where relevant in supply chains is made explicit. We commit to providing appropriate access to remedy, compensation and justice for victims. Our Responsible Sourcing, Human Rights and Animal Welfare policies are all in place to mitigate negative impacts in our supply chain. We are committed to managing our impact on the environment and we achieve this through the implementation of local and Group-level management systems, which provide the framework for identification of our negative environmental impacts, which we then address through management system procedures, training audits and controls.</p> <p>b. We use an anonymous external helpline as well as internal grievance procedures to remedy negative impacts when they occur. These apply to both staff and the communities we operate in. When a grievance is raised, we open a case which is managed by a Greencore team member who is not directly associated with the issue. Along with an independent third-party, we individually assess each grievance.</p> <p>c. Greencore works with third parties and stakeholders to cooperate on potential remediation that may be required, seeking external guidance on best practice from our collaborative partners in the Issara Institute and Food Network for Ethical Trade (FNET). Greencore has a process for identifying and addressing risk and through this process we identify potential or actual impacts of the business. Principal risks are addressed at the highest level in the organisation to ensure that the necessary resources are made available, along with programmes of work to address them. This includes but is not limited to negative environmental impacts. Additionally, where a negative impact has been identified through audit or through an incident, or near miss, the business has processes to implement corrective action, as well as to share information to prevent the occurrence of similar negative impacts at other Greencore sites.</p> <p>d. Stakeholders are not currently involved in the design, review, operation or improvement of these mechanisms.</p> <p>e. In order to monitor the effectiveness of our grievance mechanisms we gather employee feedback, predominantly in forums, surveys and through union stewards. We report back appropriate data to the Responsible Sourcing SBMG regarding effectiveness of these mechanisms in relation to human rights and this includes stakeholder feedback for high-risk scenarios.</p>	

# GRI Index

Standard	Disclosure	Specific disclosure	Greencore response	Omissions	
<b>GRI 2: General Disclosures 2021</b>	<b>Strategy, policies and practices (cont'd)</b>				
	2-26	Mechanisms for seeking advice and raising concerns	<p>a. Describe the mechanisms for individuals to:</p> <ul style="list-style-type: none"> <li>i. Seek advice on implementing the organisation's policies and practices for responsible business conduct;</li> <li>ii. Raise concerns about the organisation's business conduct.</li> </ul>	<p>a.</p> <ul style="list-style-type: none"> <li>i. We want our employees, contractors, vendors, third parties and other stakeholders to feel comfortable about speaking up whenever they have a question or concern about our Code of Conduct, or if they see something that they feel is unethical, unsafe or otherwise wrong. Concerns and enquiries can be raised through multiple channels: with line managers or other senior leaders, or supporting teams including Human Resources, Legal and Compliance and through work councils.</li> <li>ii. Concerns can also be raised anonymously via a dedicated hotline run by NAVEX Global through our independent and confidential 'Speak Up' service. This hotline is operated 24/7, 365 days of the year. All internal stakeholders are encouraged to raise any concerns or any suspected issues with their line managers. If this is not possible, for whatever reason, employees are encouraged to report issues to the Business Unit Director or the Group Head of Legal and Compliance. As an alternative, if an individual (either internal or external) wishes to raise an issue outside of these channels, that person can use the independently run hotline. We remind our colleagues of the availability of the hotline in many of our policies and also via posters which are displayed at all sites and on the internal TV screens that act as message boards.</li> </ul>	
	2-27	Compliance with laws and regulations	<p>a. Report the total number of significant instances of non-compliance with laws and regulations during the reporting period, and a breakdown of this total by:</p> <ul style="list-style-type: none"> <li>i. Instances for which fines were incurred;</li> <li>ii. Instances for which non-monetary sanctions were incurred.</li> </ul> <p>b. Report the total number and the monetary value of fines for instances of non-compliance with laws and regulations that were paid during the reporting period, and a breakdown of this total by:</p> <ul style="list-style-type: none"> <li>i. Fines for instances of non-compliance with laws and regulations that occurred in the current reporting period;</li> <li>ii. Fines for instances of non-compliance with laws and regulations that occurred in previous reporting periods.</li> </ul> <p>c. Describe the significant instances of non-compliance.</p> <p>d. Describe how it has determined significant instances of non-compliance.</p>	<p>a. None.</p> <p>b. None.</p> <p>c. None.</p> <p>d. Following GRI guidance, we have determined significant instances of non-compliance to mean those where restrictions, sanctions or fines are incurred. No instances of significant non-compliance have occurred in the reporting period.</p>	

# GRI Index

Standard	Disclosure		Specific disclosure	Greencore response	Omissions
<b>GRI 2: General Disclosures 2021</b>	<b>Strategy, policies and practices (cont'd)</b>				
	2-28	Membership associations	a. Report industry associations, other membership associations, and national or international advocacy organisations in which it participates in a significant role.	<p>a. Sedex is an online platform for sharing ethical trade information through supply chains. We use Sedex tools to drive our systems and actively engage with their development processes.</p> <p>Food Network for Ethical Trade (FNET) – we are Board members and active participants in a range of collaborative workstreams. This is an organisation to improve human rights in supply chains through a common approach.</p> <p>Association of Labour Providers (ALP) – we are associate members of the specialist trade association promoting good practice among labour agencies. ALP was established at the instigation of the UK Government.</p> <p>Stronger Together – a multi-stakeholder business initiative to address modern slavery, working together to reduce exploitation.</p> <p>Gangmasters and Labour Abuse Authority (GLAA) – a non-departmental public body: “Working in partnership to protect vulnerable and exploited workers”.</p> <p>Marine Stewardship Council (MSC) – we hold Group MSC certification for the nine of our manufacturing facilities that use fish. All sites also receive annual compliance audits as part of our internal governance process with a sample selected for surveillance by the certification body.</p> <p>Roundtable on Sustainable Palm Oil (RSPO) – we are members of RSPO and are audited to ensure compliance.</p> <p>UK Soy Manifesto – we are signatories of the Manifesto and actively engage with their processes and management.</p> <p>Modern Slavery Intelligence Network (MSIN) – launched in 2020, Greencore is an active member of the MSIN, a collaboration between a group of leading companies in the UK food sector. The purpose of the MSIN is to develop and trial a structured intelligence sharing mechanism to enhance members ability to:</p> <ul style="list-style-type: none"> <li>• Protect workers from exploitation</li> <li>• Prevent and disrupt worker exploitation in their supply chains</li> <li>• Prepare systems against identified trends.</li> </ul>	

# GRI Index

Standard	Disclosure		Specific disclosure	Greencore response	Omissions
GRI 3: Material Topics 2021	Stakeholder engagement				
	2-29	Approach to stakeholder engagement	<p>a. Describe its approach to engaging with stakeholders, including:</p> <ul style="list-style-type: none"> <li>i. The categories of stakeholders it engages with, and how they are identified;</li> <li>ii. The purpose of the stakeholder engagement;</li> <li>iii. How the organisation seeks to ensure meaningful engagement with stakeholders.</li> </ul>	<p>a. Effective stakeholder engagement and collaboration is essential to the success of our business and the achievement of our sustainability ambitions and objectives.</p> <ul style="list-style-type: none"> <li>i. Details of our approach to stakeholder engagement can be found on pages 66 to 70 in our <a href="#">FY24 Annual Report and Financial Statements</a>.</li> <li>ii. There are three primary purposes of the engagement:               <ul style="list-style-type: none"> <li>1) Collaboration to drive change with the value chain or with specialist third parties – collaborative thinking, project coordination and/or sharing of ideas.</li> <li>2) Dialogue to identify actual and potential impacts, understand stakeholder concerns and respond to feedback.</li> <li>3) Ensuring industry alignment and adherence to regulation.</li> </ul> </li> <li>iii. We ensure that there is regular dialogue taking place with stakeholders, which is carried out by those most relevant to the stakeholder group or issue and discussed appropriately in the boardroom. Feedback from all engagement activities is regularly considered by the Board as part of its decision-making process. Effective stakeholder engagement helps us better understand the impact of our decisions on all our stakeholders as well as their needs and concerns.</li> </ul>	
	2-30	Collective bargaining agreements	<p>a. Report the percentage of total employees covered by collective bargaining agreements.</p> <p>b. For employees not covered by collective bargaining agreements, report whether the organisation determines their working conditions and terms of employment based on collective bargaining agreements that cover its other employees or based on collective bargaining agreements from other organisations.</p>	<p>a. 47.2% of total employees are covered by collective bargaining agreements.</p> <p>b. In sites where employees are not covered by collective agreement, terms and conditions of employment are set with consideration of collective bargaining agreements within unionised sites within the Company. Terms and conditions for all new weekly paid colleagues are aligned across the Group except for pay rates, which are set locally and in line with market rates and geographical differences.</p>	

# GRI Index

Standard	Disclosure	Specific disclosure	Greencore response	Omissions	
<b>GRI 3: Material Topics 2021</b>	<b>Stakeholder engagement (cont'd)</b>				
	3-1	Process to determine material topics	<p>a. Describe the process it has followed to determine its material topics, including:</p> <p>i. How it has identified actual and potential, negative and positive impacts on the economy, environment and people, including impacts on their human rights, across its activities and business relationships;</p> <p>ii. How it has prioritised the impacts for reporting based on their significance.</p> <p>b. Specify the stakeholders and experts whose views have informed the process of determining its material topics.</p>	<p>a. Greencore undertook a materiality assessment during 2022, aligned to the double materiality approach:</p> <ul style="list-style-type: none"> <li>• The external impact dimension evaluated Greencore's most significant impacts on the economy, environment and people</li> <li>• The business impact dimension considered the financial materiality to Greencore, evaluating issues that have the potential to significantly impact our financial condition, operating performance, risk profile or long-term value.</li> </ul> <p>i. Actual and potential impacts were identified via horizon scanning research. This involved a review of industry reports, international standards and reporting requirements, customer priorities, peer benchmark and relevant legislation. Identified topics were grouped and prioritised by prominence in the research to establish a list of topics to be tested with stakeholders.</p> <p>ii. External impact was assessed by considering the combination of the severity of the impact and the likelihood of occurrence. Severity reflects how grave and widespread an impact would be, as well as how difficult it would be to remediate or put right. This approach draws from the well-established method for identifying and prioritising human rights impacts under the UN Guiding Principles on Business and Human Rights and aligns to the concept of "salience" – whereby the focus is placed on the risk of most severe harm, rather than on risk to the business.</p> <p>c. Forty-three stakeholders were engaged through a combination of surveys and interviews. Stakeholder groups included employees, customers, suppliers, NGO/charity, academic/consultants and investors. The survey asked respondents for their perspectives on the severity and likelihood of Greencore's external impacts, as well as gathering feedback on any additional or emerging topics. We also held 18 deep-dive interviews with Subject Matter Experts (SMEs) to gather qualitative insight on the material topics and Greencore's performance and opportunity areas.</p>	
	3-2	List of material topics	<p>a. List its material topics.</p> <p>b. Report changes to the list of material topics compared to the previous reporting period.</p>	<p>a. Climate and carbon. Healthy and sustainable diets. Nature. Food safety. Waste and food waste. Employee health, safety and wellbeing. Human rights and labour rights. Plastic and packaging. Water.</p> <p>b. There has been no change since last year. As part of our future requirements to report under the Corporate Sustainability Reporting Directive (CSRD) in FY26, we will carry out a detailed double materiality assessment in FY25 which will form the basis of our disclosures under CSRD.</p>	

# GRI Index

Standard	Disclosure	Specific disclosure	Greencore response	Omissions	
<b>Market presence</b>					
<b>GRI 3: Material Topics 2021</b>	3-3	Management of material topics	<ul style="list-style-type: none"> <li>a. Describe the actual and potential, negative and positive impacts on the economy, environment, and people, including impacts on their human rights.</li> <li>b. Report whether the organisation is involved with the negative impacts through its activities or as a result of its business relationships, and describe the activities or business relationships.</li> <li>c. Describe its policies or commitments regarding the material topic.</li> <li>d. Describe actions taken to manage the topic and related impacts, including:               <ul style="list-style-type: none"> <li>i. Actions to prevent or mitigate potential negative impacts;</li> <li>ii. Actions to address actual negative impacts, including actions to provide for or cooperate in their remediation;</li> <li>iii. Actions to manage actual and potential positive impacts.</li> </ul> </li> <li>e. Report the following information about tracking the effectiveness of the actions taken:               <ul style="list-style-type: none"> <li>i. Processes used to track the effectiveness of the actions;</li> <li>ii. Goals, targets and indicators used to evaluate progress;</li> <li>iii. The effectiveness of the actions, including progress toward the goals and targets;</li> <li>iv. Lessons learned and how these have been incorporated into the organisation's operational policies and procedures.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>a. Greencore's key impact in relation to market presence is our effect on the labour market. We have positive impact through providing employment in the communities where we operate. However, we also acknowledge the use of temporary labour agencies whose staff are compensated at National Living Wage (NLW) level can cause potential negative impacts, particularly for workers who are employed on zero hours contracts. This may directly affect their earning capacity unless managed closely and has a potential knock-on effect on the vitality of the communities they live in.</li> <li>b. While Greencore sets the rate of pay for temporary colleagues and is therefore directly responsible for the rate, the Agency Management team manage the working hours of their staff. Greencore is indirectly responsible for this as the requirement for flexible working means a minimum working week is not guaranteed. Greencore can influence this to a certain extent and does so through consistent ordering of flexible labour. We effectively manage our temporary agency workforce through labour planning and forecast meetings that determines staff numbers and mitigates the fluctuation in requirement. Labour planning is key to this, and we have labour coordinators on-site who work with the labour agencies to forecast requirements well in advance.</li> <li>c. We have a minimum hours target of circa 30 hours per agency colleague each week. Agency colleagues are entitled to, and receive, the same pay and benefits as those of permanent Greencore colleagues. Agency colleagues are also notified of permanent vacancies and have the same opportunity as permanent colleagues to apply for roles. We are committed to ensuring we have an employee value proposition that attracts, develops and retains colleagues. We endeavour to do this through reviewing competitiveness on a local level and through offering career opportunities at all levels within the organisation.</li> <li>d. After identifying the number of colleagues/temporary staff who are compensated in line with the NLW, Greencore implemented a workstream to address this issue and move towards being an employer paying staff at Real Living Wage (RLW) levels. Whilst it has been difficult to achieve the status of Real Living Wage Employer, we have introduced minimum rates of pay which are above the NLW. We incentivise colleagues throughout the year, especially during peak periods of production and have worked hard in partnership with our third-party providers to offer permanent opportunities for our temporary colleagues. We have a long-term strategy to progress towards the RLW and have achieved this in some of our sites through the conversion of shift premiums into the base rate of pay. This brings additional benefits for premium working and pensionable pay for colleagues.</li> <li>e. We use an employee engagement process to provide a two-way feedback mechanism. On a monthly basis we measure the effectiveness of our actions through tracking colleague turnover figures by group, function and site. Together with insight gathered through exit interviews we use this data to set targets for improvement. We monitor and report on working hours for agency colleagues weekly and continually work towards consistent average working hours for these colleagues through regular shift patterns. Agency colleagues regularly transfer from temporary to permanent employment after 12 weeks service and subject to vacancy availability.</li> </ul>	

# GRI Index

Standard	Disclosure	Specific disclosure	Greencore response	Omissions
<b>Market presence (cont'd)</b>				
<b>GRI 3: Material Topics 2021</b>	3-3 (cont'd)	Management of material topics (cont'd)	f. Describe how engagement with stakeholders has informed the actions taken (3-3-d) and how it has informed whether the actions have been effective (3-3-e).	f. We engage with our colleagues through an established colleague representation forum. The forum is involved in key decision-making areas and has been a great way of supporting change and delivering key information back into the colleague base. Feedback and engagement have been positive with colleagues and forum representatives. The forum is well established, and the representatives regularly engage with the wider population for counsel and with the Senior Management team for discussion.
<b>GRI 202: Market Presence 2016</b>	202-1	Ratios of standard entry level wage by gender compared to local minimum wage	<p>a. When a significant proportion of employees are compensated based on wages subject to minimum wage rules, report the relevant ratio of the entry level wage by gender at significant locations of operation to the minimum wage.</p> <p>b. When a significant proportion of other workers (excluding employees) performing the organisation's activities are compensated based on wages subject to minimum wage rules, describe the actions taken to determine whether these workers are paid above the minimum wage.</p> <p>c. Whether a local minimum wage is absent or variable at significant locations of operation, by gender. In circumstances in which different minimums can be used as a reference, report which minimum wage is being used.</p> <p>d. The definition used for 'significant locations of operation'.</p>	<p>a. Our current ratio of entry level wage to NMW/NLW is 1.01:1. There is no difference in entry level wages by gender.</p> <p>b. Our temporary work provider pays above the NMW/NLW to its employees and the rates are equivalent to Greencore's rates for permanent employees for each particular role, at each site. Our lowest rate of pay is above the NMW level. We monitor payments through conducting regular in-house agency audits every six months. The audit scrutinises and validates the payroll payments made to colleagues to ensure that their payments match worked hours. We do this by auditing hours worked against the pay slips to ensure that the correct rate of pay has been applied and that NMW rates are maintained.</p> <p>c. The NMW applies at all significant locations of operation (i.e., it is not absent or variable between sites). All colleagues earn above NMW/NLW. NMW does not differ by gender or by site. Greencore pays the highest rate of NMW to colleagues regardless of age.</p> <p>d. By significant location we refer to all manufacturing sites, distribution depots and office locations.</p>

# GRI Index

Standard	Disclosure	Specific disclosure	Greencore response	Omissions	
<b>Anti-corruption</b>					
<b>GRI 3: Material Topics 2021</b>	3-3	Management of material topics	<p>a. Describe the actual and potential, negative and positive impacts on the economy, environment and people, including impacts on their human rights.</p> <p>b. Report whether the organisation is involved with the negative impacts through its activities or as a result of its business relationships, and describe the activities or business relationships.</p> <p>c. Describe its policies or commitments regarding the material topic.</p> <p>d. Describe actions taken to manage the topic and related impacts, including:</p> <ol style="list-style-type: none"> <li>Actions to prevent or mitigate potential negative impacts;</li> <li>Actions to address actual negative impacts, including actions to provide for or cooperate in their remediation;</li> <li>Actions to manage actual and potential positive impacts.</li> </ol>	<p>a. As a large-scale business with wide-ranging international supply chains and customer bases, we are aware of the risks of corruption. Corruption is broadly linked to negative impacts, such as poverty in transition economies, damage to the environment, abuse of human rights, abuse of democracy, misallocation of investments and undermining the rule of law.</p> <p>b. While avoiding corruption in our internal operations is paramount, avoiding corruption within our supply chains is also vital: our responsibility does not end at the Greencore gates.</p> <p>c. We are steadfast in our pursuit of ethical behaviours throughout the business and emphasise this through our <a href="#">Code of Ethics and Business Conduct</a>. Greencore has policies in place to mitigate the risk of bribery, corruption and fraud:</p> <ul style="list-style-type: none"> <li>• Anti-Bribery and Corruption Policy Statement</li> <li>• Group Whistleblowing and Speak Up Policy</li> <li>• Competition Law Compliance Policy</li> <li>• Corporate Criminal Offence Policy</li> <li>• Competition Law Compliance Manual</li> <li>• Gifts and Hospitality Policy.</li> </ul> <p>These policies reinforce Greencore’s obligation to prevent and detect breaches; and that anyone found to be involved may be subject to disciplinary action and/or prosecution. Additional policies have been designed to further enhance awareness across the business, these include a Conflicts of Interest Policy, Fraud Policy and Expense Policy. Greencore recognises that corruption can occur in various forms across a business of this nature. In addition to policies, various documented procedures spanning areas such as food contamination, health and safety, and accounting treatment, implicitly enforce guidance and controls to minimise corrupt activities.</p> <p>d. Greencore has the following systems in place to support the reporting of issues and to encourage transparency and openness:</p> <ul style="list-style-type: none"> <li>• Speak Up hotline</li> <li>• Gifts and Hospitality Register</li> <li>• Conflicts of Interest Register.</li> </ul> <p>Greencore communicates these policies, associated documents and systems to colleagues via a range of methods and training. This awareness is supplemented by our Line Manager Framework website that hosts training modules that offer guidance on expected behaviours and working methodologies, allowing colleagues to increase their awareness and understanding. Ad-hoc training sessions are available, especially in high-risk areas or roles that may be exposed to the risks associated with corruption by providing additional training (for example Gifts and Hospitality) to bolster awareness and adherence. Upholding our standards of ethical behaviour also extends to ensuring we do not engage in anti-competitive behaviour: collusion with potential competitors, with the purpose of limiting the effects of market competition. We also have a Competition Law Compliance Manual, which is communicated to our colleagues and is available on our intranet.</p>	



# GRI Index

Standard	Disclosure	Specific disclosure	Greencore response	Omissions	
<b>Anti-corruption (cont'd)</b>					
<b>GRI 3: Material Topics 2021</b>	3-3 (cont'd)	Management of material topics (cont'd)	<p>e. Report the following information about tracking the effectiveness of the actions taken:</p> <ol style="list-style-type: none"> <li>i. Processes used to track the effectiveness of the actions;</li> <li>ii. Goals, targets and indicators used to evaluate progress;</li> <li>iii. The effectiveness of the actions, including progress toward the goals and targets;</li> <li>iv. Lessons learned and how these have been incorporated into the organisation's operational policies and procedures.</li> </ol> <p>f. Describe how engagement with stakeholders has informed the actions taken (3-3-d) and how it has informed whether the actions have been effective (3-3-e).</p>	<p>e. The company has a Group Risk Senior Manager who, on a quarterly basis, coordinates and evaluates business risks. This process is designed to identify key risks or significant areas of concern which would include anti-bribery and corruption, competition law, etc., if relevant. In addition, the Internal Audit Function monitors all concerns raised either through internal processes, or through the independently run whistleblowing hotline which may identify concerns around fraud or corruption. In the event that any concern is raised which may involve these areas of misconduct, the Internal Audit team will allocate these for investigation by an independent investigating officer. We have measures in place with the aim of preventing corruption throughout our business including target contractual requirements in both our customer and supplier contracts, which in turn include requirements to report relevant corrupt behaviours; and undertaking ethical audits of our suppliers. We also ensure that we have appropriate approval processes in place supporting the policies stated above. The Internal Audit team co-ordinates all Speak Up calls as well as incorporates a thorough consideration of fraud risk in all planning activities. They will conduct a triage of the issue raised and based on the information received allocate to the most appropriate function for further investigation.</p> <p>f. Compliance &amp; Controls, Risk &amp; Resilience and Audit teams provide regular updates to both the Audit and Risk Committee and Board on a range of matters including updates on policies, compliance monitoring, audit findings, Speak Up and risk. This includes any material ethical or corruption issues brought to their attention, including an annual Anti-Bribery, Corruption and Fraud update.</p>	
<b>GRI 205: Anti-corruption 2016</b>	205-1	Operations assessed for risks related to corruption	<ol style="list-style-type: none"> <li>a. Total number and percentage of operations assessed for risks related to corruption.</li> <li>b. Significant risks related to corruption identified through the risk assessment.</li> <li>c. Total number and percentage of operations assessed for risks related to corruption.</li> </ol>	<ol style="list-style-type: none"> <li>a. The Internal Audit team has an annual risk-based audit plan which includes reviews across a wide range of key business processes. The overall scope of these reviews considers anti-bribery and corruption risks at the individual process level where relevant. In carrying out these reviews, Internal Audit will report upon any anti-bribery and corruption risks identified and agree actions with functional management to address/mitigate these risks.</li> <li>b. We have identified the following focus areas for risk of corruption: <ul style="list-style-type: none"> <li>• Financial Statement Fraud</li> <li>• Kickbacks and Bribes</li> <li>• Quality Control Manipulation</li> <li>• Supplier Collusion</li> <li>• Payment Fraud</li> <li>• Theft</li> <li>• Non-Compliance with Regulations.</li> </ul> <p>No material breaches in policy have been identified during the work undertaken by the Internal Audit team during the reporting period.</p> </li> <li>c. The Internal Audit team has an annual risk-based audit plan which includes reviews across a wide range of key business processes. The overall scope of these reviews considers anti-bribery and corruption risks at the individual process level where relevant. In carrying out these reviews, Internal Audit will report upon any anti-bribery and corruption risks identified and agree actions with functional management to address/mitigate these risks.</li> </ol>	

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Standard	Disclosure	Specific disclosure	Greencore response	Omissions	
<b>Anti-corruption (cont'd)</b>					
<b>GRI 205: Anti-corruption 2016</b>	205-1 (cont'd)	Operations assessed for risks related to corruption (cont'd)	<p>d. Significant risks related to corruption identified through the risk assessment.</p>	<p>d. We have identified the following focus areas for risk of corruption:</p> <ul style="list-style-type: none"> <li>• Financial Statement Fraud</li> <li>• Kickbacks and Bribes</li> <li>• Quality Control Manipulation</li> <li>• Supplier Collusion</li> <li>• Payment Fraud</li> <li>• Theft</li> <li>• Non-Compliance with Regulations.</li> </ul> <p>No material breaches in policy have been identified during the work undertaken by the Internal Audit team during the reporting period.</p>	
	205-3	Confirmed incidents of corruption and actions taken	<p>a. Total number and nature of confirmed incidents of corruption.</p> <p>b. Total number of confirmed incidents in which employees were dismissed or disciplined for corruption.</p> <p>c. Total number of confirmed incidents when contracts with business partners were terminated or not renewed due to violations related to corruption.</p> <p>d. Public legal cases regarding corruption brought against the organisation or its employees during the reporting period and the outcomes of such cases.</p>	<p>a. There were no material cases of fraud or corruption identified during FY24. Greencore is confident that its internal controls are sufficiently robust to mitigate against the risk of significant corruption events.</p> <p>b. Zero.</p> <p>c. Zero.</p> <p>d. Zero.</p>	
<b>Anti-competitive behaviour</b>					
<b>GRI 3: Material Topics 2021</b>	3-3	Management of material topics	The description of management approach for GRI 206: Anti-competitive behaviour has been combined under GRI 205: Anti-corruption.		
<b>GRI 206: Anticompetitive Behaviour 2016</b>	206-1	Legal actions for anti-competitive behaviour, anti-trust and monopoly practices	<p>a. Number of legal actions pending or completed during the reporting period regarding anti-competitive behaviour and violations of anti-trust and monopoly legislation in which the organisation has been identified as a participant.</p>	<p>a. None.</p>	

# GRI Index

Standard	Disclosure	Specific disclosure	Greencore response	Omissions	
<b>Tax</b>					
<b>GRI 3: Material Topics 2021</b>	3-3	Management of material topics	<ul style="list-style-type: none"> <li>a. Describe the actual and potential, negative and positive impacts on the economy, environment, and people, including impacts on their human rights.</li> <li>b. Report whether the organisation is involved with the negative impacts through its activities or as a result of its business relationships, and describe the activities or business relationships.</li> <li>c. Describe its policies or commitments regarding the material topic.</li> <li>d. Describe actions taken to manage the topic and related impacts, including:               <ul style="list-style-type: none"> <li>i. Actions to prevent or mitigate potential negative impacts;</li> <li>ii. Actions to address actual negative impacts, including actions to provide for or cooperate in their remediation;</li> <li>iii. Actions to manage actual and potential positive impacts.</li> </ul> </li> <li>e. Report the following information about tracking the effectiveness of the actions taken:               <ul style="list-style-type: none"> <li>i. Processes used to track the effectiveness of the actions;</li> <li>ii. Goals, targets and indicators used to evaluate progress;</li> <li>iii. The effectiveness of the actions, including progress toward the goals and targets;</li> <li>iv. Lessons learned and how these have been incorporated into the organisation's operational policies and procedures.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>a. We recognise that taxes are important sources of government revenue and are central to the fiscal policy and macroeconomic stability of countries. Greencore, like all organisations, has an obligation to comply with tax legislation, and a responsibility to our stakeholders to meet expectations of good tax practices.</li> <li>b. We ensure we uphold good practices in relation to tax, and this includes not facilitating others within our value chain to evade tax. We have updated our Corporate Criminal Offence Policy to incorporate best practice with respect to preventing the facilitation of tax evasion as well as additional details around reporting incidences and additional safeguards in place for training and preparing risk assessments. This policy was approved by the Board of Directors at the September 2024 Board meeting.</li> <li>c. Our Group tax strategy is overseen by the Greencore Group plc Board. The application of this policy is overseen by our Group Tax unit in consultation with the Group Secretariat and Legal department. Our tax strategy ensures that Greencore operates a responsible approach to the management of taxes in the jurisdictions in which it operates. Paying and collecting the right amount of taxes at the right time is an important part of the Group's role as a business and contribution to society. Greencore considers tax governance and tax compliance to be important elements of its oversight and risk management systems, whilst recognising the need to protect shareholder value through making appropriately risk assessed decisions in all areas of taxation.</li> <li>d. As set out in our Code, we have appropriate policies and procedures in place to educate all relevant staff on their obligations in relation to anti-tax evasion. Tax compliance is incorporated within the day-to-day work of Group Finance. Our Group Head of Tax is directly responsible for tax and is supported by other members of the Finance team and external advisors. Our Head of Tax reports on tax matters to our Group Financial Controller who, in turn, reports to our Chief Financial Officer (CFO).</li> <li>e. To manage and evaluate our approach to business ethics, our Internal Audit and Risk team carry out site visits to ascertain awareness of policies and procedures at site level. We ensure appropriate personnel are identified for anti-bribery, corruption, competition law, anti-tax evasion and other compliance training. Every function in the business is captured under these processes.</li> </ul>	

# GRI Index

Standard	Disclosure		Specific disclosure	Greencore response	Omissions
<b>Tax (cont'd)</b>					
<b>GRI 3: Material Topics 2021</b>	3-3 (cont'd)	Management of material topics (cont'd)	f. Describe how engagement with stakeholders has informed the actions taken (3-3-d) and how it has informed whether the actions have been effective (3-3-e).	f. Stakeholders with respect to tax compliance include the Finance team, as well as external parties such as HMRC in the UK and Revenue in Ireland. The UK approach to compliance includes the allocation of a customer compliance manager (CCM) so that any tax issues or concerns can be discussed. This relationship is managed proactively by our Head of Tax who has regular conversations with the CCM. During 2024, we have had risk assessments undertaken by HMRC and they judged us to be a low-risk business.	
<b>GRI 207: Tax 2019</b>	207-1	Approach to tax	a. A description of the approach to tax, including: <ul style="list-style-type: none"> <li>i. Whether the organisation has a tax strategy and, if so, a link to this strategy if publicly available;</li> <li>ii. The governance body or executive-level position within the organisation that formally reviews and approves the tax strategy, and the frequency of this review;</li> <li>iii. The approach to regulatory compliance;</li> <li>iv. How the approach to tax is linked to the business and sustainable development strategies of the organisation.</li> </ul>	a. <ul style="list-style-type: none"> <li>i. Greencore Group plc has a publicly available tax strategy, published on the Group's <a href="#">external website</a>.</li> <li>ii. The Board of Directors formally reviews and approves the tax strategy on an annual basis.</li> <li>iii. The Group is open and transparent with tax authorities and is compliant with all regulatory authorities.</li> <li>iv. The Group's approach to tax is driven by commercial and economic activities undertaken by the Group.</li> </ul>	

# GRI Index

Standard	Disclosure	Specific disclosure	Greencore response	Omissions	
<b>Tax (cont'd)</b>					
<b>GRI 207: Tax 2019</b>	207-2	Tax governance, control and risk management	<p>a. A description of the tax governance and control framework, including:</p> <ul style="list-style-type: none"> <li>i. The governance body or executive-level position within the organisation accountable for compliance with the tax strategy;</li> <li>ii. How the approach to tax is embedded within the organisation;</li> <li>iii. The approach to tax risks, including how risks are identified, managed, and monitored;</li> <li>iv. How compliance with the tax governance and control framework is evaluated.</li> </ul> <p>b. A description of the mechanisms to raise concerns about the organisation's business conduct and the organisation's integrity in relation to tax.</p> <p>c. A description of the assurance process for disclosures on tax including, if applicable, a link or reference to the external assurance report(s) or assurance statement(s).</p>	<p>a.</p> <ul style="list-style-type: none"> <li>i. Compliance with the published tax strategy is ultimately the responsibility of the Greencore Group plc Board, with the CFO specifically responsible for ensuring that the Group complies with the tax strategy. The tax strategy is managed on a day-to-day basis by the Group's Head of Tax who updates the CFO and Group Financial Controller of any issues on a regular basis.</li> <li>ii. The Group has established internal tax processes to ensure that the tax returns are accurately prepared with all taxes accounted for and paid. The processes in place are reviewed annually and form part of the Senior Accounting Officer documentation. A corporate criminal offence risk assessment was undertaken during the year and any risks identified have been addressed. Following this a new Corporate Criminal Offence Policy was drafted and approved by the Board.</li> <li>iii. Tax risks are identified and monitored both by the finance/tax function as part of the annual reporting process and by the Internal Controls and Compliance team as part of their review process. The Head of Tax is engaged with several third-party organisations to ensure any tax updates in relevant jurisdictions are understood. Tax training for the wider team is undertaken where needs are identified.</li> <li>iv. In addition, our Finance Internal Controls Manager reviews tax compliance processes as part of its rolling agenda of internal reviews, with formal meetings to identify tax risks arising. Where tax compliance periodically falls in scope of the Group's Internal Audit plan the Internal Audit team would also perform audits and reviews of the Group's tax compliance processes to ensure they are effective.</li> </ul> <p>b. Provision is made through an external provider to enable any colleague to raise concerns about any aspect of the organisation from either a business or personal perspective and this would extend to concerns around integrity in relation to tax. The route for whistleblowing is well advertised on both the intranet and displayed on posters in prominent locations in various office/factory sites. Furthermore, the Corporate Criminal Offence Policy reinforces the ways in which concerns around tax integrity can be raised.</p> <p>c. The business follows best practice in terms of tax disclosures and seeks advice from external tax professionals if necessary to ensure the latest requirements are met.</p>	

# GRI Index

Standard	Disclosure	Specific disclosure	Greencore response	Omissions	
<b>Materials</b>					
<b>GRI 3: Material Topics 2021</b>	3-3	Management of material topics	<p>a. Describe the actual and potential, negative and positive impacts on the economy, environment, and people, including impacts on their human rights.</p> <p>b. Report whether the organisation is involved with the negative impacts through its activities or as a result of its business relationships, and describe the activities or business relationships.</p> <p>c. Describe its policies or commitments regarding the material topic.</p> <p>d. Describe actions taken to manage the topic and related impacts, including:</p> <ol style="list-style-type: none"> <li>Actions to prevent or mitigate potential negative impacts;</li> <li>Actions to address actual negative impacts, including actions to provide for or cooperate in their remediation;</li> <li>Actions to manage actual and potential positive impacts.</li> </ol> <p>e. Report the following information about tracking the effectiveness of the actions taken:</p> <ol style="list-style-type: none"> <li>Processes used to track the effectiveness of the actions;</li> <li>Goals, targets and indicators used to evaluate progress;</li> <li>The effectiveness of the actions, including progress toward the goals and targets;</li> <li>Lessons learned and how these have been incorporated into the organisation's operational policies and procedures.</li> </ol> <p>f. Describe how engagement with stakeholders has informed the actions taken (3-3-d) and how it has informed whether the actions have been effective (3-3-e).</p>	<p>*Note, we have applied the GRI topic of Materials specifically to the scope of product packaging.</p> <ol style="list-style-type: none"> <li>Packaging is necessary for food safety and quality, provides protection from potential damage, promotes the product in the fixture, offers convenience and can extend shelf life. 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 due to regional constraints in kerbside collection and waste management.</li> <li>As a manufacturer of own-label products for retailers, whilst Greencore has some influence over the packaging solutions chosen, we must also work with our customers to make informed packaging decisions.</li> <li>We envision a future without waste, and this means not only increasing plastic recycling, but also identifying alternatives. We are acutely aware of the causes and consequences of the linear 'take-make-dispose' model and want to change it. We strive to make our packaging more circular and climate smart. That means exploring 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. 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: <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> </li> <li>Packaging is a unique challenge for Greencore. We must develop solutions that reduce the amount of packaging used and its potential impact on the environment, without compromising on food protection. Implementation of our Sustainable Packaging Policy is delivered through our sustainability governance structure, specifically in this case via our Sustainable Packaging SBMG. We are 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 following the guidelines set by the on-pack recycling label (OPRL) scheme, and supporting in-store collection schemes as an alternative to kerbside recycling. Where possible, we aim for all our packaging waste generated within our business (via manufacturing processes) to be diverted away from landfill and towards energy recovery whilst continuing to explore plastic recycling initiatives in conjunction with our suppliers as they become commercially available.</li> <li>The Sustainable Packaging SBMG is attended by our Purchasing, Sustainability and Packaging Development teams with wider support from key functions across the business. We have established structures to manage data and KPIs through which the Committee evaluate our ongoing performance in relation to packaging developments and in line with our customers' sustainable packaging strategies and evolving government guidelines and legislation.</li> <li>We collaborate with our customers to continually improve our packaging and achieve our shared sustainability objectives.</li> </ol>	

# GRI Index

Standard	Disclosure		Specific disclosure	Greencore response	Omissions
<b>Materials (cont'd)</b>					
<b>GRI 301: Materials 2016</b>	301-1	Materials used by weight or volume	<p>a. Total weight or volume of materials that are used to produce and package the organisation's primary products and services during the reporting period, by:</p> <ul style="list-style-type: none"> <li>i. Non-renewable materials used;</li> <li>ii. Renewable materials used.</li> </ul>	<p>a.</p> <ul style="list-style-type: none"> <li>i. Non-renewable, glass, plastic, aluminium, steel, others = 62,206 tonnes.</li> <li>ii. Renewable materials, paper, board, wood = 21,290 tonnes.</li> </ul> <p>Data for calendar year 2023.</p>	
	301-2	Recycled input materials used	<p>a. Percentage of recycled input materials used to manufacture the organisation's primary products and services.</p>	<p>a. 48% of our purchased primary plastic packaging has at least 30% recycled content. 92% of all our packaging is made from recycled and/or renewable materials.</p>	
<b>Energy</b>					
<b>GRI 3: Material Topics 2021</b>	3-3	Management of material topics	<ul style="list-style-type: none"> <li>a. Describe the actual and potential, negative and positive impacts on the economy, environment and people, including impacts on their human rights.</li> <li>b. Report whether the organisation is involved with the negative impacts through its activities or as a result of its business relationships, and describe the activities or business relationships.</li> <li>c. Describe its policies or commitments regarding the material topic.</li> </ul>	<ul style="list-style-type: none"> <li>a. The United Nations has been clear: climate change is the defining issue of our time, and we are at a pivotal moment. This decade and our collective response to the climate emergency is make or break. The risks associated with a changing climate pose a serious threat, not only to our direct operations but also to our supply chain. That is why we are taking action and are committed to becoming a net zero carbon business. Our impacts relating to climate change are driven by our energy use and emissions within our manufacturing and distribution operations, as well as indirectly through the impact of our supply chain. In terms of our direct impacts, all of our manufacturing operations use both fossil fuels (mainly natural gas) and electricity. We also operate fleet vehicles for the distribution of product, which are predominantly diesel/petrol. Another key source of Scope 1 emissions for Greencore is fugitive releases of refrigerant gases.</li> <li>b. We are directly responsible for emissions relating to energy consumption in our own operations (manufacturing, distribution and fleet cars). We are also directly responsible for our procurement of energy, although emissions from electricity are considered indirect emissions (Scope 2). Greencore recognises the impact of Scope 3 emissions, e.g. from upstream and downstream activities in our supply chain, third-party transport and employee commuting. Work is ongoing to better understand and measure the scale of Greencore's Scope 3 impact.</li> <li>c. We have commitments to driving energy efficiency in all aspects of our operations. We aim to be a net zero business by 2040 for our Scope 1 and 2 emissions. To drive a clear pathway to this objective, we have committed to a Science Based Target (SBT), externally verified by the Science Based Targets initiative (SBTi). Our target is to reduce absolute Scope 1 and 2 GHG emissions by 46.2% – by 2030 from a 2019 base year. The Board oversees our Better Future Plan, which includes climate-related matters, which is one of our core strategic business priorities.</li> </ul>	

# GRI Index

Standard	Disclosure	Specific disclosure	Greencore response	Omissions	
<b>Energy (cont'd)</b>					
<b>GRI 3: Material Topics 2021</b>	3-3 (cont'd)	Management of material topics (cont'd)	<p>d. Describe actions taken to manage the topic and related impacts, including:</p> <ul style="list-style-type: none"> <li>i. Actions to prevent or mitigate potential negative impacts;</li> <li>ii. Actions to address actual negative impacts, including actions to provide for or cooperate in their remediation;</li> <li>iii. Actions to manage actual and potential positive impacts.</li> </ul> <p>e. Report the following information about tracking the effectiveness of the actions taken:</p> <ul style="list-style-type: none"> <li>i. Processes used to track the effectiveness of the actions;</li> <li>ii. Goals, targets and indicators used to evaluate progress;</li> <li>iii. The effectiveness of the actions, including progress toward the goals and targets;</li> <li>iv. Lessons learned and how these have been incorporated into the organisation's operational policies and procedures.</li> </ul> <p>f. Describe how engagement with stakeholders has informed the actions taken (3-3-d) and how it has informed whether the actions have been effective (3-3-e).</p>	<p>d. The primary focus of our activities is on the mitigation of negative impacts associated with greenhouse gas emissions that result from our direct and indirect energy usage. Emissions, energy and water use are incorporated into our wider Operational Environmental Policy, which is aligned with the ISO 14001 Environmental Management Standard. Responsibility for the monitoring and implementation of this policy is managed through our sustainability governance structure, specifically the Energy and Environment SBMG. The business has focused on improvements to energy monitoring and measurement during 2023 and 2024, working with our energy supplier and broker to ensure automated readings of electricity and gas are readily available and investigating additional sub-metering and energy management to assist in a granular understanding of energy management and savings made.</p> <p>Our energy and water steering group meets regularly to develop and monitor the Energy and Water Management Plans at a corporate level and to develop and communicate requirements to all Greencore operations.</p> <p>Greencore is working to understand the potential positive and negative impacts of climate change on the business, with a view to developing adaptation plans for our sites. These will cover actions to be taken to address negative impacts and to further investigate potential opportunities presented.</p> <p>e. During the previous financial year, we undertook energy efficiency audits, as part of our compliance with the Energy Savings Opportunities Scheme (ESOS) phase 3 and compliance for our permitted sites, against their Environmental Permits. The outcomes of the audits have been shared across the business and all sites have developed an Energy Plan. The plans are tracked by the sites and progress proactively monitored. Sites are at different stages of progress with plans, but all are proceeding well, with performance regularly reported to the central energy working group. All sites are working towards the Greencore SBT. Quarterly reports on energy consumption and CO<sub>2</sub>e are shared with the Executive Management team, to ensure continued impetus. Lessons learned and good practice is shared with the sites via the energy steering group and Group Engineering Forums.</p> <p>f. To date, engagement with stakeholders has predominantly been work with our environmental regulators and customers. We have provided reporting and narrative in this subject area as required, but expect to increase our engagement in this area, once we have improved our data quality and developed our energy action plans.</p>	



# GRI Index

Standard	Disclosure	Specific disclosure	Greencore response	Omissions	
<b>Energy (cont'd)</b>					
<b>GRI 302: Energy 2016</b>	302-1	Energy consumption within the organisation	<ul style="list-style-type: none"> <li>a. Total fuel consumption within the organisation from non-renewable sources, in joules or multiples, and including fuel types used.</li> <li>b. Total fuel consumption within the organisation from renewable sources, in joules or multiples, and including fuel types used.</li> <li>c. In joules, watt-hours or multiples, the total:               <ul style="list-style-type: none"> <li>i. Electricity consumption;</li> <li>ii. Heating consumption;</li> <li>iii. Cooling consumption;</li> <li>iv. Steam consumption.</li> </ul> </li> <li>d. In joules, watt-hours or multiples, the total:               <ul style="list-style-type: none"> <li>i. Electricity sold;</li> <li>ii. Heating sold;</li> <li>iii. Cooling sold;</li> <li>iv. Steam sold.</li> </ul> </li> <li>e. Total energy consumption within the organisation, in joules or multiples.</li> <li>f. Standards, methodologies, assumptions, and/or calculation tools used.</li> <li>g. Source of the conversion factors used.</li> </ul>	<ul style="list-style-type: none"> <li>a. 1,158,525 GJ (natural gas, diesel, gas oil, LPG, petrol).</li> <li>b. 7,737 GJ (HVO, biogas and solar generated electricity).</li> <li>c.               <ul style="list-style-type: none"> <li>i. 377,618 GJ.</li> <li>ii. Zero.</li> <li>iii. Zero.</li> <li>iv. Zero.</li> </ul> </li> <li>d.               <ul style="list-style-type: none"> <li>i. Zero.</li> <li>ii. Zero.</li> <li>iii. Zero.</li> <li>iv. Zero.</li> </ul> </li> <li>e. 1,543,880 GJ.</li> <li>f. Data collated from sources in the order: 1. Automated Meter Data, 2. Site KPI spreadsheets 3. Annual information requests.</li> <li>g. <a href="#">UK Government GHG emissions factors for company reporting.</a></li> </ul>	
	302-3	Energy intensity	<ul style="list-style-type: none"> <li>a. Energy intensity ratio for the organisation.</li> <li>b. Organisation-specific metric (the denominator) chosen to calculate the ratio.</li> <li>c. Types of energy included in the intensity ratio; whether fuel, electricity, heating, cooling, steam, or all.</li> <li>d. Whether the ratio uses energy consumption within the organisation, outside of it, or both.</li> </ul>	<ul style="list-style-type: none"> <li>a. 1,324 kWhp/tonne production (primary energy [grid electricity x 2.6] per tonne of production).</li> <li>b. 368,425 tonnes production.</li> <li>c. All (electricity and fossil fuels – only includes manufacturing energy consumption, not distribution or vehicles).</li> <li>d. Within the organisation.</li> </ul>	

# GRI Index

Standard	Disclosure	Specific disclosure	Greencore response	Omissions	
<b>Water and effluents</b>					
<b>GRI 3: Material Topics 2021</b>	3-3	Management of material topics	<ul style="list-style-type: none"> <li>a. Describe the actual and potential, negative and positive impacts on the economy, environment, and people, including impacts on their human rights.</li> <li>b. Report whether the organisation is involved with the negative impacts through its activities or as a result of its business relationships, and describe the activities or business relationships.</li> <li>c. Describe its policies or commitments regarding the material topic.</li> <li>d. Describe actions taken to manage the topic and related impacts, including:               <ul style="list-style-type: none"> <li>i. Actions to prevent or mitigate potential negative impacts;</li> <li>ii. Actions to address actual negative impacts, including actions to provide for or cooperate in their remediation;</li> <li>iii. Actions to manage actual and potential positive impacts.</li> </ul> </li> <li>e. Report the following information about tracking the effectiveness of the actions taken:               <ul style="list-style-type: none"> <li>i. Processes used to track the effectiveness of the actions;</li> <li>ii. Goals, targets and indicators used to evaluate progress;</li> <li>iii. The effectiveness of the actions, including progress toward the goals and targets;</li> <li>iv. Lessons learned and how these have been incorporated into the organisation's operational policies and procedures.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>a. Water is essential for our operations and supply chain. As the climate changes, water-related issues will continue to grow in importance. While this is a global issue, the impacts are felt on a very local level, with droughts in some localities and flooding in others. Greencore's impact on water-related issues is associated with our withdrawal and consumption of water, as well as potential impact on water quality due to effluent discharges.</li> <li>b. As water is a crucial part of our food manufacturing processes, we are a significant consumer of water within our manufacturing operations. However, the majority of our total water footprint comes from agricultural activities within our supply chains. Although it is important to focus our efforts here, we have not lost sight of the impacts associated both with our water use in our processes and the discharges that we make to the environment. Supply chain water use is addressed through our Responsible Sourcing Code of Conduct.</li> <li>c. 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 Energy and Environment SBMG. Water management procedures are built into our iSHEMS to ensure a consistent approach to the management of water across our manufacturing base. We have internal water targets linked to remuneration and monitor our site water usage closely. We are also developing a water audit programme to obtain insights that will further inform the Water Stewardship Roadmap and the development of a water reduction commitment through to 2030.</li> <li>d. Our activity to date on water risk has focused on our own operations, both in terms of water consumption and improvements to effluent discharges. In the last two years, we have invested over £8m in the installation and upgrade of site effluent treatment plants at four of our production sites. We have installed automated meter reading on our water meters at all production sites and the four largest logistics sites, to increase the visibility of water consumption. The primary reasons for consumption of water within our manufacturing operations are heating, cooling, steam generation and hygiene operations, which in turn generate significant quantities of trade effluent. The discharge of chemicals, particles and warm water into rivers can damage the natural environment. We therefore have standards and controls in place to manage the impact of potential pollutants on water quality by ensuring we adhere to our Trade Effluent Discharge consents and Environmental Permits with our various regulators (the water wholesalers and the Environment Agency) across the different regions of our manufacturing facilities. At our sites, we have invested and continue to invest in effluent treatment improvements and increased discharge monitoring to further improve effluent quality and to flag/address any concerns. During the year, a new wastewater procedure has been developed and communicated out to the business, to ensure that all parts of the business are operating to equivalent standards of effluent treatment, monitoring and reporting. In 2024, we held a workshop to start to develop Climate Change Adaptation risk assessments for our manufacturing sites and this included developing a better understanding of those sites in water scarce locations, as well as those at risk of flooding. The initial assessments have been entered into a database, which will be updated as work in this area progresses.</li> <li>e. We have an annual water sustainability target in place, based on past performance combined with relevant capital investments, and we monitor our manufacturing site water usage on a monthly basis. We have developed a Water Roadmap for 2024 and beyond. A new working group has been set up to drive change against the roadmap. Additionally, we have trained one individual in water stewardship and plan further training in FY25.</li> </ul>	

# GRI Index

Standard	Disclosure	Specific disclosure	Greencore response	Omissions
<b>Water and effluents (cont'd)</b>				
<b>GRI 3: Material Topics 2021</b>	3-3 (cont'd)	Management of material topics (cont'd)	f. Describe how engagement with stakeholders has informed the actions taken (3-3-d) and how it has informed whether the actions have been effective (3-3-e).	f. Our key stakeholders are our environmental regulators (the Environment Agency (EA) and water retailer/wholesalers) and our customers. We have engaged with the EA on our permitted sites, concerning the changes to the Best Available Techniques document and we liaise with our water retailer on a monthly basis to progress actions and understand best practice. We have also commenced engagement with the Waste and Resources Action Programme (WRAP), on the subject of water management. In 2024, we worked with PepsiCo, a customer of our Selby site, on their ReCon programme, which sees PepsiCo working with their customer base on energy and water reduction projects to the benefit of all. Representatives of PepsiCo and their advisors attended the Selby site for a week, in which we worked together collaboratively, to determine where energy and water savings could be made. Work is ongoing to implement some of the water saving initiatives identified.
<b>GRI 303: Water and Effluents 2018</b>	303-1	Interactions with water as a shared resource	<p>a. A description of how the organisation interacts with water, including how and where water is withdrawn, consumed, and discharged, and the water-related impacts caused or contributed to, or directly linked to the organisation's activities, products or services by a business relationship (e.g., impacts caused by runoff).</p> <p>b. A description of the approach used to identify water-related impacts, including the scope of assessments, their timeframe, and any tools or methodologies used.</p>	<p>a. 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 aquifers to supplement the potable water supply. 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. Our borehole abstractions are regulated by licence with 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 treats its effluent, on-site, through a plant operated and managed by a third-party, from where it is discharged to the River Ouse.</p> <p>b. We regularly assess the water-related risks at our facilities, combining the level of water stress in the regions where we operate and our water use, to determine the factories where water issues matter most. We review the WRI Aqueduct Water Risk Atlas, on an annual basis, to assess any changes in water stress, in the areas where we operate. In 2023, we started to install automated water meter reading at our operational sites and four of our larger Direct to Store (logistics) sites, to allow us to track water usage on a quarter hourly basis, to determine high usage sites and track unusual consumption patterns. This work is now complete. For borehole abstraction, the relevant sites measure the water abstracted on a continuous basis. They measure the impact on aquifer levels in observation boreholes, as agreed with and jointly monitored by the EA. The water usage MDDs are closely monitored by relevant sites, the water retailer and our water wholesalers, using water logging equipment. Any potential breaches would trigger alerts and appropriate actions.</p>

# GRI Index

Standard	Disclosure	Specific disclosure	Greencore response	Omissions	
<b>Water and effluents (cont'd)</b>					
<b>GRI 303: Water and Effluents 2018</b>	303-1 (cont'd)	Interactions with water as a shared resource (cont'd)	<p>c. A description of how water-related impacts are addressed, including how the organisation works with stakeholders to steward water as a shared resource, and how it engages with suppliers or customers with significant water-related impacts.</p> <p>d. An explanation of the process for setting any water-related goals and targets that are part of the organisation's management approach, and how they relate to public policy and the local context of each area with water stress.</p>	<p>c. Our approach to managing water-related impacts, both in terms of water consumption and improvements to effluent discharges, is described in GRI 3-3. One of our 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. We work closely with our water retailer and wholesalers, on our water supply and how to conserve it and our effluent, including monitoring of its quality and implementation of corrective action, in the event of issues being identified.</p> <p>d. Internal water-related targets have been set and the Water Roadmap agreed and issued. Our Boston site has carried out a water balance, to ascertain the site's impact on water use, in the context of the local (water scarce) area. We plan to roll out good practice via sharing Boston's experiences and through training additional colleagues in water stewardship</p>	
<b>GRI 303: Water and Effluents 2018</b>	303-2	Management of water discharge-related impacts	<p>a. Description of any minimum standards set for the quality of effluent discharge, and how these minimum standards were determined, including:</p> <p>i. How standards for facilities operating in locations with no local discharge requirements were determined;</p> <p>ii. Any internally developed water quality standards or guidelines;</p> <p>iii. Any sector-specific standards considered;</p> <p>iv. Whether the profile of the receiving waterbody was considered.</p>	<p>a.</p> <p>i. All site discharges of trade effluent to sewer are subject to consent via the local sewerage undertaker. All manufacturing sites, apart from Selby, hold a trade effluent consent, containing specific requirements for monitoring and treatment of effluent; including flow and a series of chemical and physical parameters. Our Selby site discharges to river and both the site and the third-party, managing the effluent treatment plant, are tasked with ensuring discharges from the plant comply with permitted requirements, covered by the site's two Environmental Permits. Only some of our distribution sites (Greencore Direct to Store) have local discharge requirements. Generally, there are no discharges, other than from commercial premises e.g. discharges from welfare facilities only. However, on sites where vehicle cleaning is undertaken, discharge consents and requirements are agreed with the local water company in advance of cleaning being undertaken.</p> <p>ii. In addition to our discharge consents/Environmental Permits, Greencore has an iSHEMS, which includes procedures for wastewater treatment, monitoring and measurement, as well as emergency response procedures, detailing what to do in the event of a breach of permit/consent conditions.</p> <p>iii. Sector-specific standards are in place for sites regulated under the Pollution Prevention and Control Regulations and who hold relevant Environmental Permits. This is in addition to controls stipulated within trade effluent consents.</p> <p>iv. The profile of the receiving water body is considered by the regulators when imposing specific restrictions within granted licenses.</p>	

# GRI Index

Standard	Disclosure	Specific disclosure	Greencore response	Omissions	
<b>Water and effluents (cont'd)</b>					
<b>GRI 303: Water and Effluents 2018</b>	303-3	Water withdrawal	<p>a. Total water withdrawal from all areas in megalitres, and a breakdown of this total by the following sources, if applicable:</p> <ul style="list-style-type: none"> <li>i. Surface water;</li> <li>ii. Groundwater;</li> <li>iii. Seawater;</li> <li>iv. Produced water;</li> <li>v. Third-party water.</li> </ul> <p>b. Total water withdrawal from all areas with water stress broken down by:</p> <ul style="list-style-type: none"> <li>i. Surface water;</li> <li>ii. Groundwater;</li> <li>iii. Seawater;</li> <li>iv. Produced water;</li> <li>v. Third party water.</li> </ul> <p>c. Breakdown of total water withdrawal from sources listed in a), by:</p> <ul style="list-style-type: none"> <li>i. Freshwater (<math>\leq 1,000</math> mg/L Total Dissolved Solids);</li> <li>ii. Other water (<math>&gt; 1,000</math> mg/L Total Dissolved Solids).</li> </ul> <p>d. Any contextual information necessary to understand how the data have been compiled, such as any standards, methodologies, and assumptions used.</p>	<p>a. Total water withdrawal = 2,684 megalitres.</p> <ul style="list-style-type: none"> <li>i. Rainwater harvested = our Heathrow site collects and uses rainwater for limited purposes. Volume is not currently available.</li> <li>ii. Total groundwater = 924 megalitres.</li> <li>iii. Not applicable.</li> <li>iv. Not applicable.</li> <li>v. Third-party water = 1,759 megalitres.</li> </ul> <p>b. 924 megalitres. The total is all allocated to third-party water and no other areas.</p> <p>c.</p> <ul style="list-style-type: none"> <li>i. 100%.</li> <li>ii. 0%.</li> </ul> <p>d. We use abstracted borehole water (groundwater) as a source of raw water. We treat this raw water on-site (Selby and Warrington) for use in processing. We have not included the former as 'produced water', we have only inputted the raw abstraction borehole figures. We have assumed 'third-party water' is the potable water that we purchase and import to sites from water supply companies (water wholesalers) through our water retailer. In addition, at our Heathrow site, we harvest rainwater, which is used to flush some lavatories in the building. In FY24, the sites categorised as in areas with water stress have been aligned to the WRI Aqueduct Water Risk Atlas, which identifies Bow, Heathrow, Park Royal and Hatfield in areas of high water stress (40-80%), with Sittingbourne and Southampton identified as in areas of medium to high water stress (20-40%). No sites are located in areas of very high water stress (&gt;80%).</p>	

# GRI Index

Standard	Disclosure	Specific disclosure	Greencore response	Omissions	
<b>Water and effluents (cont'd)</b>					
<b>GRI 303: Water and Effluents 2018</b>	303-4	Water discharge	<p>a. Total water discharge to all areas in megalitres, and a breakdown of this total by the following types of destination, if applicable:</p> <ul style="list-style-type: none"> <li>i. Surface water;</li> <li>ii. Groundwater;</li> <li>iii. Seawater;</li> <li>iv. Third-party water, and the volume of this total sent for use to other organisations, if applicable.</li> </ul> <p>b. A breakdown of total water discharge to all areas in megalitres by the following categories:</p> <ul style="list-style-type: none"> <li>i. Freshwater (<math>\leq 1,000</math> mg/L Total Dissolved Solids);</li> <li>ii. Other water (<math>&gt; 1,000</math> mg/L Total Dissolved Solids).</li> </ul> <p>c. Total water discharge to all areas with water stress in megalitres, and a breakdown of this total by the following categories:</p> <ul style="list-style-type: none"> <li>i. Freshwater (<math>\leq 1,000</math> mg/L Total Dissolved Solids);</li> <li>ii. Other water (<math>&gt; 1,000</math> mg/L Total Dissolved Solids).</li> </ul> <p>d. Priority substances of concern for which discharges are treated, including:</p> <ul style="list-style-type: none"> <li>i. How priority substances of concern were defined, and any international standard, authoritative list, or criteria used;</li> <li>ii. The approach for setting discharge limits for priority substances of concern;</li> <li>iii. Number of incidents of non-compliance with discharge limits.</li> </ul> <p>e. Any contextual information necessary to understand how the data have been compiled, such as any standards, methodologies, and assumptions used.</p>	<p>a. Total water discharge = 2,185 megalitres.</p> <ul style="list-style-type: none"> <li>i. 440 megalitres.</li> <li>ii. Not applicable.</li> <li>iii. Not applicable.</li> <li>iv. 1,745 megalitres.</li> </ul> <p>b.</p> <ul style="list-style-type: none"> <li>i. 440 megalitres freshwater (<math>\leq 1,000</math> mg/L Total Dissolved Solids).</li> <li>ii. 1,745 megalitres other water (<math>&gt; 1,000</math> mg/L Total Dissolved Solids).</li> </ul> <p>c. 809 megalitres.</p> <ul style="list-style-type: none"> <li>i. 0%.</li> <li>ii. 100%.</li> </ul> <p>d. Priority substances of concern are EDTA, sulphides and phosphates.</p> <ul style="list-style-type: none"> <li>i. Any substances (and parameters defined by site consents to discharge or permits) are treated by our effluent treatment plants, to achieve levels acceptable for discharge. A substance which we are investigating is EDTA, which is present in some cleaning/hygiene chemicals. This has been highlighted by our recent work on Best Available Techniques at our permitted sites as something which requires further investigation, and we are working with our suppliers to understand the significance of this issue and whether we can reduce or eliminate EDTA from certain products used.</li> <li>ii. Discharge limits are set by our environmental regulators.</li> <li>iii. During 2024, there have been 72 instances of non-compliance with discharge limits across our 16 production locations. These include both internal and external testing of our effluent. In all cases, Greencore investigated the cause and liaised with relevant interested parties, to keep them fully informed of corrective and preventive actions taken.</li> </ul> <p>e. Data has been compiled in accordance with the environmental monitoring and measurement standard, which is part of our iSHEMS.</p>	

# GRI Index

Standard	Disclosure	Specific disclosure	Greencore response	Omissions	
<b>Water and effluents (cont'd)</b>					
<b>GRI 303: Water and Effluents 2018</b>	303-5	Water consumption	<ul style="list-style-type: none"> <li>a. Total water consumption from all areas in megalitres.</li> <li>b. Total water consumption from all areas with water stress in megalitres.</li> <li>c. Change in water storage in megalitres, if water storage has been identified as having a significant water-related impact.</li> <li>d. Any contextual information necessary to understand how the data have been compiled, such as any standards, methodologies, and assumptions used, including whether the information is calculated, estimated, modelled, or sourced from direct measurements, and the approach taken for this, such as the use of any sector-specific factors.</li> </ul>	<ul style="list-style-type: none"> <li>a. 484 megalitres.</li> <li>b. 115 megalitres.</li> <li>c. No change.</li> <li>d. Data collated from site KPI spreadsheets, checked against automated meter reading where available and using invoices where automated reading was unavailable. In FY24, the sites categorised as in areas with water stress have been aligned to the WRI Aqueduct Water Risk Atlas, which identifies Bow, Heathrow, Park Royal, and Hatfield in areas of high water stress (40-80%), with Sittingbourne and Southampton identified as in areas of medium to high water stress (20-40%). No sites are located in areas of very high water stress (&gt;80%).</li> </ul>	
<b>Biodiversity</b>					
<b>GRI 3: Material Topics 2021</b>	3-3	Management of material topics	<ul style="list-style-type: none"> <li>a. Describe the actual and potential, negative and positive impacts on the economy, environment, and people, including impacts on their human rights.</li> <li>b. Report whether the organisation is involved with the negative impacts through its activities or as a result of its business relationships, and describe the activities or business relationships.</li> <li>c. Describe its policies or commitments regarding the material topic.</li> </ul>	<ul style="list-style-type: none"> <li>a. Direct biodiversity loss and other factors that indirectly impact biodiversity (loss, deforestation, water stress, pollution and emissions) are all impacts known in global ingredient supply chains. Particularly high-risk raw materials include meat, dairy, soy, palm oil and fish.</li> <li>b. While Greencore operates manufacturing sites and distribution depots throughout the UK, and all of these can have a local impact on biodiversity, the most significant impacts associated with biodiversity relate to purchasing and our global supply chain. We recognise the importance of increasing our action on biodiversity in our supply chain, and we need to build a detailed understanding and analysis of the risks to biodiversity that feature in our supply base.</li> <li>c. Our management approach for biodiversity is contained within our overall approach to Responsible Sourcing. Please refer to GRI 308: Supplier Environmental Assessment.</li> </ul>	

# GRI Index

Standard	Disclosure	Specific disclosure	Greencore response	Omissions	
<b>Biodiversity (cont'd)</b>					
<b>GRI 3: Material Topics 2021</b>	3-3 (cont'd)	Management of material topics (cont'd)	<p>d. Describe actions taken to manage the topic and related impacts, including:</p> <ul style="list-style-type: none"> <li>i. Actions to prevent or mitigate potential negative impacts;</li> <li>ii. Actions to address actual negative impacts, including actions to provide for or cooperate in their remediation;</li> <li>iii. Actions to manage actual and potential positive impacts.</li> </ul> <p>b. Report the following information about tracking the effectiveness of the actions taken:</p> <ul style="list-style-type: none"> <li>i. Processes used to track the effectiveness of the actions;</li> <li>ii. Goals, targets and indicators used to evaluate progress;</li> <li>iii. The effectiveness of the actions, including progress toward the goals and targets;</li> <li>iv. Lessons learned and how these have been incorporated into the organisation's operational policies and procedures.</li> </ul> <p>b. Describe how engagement with stakeholders has informed the actions taken (3-3-d) and how it has informed whether the actions have been effective (3-3-e).</p>	<p>d. Our actions are built around our decisions to use accredited sustainable sourcing schemes for those products with the potentially greatest impacts. The schemes define processes for preventing and mitigating potential impacts – such as deforestation in the case of Roundtable on Sustainable Palm Oil (RSPO) or harmful fishing practices for Marine Stewardship Council (MSC). The positive impacts of improved biodiversity outcomes are documented in some schemes such as the Red Tractor and GLOBALG.A.P. standards we adopt for fresh produce. We are also signatories of the UK Soy Manifesto and are working to verify that the embedded soy in our supply chain is deforestation and conversion-free by the end of 2025.</p> <p>e. We track our progress towards our sustainable sourcing commitments, and these include a significant component of activity that will directly influence biodiversity in our supply chains. However, we do not currently track the effectiveness of these external schemes in achieving their stated ambitions and improving biodiversity outcomes.</p> <p>f. We liaise with key stakeholders to ensure that our approach to biodiversity covers the areas of greatest concern and that we are partnering with appropriate organisations to help us deliver our commitments in a meaningful way.</p>	



# GRI Index

Standard	Disclosure	Specific disclosure	Greencore response	Omissions	
<b>Biodiversity (cont'd)</b>					
<b>GRI 304: Biodiversity 2016</b>	304-2	Significant impacts of activities, products and services on biodiversity	<p>a. Nature of significant direct and indirect impacts on biodiversity with reference to one or more of the following:</p> <ul style="list-style-type: none"> <li>i. Construction or use of manufacturing plants, mines and transport infrastructure;</li> <li>ii. Pollution (introduction of substances that do not naturally occur in the habitat from point and non-point sources);</li> <li>iii. Introduction of invasive species, pests and pathogens;</li> <li>iv. Reduction of species;</li> <li>v. Habitat conversion;</li> <li>vi. Changes in ecological processes outside the natural range of variation (such as salinity or changes in groundwater level).</li> </ul> <p>b. Significant direct and indirect positive and negative impacts with reference to the following:</p> <ul style="list-style-type: none"> <li>i. Species affected;</li> <li>ii. Extent of areas impacted;</li> <li>iii. Duration of impacts;</li> <li>iv. Reversibility or irreversibility of the impacts.</li> </ul>	<p>a. We are aware of the following indirect impacts relating to the sourcing of ingredients from a global supply chain:</p> <ul style="list-style-type: none"> <li>i. No known significant impacts relating to construction, or use of manufacturing plants, mines and transport infrastructure.</li> <li>ii. Biodiversity can be impacted by pesticide usage. The majority of our fresh produce raw materials are grown in accordance with either Red Tractor (for the UK) or GLOBALG.A.P. (rest of the world) standards for Good Agricultural Practice which includes independent third-party audits of farm level practices to protect biodiversity.</li> <li>iii. No known significant impacts relating to invasive species or pests.</li> <li>iv. We use certification to manage the risk of by-catch and affecting fishery stocks. Our cold-water prawns are MSC-certified, and our tuna is either sourced from pole and line fisheries, MSC-certified fisheries or from those with a Fishery Improvement Project (FIP) in place.</li> <li>v. We use certification to manage the risk of deforestation linked to palm oil and soy supply chains. We use only RSPO-certified palm oil from segregated supply chains. We use soy products (soy derivatives and edamame beans) directly as an ingredient in very small quantities, and indirectly in our supply chains, primarily within animal feed. Our target is to source physically segregated deforestation and conversion-free soy embedded in our supply chain by 2025.</li> <li>vi. No known significant impacts relating to changes in ecological processes.</li> </ul> <p>b.</p> <ul style="list-style-type: none"> <li>i. Where our fish/seafood is wild-caught (tuna and cold-water prawns) and there is potential to affect stocks and marine mammals via by-catch, we look to certifications such as MSC and GLOBALG.A.P. and practices like pole and line to ensure fisheries are responsibly managed.</li> <li>ii. Our tuna is sourced from multiple fisheries around the world including seas near the Maldives, Indonesia and Thailand. Our cold-water prawns come from fisheries in the North Atlantic.</li> <li>iii. Year-round.</li> <li>iv. Regional fisheries management organisations (RFMOs) around the world set conservation measures such as seasonal closures based on stocks and restrict the use of fish aggregating devices (FADs), which are linked to higher by-catch rates. The International Sustainable Seafood Foundation (ISFF) independently verifies stocks for the RFMOs, and in this way fisheries are managed so that populations are stable and impacts reversible.</li> </ul>	
<b>Emissions</b>					
<b>GRI 3: Material Topics 2021</b>	3-3	Management of material topics	<p>The description of management approach for Emissions is included under GRI 302: Energy.</p> <p>Greencore employs qualified third-party contractors to manage our assets containing refrigerant gases. With the upcoming regulatory change and requirements to phase out the use of f-gases within our manufacturing sites to meet the criteria of our Environmental Permits, we are working on f-gas replacement plans. Our overall objective is to reduce the global warming impact of our equipment. We are starting work on reviewing the quantity of SF6 on our estate, in our high voltage equipment, with a view to developing an action plan for addressing particular concerns in FY25.</p>		

# GRI Index

Standard	Disclosure	Specific disclosure	Greencore response	Omissions	
<b>Emissions (cont'd)</b>					
<b>GRI 305: Emissions 2016</b>	305-1	Energy direct (Scope 1) GHG emissions	<ul style="list-style-type: none"> <li>a. Gross direct (Scope 1) GHG emissions in metric tonnes of CO<sub>2</sub> equivalent.</li> <li>b. Gases included in the calculation; whether CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O, HFCs, PFCs, SF<sub>6</sub>, NF<sub>3</sub>, or all.</li> <li>c. Biogenic CO<sub>2</sub> emissions in metric tonnes of CO<sub>2</sub> equivalent.</li> <li>d. Base year for the calculation, if applicable, including:               <ul style="list-style-type: none"> <li>i. The rationale for choosing it;</li> <li>ii. Emissions in the base year;</li> <li>iii. The context for any significant changes in emissions that triggered recalculations of base year emissions.</li> </ul> </li> <li>e. Source of the emission factors and the global warming potential (GWP) rates used, or a reference to the GWP source.</li> <li>f. Consolidation approach for emissions; whether equity share, financial control, or operational control.</li> <li>g. Standards, methodologies, assumptions, and/or calculation tools used.</li> </ul>	<ul style="list-style-type: none"> <li>a. 66,585 tCO<sub>2</sub>e.</li> <li>b. CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O, HFCs.</li> <li>c. There are no biogenic sources of CO<sub>2</sub>e.</li> <li>d. Base year is FY19 (October 2018-September 2019).               <ul style="list-style-type: none"> <li>i. 2019 was pre-pandemic, so represents a stable period for baseline emissions.</li> <li>ii. Scope 1 base year emissions: 60,952 tCO<sub>2</sub>e.</li> <li>iii. FY19 base year emissions recalculated to exclude Premier Molasses and United Molasses which were sold in 2020.</li> </ul> </li> <li>e. <u>UK Government GHG emissions factors for company reporting.</u></li> <li>f. Operational control.</li> <li>g. GHG Protocol Corporate Accounting and Reporting Standard.</li> </ul>	

# GRI Index

Standard	Disclosure	Specific disclosure	Greencore response	Omissions	
<b>Emissions (cont'd)</b>					
<b>GRI 305: Emissions 2016</b>	305-2	Energy indirect (Scope 2) GHG emissions	<ul style="list-style-type: none"> <li>a. Gross location-based energy indirect (Scope 2) GHG emissions in metric tonnes of CO<sub>2</sub> equivalent.</li> <li>b. If applicable, gross market-based energy indirect (Scope 2) GHG emissions in metric tonnes of CO<sub>2</sub> equivalent.</li> <li>c. If available, the gases included in the calculation; whether CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O, HFCs, PFCs, SF<sub>6</sub>, NF<sub>3</sub>, or all.</li> <li>d. Base year for the calculation, if applicable, including:               <ul style="list-style-type: none"> <li>i. The rationale for choosing it;</li> <li>ii. Emissions in the base year;</li> <li>iii. The context for any significant changes in emissions that triggered recalculations of base year emissions.</li> </ul> </li> <li>e. Source of the emission factors and the global warming potential (GWP) rates used, or a reference to the GWP source.</li> <li>f. Consolidation approach for emissions; whether equity share, financial control, or operational control.</li> <li>g. Standards, methodologies, assumptions, and/or calculation tools used.</li> </ul>	<ul style="list-style-type: none"> <li>a. 21,719 tCO<sub>2</sub>e.</li> <li>b. Not applicable.</li> <li>c. CO<sub>2</sub>.</li> <li>d. Base year is FY19 (October 2018-September 2019).               <ul style="list-style-type: none"> <li>i. 2019 was pre-pandemic, so represents a stable period for baseline emissions.</li> <li>ii. Scope 2 base year emissions: location based = 28,654 tCO<sub>2</sub>e.</li> <li>iii. FY19 base year emissions recalculated to exclude Premier Molasses and United Molasses which were sold in 2020.</li> </ul> </li> <li>e. <u>UK Government GHG emissions factors for company reporting.</u></li> <li>f. Operational control.</li> <li>g. GHG Protocol Corporate Accounting and Reporting Standard.</li> </ul>	

# GRI Index

Standard	Disclosure	Specific disclosure	Greencore response	Omissions	
<b>Emissions (cont'd)</b>					
<b>GRI 305: Emissions 2016</b>	305-3	Other indirect (Scope 3) GHG emissions	<ul style="list-style-type: none"> <li>a. Gross other indirect (Scope 3) GHG emissions in metric tonnes of CO<sub>2</sub> equivalent.</li> <li>b. If available, the gases included in the calculation; whether CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O, HFCs, PFCs, SF<sub>6</sub>, NF<sub>3</sub>, or all.</li> <li>c. Biogenic CO<sub>2</sub> emissions in metric tons of CO<sub>2</sub> equivalent.</li> <li>d. Other indirect (Scope 3) GHG emissions categories and activities included in the calculation.</li> <li>e. Base year for the calculation, if applicable, including:               <ul style="list-style-type: none"> <li>i. The rationale for choosing it;</li> <li>ii. Emissions in the base year;</li> <li>iii. The context for any significant changes in emissions that triggered recalculations of base year emissions.</li> </ul> </li> <li>f. Source of the emission factors and the global warming potential (GWP) rates used, or a reference to the GWP source.</li> <li>g. Standards, methodologies, assumptions, and/or calculation tools used.</li> </ul>	<ul style="list-style-type: none"> <li>a. 960,699 tCO<sub>2</sub>e.</li> <li>b. CO<sub>2</sub>e (calculated from CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O, HFCs, PFCs, SF<sub>6</sub> and NF<sub>3</sub>)</li> <li>c. Not measured.</li> <li>d. Category 1 emissions from purchased ingredients and packaging, and Category 4 emissions from transportation and distribution of these from our Tier 1 suppliers to our factories.</li> <li>e. Our base year is FY19:               <ul style="list-style-type: none"> <li>i. FY19 was chosen as it was a representative year prior to the global pandemic and more than 10 years to 2030 which is a requirement of SBTi.</li> <li>ii. 980,927 tCO<sub>2</sub>e.</li> <li>iii. Our FY19 baseline now excludes Trilby Trading Limited, our non-core commodity subsidiary business, which was sold in September of FY23. In addition, as a requirement of FLAG (Forest, Land and Agriculture) guidance, we have re-based our FY19 Scope 3 footprint and recalculated prior year footprints using the new FLAG emissions factors, which are the most up-to-date, granular and relevant emissions factors currently available.</li> </ul> </li> <li>f. Agribalyse 3.1 for Category 1 ingredients emissions and ecoinvent 2024 for Category 1 packaging emissions. The UK Department for Energy Security and Net Zero (DESNZ) is used for Category 4 emissions.</li> <li>g. The data scoping, collection and analysis has been performed in line with the GHG Protocol Corporate Accounting and Reporting Standard.</li> </ul>	
	305-4	GHG emissions intensity	<ul style="list-style-type: none"> <li>a. GHG emissions intensity ratio for the organisation.</li> <li>b. Organisation-specific metric (the denominator) chosen to calculate the ratio.</li> <li>c. Types of GHG emissions included in the intensity ratio; whether direct (Scope 1), energy indirect (Scope 2), and/or other indirect (Scope 3).</li> <li>d. Gases included in the calculation; whether CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O, HFCs, PFCs, SF<sub>6</sub>, NF<sub>3</sub>, or all.</li> </ul>	<ul style="list-style-type: none"> <li>a. Scope 1 and 2 (kilogrammes CO<sub>2</sub> e/ £1 revenue) = 0.049, and Scope 3 (tonnes CO<sub>2</sub> e/tonne of raw material purchased = 2.29</li> <li>b. £1,807m (revenue) and 420,270 (tonnes of raw material purchased)</li> <li>c. Scope 1 + Scope 2, and Scope 3</li> <li>d. CO<sub>2</sub>e (calculated from CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O, HFCs, PFCs, SF<sub>6</sub> and NF<sub>3</sub>).</li> </ul>	

# GRI Index

Standard	Disclosure	Specific disclosure	Greencore response	Omissions	
<b>Waste</b>					
<b>GRI 3: Material Topics 2021</b>	3-3	Management of material topics	<p>a. Describe the actual and potential, negative and positive impacts on the economy, environment, and people, including impacts on their human rights.</p> <p>b. Report whether the organisation is involved with the negative impacts through its activities or as a result of its business relationships, and describe the activities or business relationships.</p> <p>c. Describe its policies or commitments regarding the material topic.</p> <p>d. Describe actions taken to manage the topic and related impacts, including:</p> <ul style="list-style-type: none"> <li>i. Actions to prevent or mitigate potential negative impacts;</li> <li>ii. Actions to address actual negative impacts, including actions to provide for or cooperate in their remediation;</li> <li>iii. Actions to manage actual and potential positive impacts.</li> </ul>	<p>a. While we view the topic of waste overall as material, we view food waste as highly material due to the nature of our business. Food waste is a global problem which has negative impacts on both the environment and people. By reducing food waste, we can help improve food security and reduce greenhouse gas emissions, while driving efficiency benefits for the business. Waste also has negative environmental and economic consequences through disposal impacts and the loss of valuable raw materials. We are committed to using resources efficiently and keeping materials in circulation as long as possible using circular economy principles. We segregate different waste streams across our sites to facilitate reuse and recycling, and actively avoid the use of landfill.</p> <p>b. We are addressing food loss and waste across our entire value chain and strive to eliminate all types of waste at source, in accordance with the waste hierarchy.</p> <p>c. While it is inevitable that some waste materials will be generated by the manufacturing process, we are focused on avoiding negative impacts rather than merely mitigating them. We are committed to the elimination and minimisation of waste at source and the application of the waste hierarchy. We actively encourage redistribution of food surplus to human consumption where feasible, with recovery being through processes such as anaerobic digestion. We source segregate waste to facilitate the reuse and recycling of materials. We send no operational waste to landfill as a disposal route and have achieved this target since 2018. Greencore is signatory to the United Nations Friends of Champions 12.3, committing to a 50% reduction in food waste by 2030, from a baseline year of FY17. This covers all Greencore’s manufacturing facilities and distribution hubs. The management of waste and food surplus is incorporated into our broader Operational Environment Policy. The responsibility for the monitoring and implementation of this policy is managed through our sustainability governance structure, and specifically the Environment and Food Waste Committee.</p> <p>d. During 2024, we tendered for a new waste management supplier, to assist us in improving Greencore’s resource efficiency. We are currently mobilising the contract. Food waste and surplus is managed through the Food Waste Management Plan and Roadmap. Waste management is overseen by a waste steering group, whose remit is to work with our new waste partner to collate waste data, manage any service or compliance issues and drive improvements in Greencore’s resource efficiency. We operate a central monitoring system that is populated with all waste movements, costs and tonnages. The system is used to track, trend and report waste data along with providing auditable records to show waste legislation compliance. Our new waste partner has provided the business with a waste portal, which will feed compliance and waste data into the business. The waste steering group also provides site support on all aspects of waste, which includes waste minimisation, support with emerging technologies and training on compliance, legislation and waste handling requirements. We continually monitor emerging technologies and endeavour to adopt these if they help reduce the impacts of any waste that is produced. Our Greencore Operational Excellence (GOE) programme’s aim is to reduce waste and operates at each manufacturing site. Each site is allocated an annual waste disposal budget, which is set in accordance with the volumes and nature of waste arisings at site. Within each site a representative monitors and reports on waste levels at their site. They are responsible for ensuring the safe handling, storage, pre-treatment and organisation of waste collections.</p>	

# GRI Index

Standard	Disclosure	Specific disclosure	Greencore response	Omissions	
<b>Waste (cont'd)</b>					
<b>GRI 3: Material Topics 2021</b>	3-3 (cont'd)	Management of material topics (cont'd)	<p>e. Report the following information about tracking the effectiveness of the actions taken:</p> <ul style="list-style-type: none"> <li>i. Processes used to track the effectiveness of the actions;</li> <li>ii. Goals, targets, and indicators used to evaluate progress;</li> <li>iii. The effectiveness of the actions, including progress toward the goals and targets;</li> <li>iv. Lessons learned and how these have been incorporated into the organisation's operational policies and procedures.</li> </ul> <p>f. Describe how engagement with stakeholders has informed the actions taken (3-3-d) and how it has informed whether the actions have been effective (3-3-e).</p>	<p>e. We publish our food waste report every year to ensure we are accountable for progress towards our targets. We measure our food waste against our production volumes on a monthly basis in order to evaluate our performance against our target of a 50% reduction of food waste by 2030. Our FY17 baseline year figure for food waste generated from our operations was 9.52% of total food handled, so our targeted 50% reduction by 2030 is to hit &lt;4.76% food waste as a percentage of total food handled.</p> <p>f. Greencore has engaged with WRAP to understand how food waste reduction can be achieved and maintained. In addition, we liaise with our environmental regulator, on our permitted sites and with our customers, answering waste management queries and understanding both best practice and the needs of our customers, in terms of both waste reporting and practices.</p>	
<b>GRI 306: Waste 2020</b>	306-1	Waste generation and significant waste-related impacts	<p>a. For the organisation's significant actual and potential waste-related impacts, a description of:</p> <ul style="list-style-type: none"> <li>i. The inputs, activities and outputs that lead or could lead to these impacts;</li> <li>ii. Whether these impacts relate to waste generated in the organisation's own activities or to waste generated upstream or downstream in its value chain.</li> </ul>	<p>a.</p> <ul style="list-style-type: none"> <li>i. Our core business, food manufacturing, requires resources; as the stress for resources increases, it is essential we make the most of all the materials we use, and are able to reuse or recycle those that are surplus. Our manufacturing process will produce 'waste', which we endeavour to keep to a minimum and to reuse or recover wherever possible, so resources do not become 'waste'.</li> <li>ii. We are addressing food loss and waste across our entire value chain and strive to eliminate all types of waste at source.</li> </ul>	

# GRI Index

Standard	Disclosure	Specific disclosure	Greencore response	Omissions	
<b>Waste (cont'd)</b>					
<b>GRI 306: Waste 2020</b>	306-2	Management of significant waste-related impacts	<p>a. Actions, including circularity measures, taken to prevent waste generation in the organisation's own activities and upstream and downstream in its value chain, and to manage significant impacts from waste generated.</p> <p>b. If the waste generated by the organisation in its own activities is managed by a third party, a description of the processes used to determine whether the third party manages the waste in line with contractual or legislative obligations.</p> <p>c. The processes used to collect and monitor waste-related data.</p>	<p>a. The generation of food waste is managed at source, through the GOE programme, whose aim is to reduce waste. Following circularity principles, surplus food that can be redistributed is passed on to a number of charity organisations, who redistribute food where it is needed. Food which is unsuitable for redistribution, but suitable for animal feed is reused through this channel, but there is always food waste which is unsuitable for any of these outlets and this is sent for recovery, generally via anaerobic digestion, to produce a fertiliser and biogas.</p> <p>Our waste steering group works with the sites, to ensure improved clarity on the circularity of solutions put in place for food waste. Our new waste partner is working with us to ensure we receive information, via their portal, concerning wastes and their final destination, including work to redirect more waste to animal feed and to increase reuse of resources, where possible. We continue to seek new opportunities and innovations in resource management, including participation in insect rearing and algal growth trials, using waste and wastewater as substrates. Our new waste partner is tasked with providing regular innovation to Greencore, so we can continue to explore innovative ways to move our waste management up the waste hierarchy.</p> <p>b. Waste is managed in-house, but redistributed, collected, treated or recovered through third parties, who are engaged on Greencore's behalf through our waste partner. They are monitored for duty of care compliance purposes, e.g. to ensure that they are appropriately licensed to carry our waste and permitted, or exempt for reuse, recycling or disposal of it. Regular meetings are held with the waste partner, but it is also planned to audit the waste company to ensure they continue to operate to the standards expected by Greencore.</p> <p>c. Redistribution and waste data is collated centrally for all movements and tracked by each waste stream and original location, to ensure accurate data collection, duty of care compliance and to assist Greencore in providing data to stakeholders on final destination and circularity. Waste and surplus data is collated by the members of the Waste Steering Committee, using supplier waste portal information; charity redistribution data and internal reporting using electronic and paper-based waste transfer and consignment documentation as evidence.</p>	
	306-3	Waste generated	<p>a. Total weight of waste generated in metric tonnes, and a breakdown of this total by composition of the waste.</p> <p>b. Contextual information necessary to understand the data and how the data has been compiled.</p>	<p>a. Total weight of waste generated = 52,154 tonnes.            Wooden pallets = 3,924 tonnes.            Animal feed = 5,640 tonnes.            Cardboard = 5,245 tonnes.            Plastics = 843 tonnes.            Scrap metal = 1,070 tonnes.            Organic waste to AD = 22,362 tonnes.            Hazardous waste = 35 tonnes.            Wet waste = 1,035 tonnes.            General waste = 12,000 tonnes.            Landfill = 0 tonnes.</p> <p>b. Waste and surplus data is collated using supplier waste portal information; charity redistribution data and internal reporting using waste transfer and consignment paperwork as evidence. This data excludes liquid waste.</p>	

# GRI Index

Standard	Disclosure	Specific disclosure	Greencore response	Omissions
<b>Waste (cont'd)</b>				
<b>GRI 306: Waste 2020</b>	306-4	Waste diverted from disposal	<ul style="list-style-type: none"> <li>a. 40,133 tonnes.</li> <li>b. Hazardous waste: 14.84 tonnes diverted from disposal. 11.64 tonnes recycled, 3.2 tonnes sent to other recovery operations.</li> <li>c. Non-hazardous waste:               <ul style="list-style-type: none"> <li>Reuse – wooden pallets = 3,924 tonnes.</li> <li>Recycling – cardboard = 5,245 tonnes.</li> <li>Recycling – plastics = 843 tonnes.</li> <li>Recycling – scrap metal = 1,070 tonnes.</li> <li>Organic waste to anaerobic digestion = 22,362 tonnes.</li> <li>Animal feed = 5,640 tonnes – non animal by-products (ABPs) waste to animal feed (bread).</li> <li>Wet waste = 1,035 tonnes (separated from plastic/glass and recovered via anaerobic digestion. Plastic and glass recycled).</li> </ul> </li> <li>d. No on-site waste disposal. All wastes above diverted from disposal.</li> <li>e. The data has been compiled from waste contractor information supplied via portals and waste transfer and consignment note data, collated by the central waste data analyst.</li> </ul>	
		<ul style="list-style-type: none"> <li>a. Total weight of waste diverted from disposal in metric tonnes, and a breakdown of this total by composition of the waste.</li> <li>b. Total weight of hazardous waste diverted from disposal in metric tonnes, and a breakdown of this total by the following recovery operations:               <ul style="list-style-type: none"> <li>i. Preparation for reuse;</li> <li>ii. Recycling;</li> <li>iii. Other recovery operations.</li> </ul> </li> <li>c. Total weight of non-hazardous waste diverted from disposal in metric tonnes, and a breakdown of this total by the following recovery operations:               <ul style="list-style-type: none"> <li>i. Preparation for reuse;</li> <li>ii. Recycling;</li> <li>iii. Other recovery operations.</li> </ul> </li> <li>d. For each recovery operation listed in Disclosures 306-4-b and 306-4-c, a breakdown of the total weight in metric tonnes of hazardous waste and of non-hazardous waste diverted from disposal:               <ul style="list-style-type: none"> <li>i. Onsite;</li> <li>ii. Offsite.</li> </ul> </li> <li>e. Contextual information necessary to understand the data and how the data has been compiled.</li> </ul>		



# GRI Index

Standard	Disclosure	Specific disclosure	Greencore response	Omissions	
<b>Waste (cont'd)</b>					
<b>GRI 306: Waste 2020</b>	306-5	Waste directed to disposal	<ul style="list-style-type: none"> <li>a. Total weight of waste directed to disposal in metric tonnes, and a breakdown of this total by composition of the waste.</li> <li>b. Total weight of hazardous waste directed to disposal in metric tonnes, and a breakdown of this total by the following disposal operations:               <ul style="list-style-type: none"> <li>i. Incineration (with energy recovery);</li> <li>ii. Incineration (without energy recovery);</li> <li>iii. Landfilling;</li> <li>iv. Other disposal operations.</li> </ul> </li> <li>c. Total weight of non-hazardous waste directed to disposal in metric tonnes, and a breakdown of this total by the following disposal operations:               <ul style="list-style-type: none"> <li>i. Incineration (with energy recovery);</li> <li>ii. Incineration (without energy recovery);</li> <li>iii. Landfilling;</li> <li>iv. Other disposal operations.</li> </ul> </li> <li>d. For each disposal operation listed in Disclosures 306-5-b and 306-5-c, a breakdown of the total weight in metric tonnes of hazardous waste and of non-hazardous waste directed to disposal:               <ul style="list-style-type: none"> <li>i. Onsite;</li> <li>ii. Offsite.</li> </ul> </li> <li>g. Contextual information necessary to understand the data and how the data has been compiled.</li> </ul>	<ul style="list-style-type: none"> <li>a. 12,020 tonnes were directed to disposal.</li> <li>b. Hazardous waste: 20.47 tonnes directed to disposal (incineration with energy recovery).</li> <li>c. Non-hazardous waste: General waste = 12,000 tonnes – recovery/energy from waste – refuse-derived fuel. We send zero waste to landfill.</li> <li>d. No on-site waste disposal. All above waste dealt with off-site.</li> <li>e. The data has been compiled from waste contractor information supplied via portals and waste transfer and consignment note data, collated by the central waste data analyst.</li> </ul>	

# GRI Index

Standard	Disclosure	Specific disclosure	Greencore response	Omissions	
<b>Supplier environmental assessment</b>					
<b>GRI 3: Material Topics 2021</b>	3-3	Management of material topics	<p>a. Describe the actual and potential, negative and positive impacts on the economy, environment, and people, including impacts on their human rights.</p> <p>b. Report whether the organisation is involved with the negative impacts through its activities or as a result of its business relationships, and describe the activities or business relationships.</p> <p>c. Describe its policies or commitments regarding the material topic.</p> <p>d. Describe actions taken to manage the topic and related impacts, including:</p> <ol style="list-style-type: none"> <li>Actions to prevent or mitigate potential negative impacts;</li> <li>Actions to address actual negative impacts, including actions to provide for or cooperate in their remediation;</li> <li>Actions to manage actual and potential positive impacts.</li> </ol> <p>e. Report the following information about tracking the effectiveness of the actions taken:</p> <ol style="list-style-type: none"> <li>Processes used to track the effectiveness of the actions;</li> <li>Goals, targets and indicators used to evaluate progress;</li> <li>The effectiveness of the actions, including progress toward the goals and targets;</li> <li>Lessons learned and how these have been incorporated into the organisation's operational policies and procedures.</li> </ol> <p>f. Describe how engagement with stakeholders has informed the actions taken (3-3-d) and how it has informed whether the actions have been effective (3-3-e).</p>	<p>a. How we source has a direct economic and reputational impact on our business, as well as potential environmental and social impacts in our supply chain. We procure ingredients from a broad supply base. Our Responsible Sourcing programme helps us to know where our ingredients come from and how they are produced, and to address environmental and social issues such as deforestation, human rights and animal welfare. Our food system places continual pressure on diminishing resources and exacerbates the multiple risks linked to climate change. Supply chains are increasingly volatile, and this directly impacts cost and availability. We rely on natural resources to supply all the raw materials we need to produce our high-quality products, so these issues affect us directly. Raw materials, packaging and other items are purchased from a global supply chain, which include particularly high-risk raw materials such as embedded soy, palm oil, beef, dairy and paper products.</p> <p>b. Impacts associated with our ingredients occur within our supply chain. The most material of which are currently believed to be Scope 3 emissions and deforestation. Greencore's involvement with the impacts is through our business relationships with suppliers, and our Responsible Sourcing programme aims to address environmental and social issues in our supply chain.</p> <p>c. By 2030, we aim to responsibly source 100% of our priority raw materials. We have several KPIs targeting impacts related to soy, palm, animal protein and fresh produce. Our Responsible Sourcing Code of Conduct (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. We review and monitor our responsible sourcing policies via our sustainability governance structure, specifically through the Responsible Sourcing SBMG.</p> <p>d. We are focusing our impact reduction efforts on soy and Scope 3 emissions. To address Scope 3 emissions, we have undertaken a footprint analysis and prioritisation of ingredient categories and suppliers. We engage high-impact suppliers and work with them to develop and implement projects that decarbonise their operations. For soy we also conduct a footprint exercise, identify suppliers who need to improve and work with them on moving towards verifiable deforestation-free sourcing options and certifications. Certification is a great tool to ensure the highest sourcing standards. Our key certifications are: RSPO palm oil, MSC and FIP tuna, MSC cold-water prawns, GLOBALG.A.P. or BAP 4-star warm-water prawns and GLOBALG.A.P. salmon. We are also working towards vDCF soy (which is certified by many different bodies).</p> <ul style="list-style-type: none"> <li>The footprint analyses for soy and Scope 3 occur annually to track progress. Our KPIs are: <ul style="list-style-type: none"> <li>100% of eggs (direct and indirect) that are cage-free by the end of 2025</li> <li>100% of embedded soy verified deforestation and conversion free by the end of 2025 (with a January 2020 cut-off)</li> <li>100% of palm oil volume certified to the Roundtable on Sustainable Palm Oil (RSPO) Segregated Standard</li> </ul> </li> </ul> <p>e. We monitor our progress using KPIs for each priority ingredient which allows us to evaluate the effectiveness of our approach towards achieving our responsible sourcing targets.</p> <p>f. We collaborate with our customers and industry peers to ensure that we can have the greatest possible impact. We regularly engage with key stakeholders to review their plans and ensure that they improve and develop on an annual cycle as our knowledge of the challenges that we face evolves.</p>	

# GRI Index

Standard	Disclosure	Specific disclosure	Greencore response	Omissions	
<b>Supplier environmental assessment (cont'd)</b>					
<b>GRI 308: Supplier Environmental Assessment 2016</b>	308-1	New suppliers that were screened using environmental criteria	<p>a. Percentage of new suppliers that were screened using environmental criteria.</p>	<p>a. Our Responsible Sourcing Manual and Code of Conduct sets out the behaviours, practices and standards we expect from our suppliers. In sharing our Code of Conduct with our first-tier suppliers we make our expectations clear, aligning our suppliers with our standards and ensuring that we work with partners that share our beliefs. All new ingredients are screened to ensure they do not compromise our KPIs (e.g. for RSPO palm oil) and suppliers are also screened on an ad-hoc basis relating to specific risks, however we do not have an established process to screen all new suppliers for environmental risks in a consistent way. The percentage is therefore 0%.</p>	
<b>Employment</b>					
<b>GRI 3: Material Topics 2021</b>	3-3	Management of material topics	<p>a. Describe the actual and potential, negative and positive impacts on the economy, environment, and people, including impacts on their human rights.</p> <p>b. Report whether the organisation is involved with the negative impacts through its activities or as a result of its business relationships, and describe the activities or business relationships.</p> <p>c. Describe its policies or commitments regarding the material topic.</p> <p>d. Describe actions taken to manage the topic and related impacts, including:</p> <ul style="list-style-type: none"> <li>i. Actions to prevent or mitigate potential negative impacts;</li> <li>ii. Actions to address actual negative impacts, including actions to provide for or cooperate in their remediation;</li> <li>iii. Actions to manage actual and potential positive impacts.</li> </ul>	<p>a. Greencore strives to have a positive impact on our people. We aim to be an employer of choice, and to build organisational capability where inspirational leaders support highly engaged people to deliver superior performance in a fair and rewarding environment.</p> <p>b. Greencore is directly responsible for delivering a positive employer brand and employee experience.</p> <p>c. We are committed to offering a competitive employee value proposition, providing employees with a good work/life balance and helping them to achieve their career aspirations through development opportunities. We have a target to reduce the number of external hires and promote internally where possible, and to reduce turnover within salaried and weekly paid populations.</p> <p>d. Our Group People Plan supports our business strategy of growth, relevance and differentiation. Responsibility for the deployment of this plan sits with our Chief People Officer. Heads of Human Resources (HR) work in conjunction with the site team and the site Human Resources Business Partners (HRBPs) to ensure this is managed. We have centres of excellence for employee relations, talent acquisition and reward who work alongside operational and functional colleagues to drive engagement and change in the business to support the evolving socio-economic climate. Our plans are supported by a policy and structured reward framework focused on the development of Greencore colleagues. The Head of Reward is responsible for this policy. A robust recruitment process is in place and potential new hires are benchmarked against a behavioural set which underpins the culture within Greencore. Performance management and talent development is managed proactively, and career planning and development is a key part of the Greencore experience. To develop our colleagues and manage our turnover, we undertake regular reviews, probationary periods and regular check-ins through our Grow with Greencore programme. We use competency frameworks to manage our direct colleagues, which includes role requirements and expected levels of behaviour.</p>	

# GRI Index

Standard	Disclosure	Specific disclosure	Greencore response	Omissions	
<b>Employment (cont'd)</b>					
<b>GRI 3: Material Topics 2021</b>	3-3 (cont'd)	Management of material topics (cont'd)	<p>e. Report the following information about tracking the effectiveness of the actions taken:</p> <ul style="list-style-type: none"> <li>i. Processes used to track the effectiveness of the actions;</li> <li>ii. Goals, targets and indicators used to evaluate progress;</li> <li>iii. The effectiveness of the actions, including progress toward the goals and targets;</li> <li>iv. Lessons learned and how these have been incorporated into the organisation's operational policies and procedures.</li> </ul> <p>f. Describe how engagement with stakeholders has informed the actions taken (3-3-d) and how it has informed whether the actions have been effective (3-3-e).</p>	<p>e. Turnover is a site KPI and is reviewed on a weekly and monthly basis. We also use an employee engagement process to provide a two-way feedback mechanism. Our last evaluation showed increased positive engagement scores within the survey, with a focus area of career development and career opportunities. We regularly use Pulse surveys to further explore areas for continued focus and support to help deliver improvements in key sites and areas. This led to the development of our management system and talent calibration process, as well as twice-yearly succession planning to drive engagement across the business with internal promotions and career development cross-functionally happening on a more regular basis.</p> <p>f. We regularly engage with our colleagues through an established colleague representation forum. The forum has been involved in key decision-making areas and has been a great way of supporting change and delivering key information back into the colleague base. We engage with the colleague forum on a regular basis to help identify, support and drive the change required as a result of, and within the scope of our key colleague engagement goals.</p>	

# GRI Index

Standard	Disclosure	Specific disclosure	Greencore response	Omissions																																																																															
<b>Employment (cont'd)</b>																																																																																			
<b>GRI 401: Employment 2016</b>	401-1	New employee hires and employee turnover	<p>a. Total number and rate of new employee hires during the reporting period, by age group, gender and region.</p> <p>b. Total number and rate of employee turnover during the reporting period, by age group, gender and region.</p>	<p>a. Total number of new hires: 3,287. Total rate of new hires: 25%.</p> <table border="1"> <thead> <tr> <th>Age group</th> <th>New hires</th> <th>Rate</th> </tr> </thead> <tbody> <tr> <td>16-25</td> <td>606</td> <td>70%</td> </tr> <tr> <td>26-35</td> <td>1,181</td> <td>38%</td> </tr> <tr> <td>36-45</td> <td>742</td> <td>22%</td> </tr> <tr> <td>46-55</td> <td>513</td> <td>16%</td> </tr> <tr> <td>56+</td> <td>245</td> <td>9%</td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th>Gender</th> <th>New hires</th> <th>Rate</th> </tr> </thead> <tbody> <tr> <td>Male</td> <td>2,300</td> <td>29%</td> </tr> <tr> <td>Female</td> <td>987</td> <td>19%</td> </tr> <tr> <td>Other/Prefer not to say</td> <td>0</td> <td>0%</td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th>Region</th> <th>New hires</th> <th>Rate</th> </tr> </thead> <tbody> <tr> <td>UK</td> <td>3,277</td> <td>25%</td> </tr> <tr> <td>Ireland</td> <td>10</td> <td>37%</td> </tr> </tbody> </table> <p>b. Total turnover: 3,372. Turnover rate: 25%.</p> <table border="1"> <thead> <tr> <th>Age group</th> <th>Turnover</th> <th>Rate</th> </tr> </thead> <tbody> <tr> <td>16-25</td> <td>477</td> <td>55%</td> </tr> <tr> <td>26-35</td> <td>1,140</td> <td>37%</td> </tr> <tr> <td>36-45</td> <td>763</td> <td>22%</td> </tr> <tr> <td>46-55</td> <td>513</td> <td>16%</td> </tr> <tr> <td>56+</td> <td>479</td> <td>17%</td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th>Gender</th> <th>Turnover</th> <th>Rate</th> </tr> </thead> <tbody> <tr> <td>Male</td> <td>2,355</td> <td>29%</td> </tr> <tr> <td>Female</td> <td>1,015</td> <td>19%</td> </tr> <tr> <td>Other/Prefer not to say</td> <td>2</td> <td>100%</td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th>Region</th> <th>Turnover</th> <th>Rate</th> </tr> </thead> <tbody> <tr> <td>UK</td> <td>3,368</td> <td>25%</td> </tr> <tr> <td>Ireland</td> <td>4</td> <td>15%</td> </tr> </tbody> </table>	Age group	New hires	Rate	16-25	606	70%	26-35	1,181	38%	36-45	742	22%	46-55	513	16%	56+	245	9%	Gender	New hires	Rate	Male	2,300	29%	Female	987	19%	Other/Prefer not to say	0	0%	Region	New hires	Rate	UK	3,277	25%	Ireland	10	37%	Age group	Turnover	Rate	16-25	477	55%	26-35	1,140	37%	36-45	763	22%	46-55	513	16%	56+	479	17%	Gender	Turnover	Rate	Male	2,355	29%	Female	1,015	19%	Other/Prefer not to say	2	100%	Region	Turnover	Rate	UK	3,368	25%	Ireland	4	15%	
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# GRI Index

Standard	Disclosure	Specific disclosure	Greencore response	Omissions	
<b>Occupational health and safety</b>					
<b>GRI 3: Material Topics 2021</b>	3-3	Management of material topics	<p>a. Describe the actual and potential, negative and positive impacts on the economy, environment, and people, including impacts on their human rights.</p> <p>b. Report whether the organisation is involved with the negative impacts through its activities or as a result of its business relationships, and describe the activities or business relationships.</p> <p>c. Describe its policies or commitments regarding the material topic.</p> <p>d. Describe actions taken to manage the topic and related impacts, including:</p> <ol style="list-style-type: none"> <li>Actions to prevent or mitigate potential negative impacts;</li> <li>Actions to address actual negative impacts, including actions to provide for or cooperate in their remediation;</li> <li>Actions to manage actual and potential positive impacts.</li> </ol> <p>e. Report the following information about tracking the effectiveness of the actions taken:</p> <ol style="list-style-type: none"> <li>Processes used to track the effectiveness of the actions;</li> <li>Goals, targets and indicators used to evaluate progress;</li> <li>The effectiveness of the actions, including progress toward the goals and targets;</li> <li>Lessons learned and how these have been incorporated into the organisation's operational policies and procedures.</li> </ol>	<p>a. The health, safety and wellbeing of our colleagues, or any person who may visit any of our sites, is of paramount importance. There are a range of internal and external influences that could potentially impact on colleagues' health and safety. These include raw material sourcing; customer and food standard compliance requirements; processing equipment; changes in product requirements, production volumes and processes; and the competence of staff, contractors and suppliers.</p> <p>We are increasing our focus on human-centric external risk factors such as social demographics and lifestyle choices as these can also impact on colleagues' health and wellbeing, and the ability or capacity of our colleagues to fulfil their role.</p> <p>b. The scope of our disclosure for occupational health and safety relates to our own operations.</p> <p>c. We continually strive to improve the safety of our manufacturing processes, working environments and logistical operations for our colleagues, ensuring they remain alert to any potential health impact that may arise from hazards. Our Chief Operating Officer and our Director of Health, Safety and Environment are responsible for the overall delivery of our health and safety strategy.</p> <p>d. We are transforming our approach to health and safety from a compliance-focused culture to one that emphasises accountability and risk ownership across the organisation. Our new strategy has a number of key workstreams including:</p> <ul style="list-style-type: none"> <li>Adopting a single way of working to defined standards across the whole organisation</li> <li>Developing a clear understanding and assurance around critical risk</li> <li>Ensuring we have effective tools which are accessible and simple and embrace our digital future</li> <li>Embedding a SHE culture through leadership and colleague engagement</li> <li>Delivering an effective occupational health provision.</li> </ul> <p>Our Safety, Health and Environmental (SHE) strategy consists of a set of robust processes, procedures and audits, together with ongoing colleague engagement, supervision and training across all our sites. The Group-wide health and safety standards are supported by action plans and priorities. These are incorporated into our key performance objectives. Greencore's ability to deliver products to meet customer and quality requirements, whilst operating safely, are constantly monitored and reviewed using a principle of three lines of defence. This principle incorporates a range of activities: management meetings, internal and external audits, customer feedback, site and business unit reviews, monitoring new and changed legislation, regulatory intervention and safety management system reviews.</p> <p>e. Performance against the strategy is reviewed and monitored by our leadership team and is also subject to regular review and external auditing across our business units. All significant health and safety performance-related concerns are addressed through site management teams with the support of the Director of SHE and the SHE leadership team. Incidents brought to the attention of Greencore are appropriately investigated and any material matters are reported to the Board.</p>	

# GRI Index

Standard	Disclosure	Specific disclosure	Greencore response	Omissions	
<b>Occupational health and safety (cont'd)</b>					
<b>GRI 3: Material Topics 2021</b>	3-3 (cont'd)	Management of material topics (cont'd)	<p>f. Describe how engagement with stakeholders has informed the actions taken (3-3-d) and how it has informed whether the actions have been effective (3-3-e).</p>	<p>f. We have ongoing communication with external regulators and interested parties, and hold joint consultative meetings with recognised trade unions and non-trade union members alike. We support and encourage the appointment of safety/worker representatives from the workforce, who are given appropriate training and resources to carry out their duties. We attend and host health and safety meetings thereby engaging in consultative, investigatory processes to ensure that all health and safety concerns are brought to a satisfactory conclusion.</p> <p>Greencore continues to play a greater role in shaping the future health and safety agenda for our sector and we have increased our engagement and collaboration efforts with influential organisations, trade associations, government agencies and chartered institutions including industry working groups, the Chilled Food Association, Best in Practice Safety Forum and the Institution of Occupational Safety and Health.</p>	
<b>GRI 403: Occupational Health and Safety 2018</b>	403-1	Occupational health and safety management system	<p>The reporting organisation shall report the following information for employees and for workers who are not employees but whose work and/or workplace is controlled by the organisation:</p> <p>a. A statement of whether an occupational health and safety management system has been implemented, including whether:</p> <p>i. The system has been implemented because of legal requirements and, if so, a list of the requirements;</p> <p>ii. The system has been implemented based on recognised risk management and/or management system standards/guidelines and, if so, a list of the standards/guidelines.</p> <p>b. A description of the scope of workers, activities, and workplaces covered by the occupational health and safety management system, and an explanation of whether and, if so, why any workers, activities, or workplaces are not covered.</p>	<p>a. Greencore maintains an iSHEMS, which covers SHE management.</p> <p>i. We have implemented a system to ensure we comply with legal occupational health and safety requirements: our SHE manual describes how the activities of Greencore are built on the Plan-Do-Check-Act model as set out in 'Successful Safety Management' outlined in HSE Publication HS(G) 65.</p> <p>ii. Our iSHEMS is also aligned to the requirements of ISO 14001 and ISO 45001 and ensures we consistently apply and communicate risk management standards and guidelines across all areas of the business.</p> <p>b. Our iSHEMS covers the entirety of Greencore's operations, inclusive of all supporting functions and roles, activities and workplaces. The scope includes any person who may visit any of our sites.</p>	

# GRI Index

Standard	Disclosure	Specific disclosure	Greencore response	Omissions	
<b>Occupational health and safety (cont'd)</b>					
<b>GRI 403: Occupational Health and Safety 2018</b>	403-2	Hazard identification, risk assessment and incident investigation	<p>a. A description of the processes used to identify work-related hazards and assess risks on a routine and non-routine basis, and to apply the hierarchy of controls in order to eliminate hazards and minimise risks, including:</p> <ol style="list-style-type: none"> <li>i. How the organisation ensures the quality of these processes, including the competency of persons who carry them out;</li> <li>ii. How the results of these processes are used to evaluate and continually improve the occupational health and safety management system.</li> </ol> <p>b. A description of the processes for workers to report work-related hazards and hazardous situations, and an explanation of how workers are protected against reprisals.</p> <p>c. A description of the policies and processes for workers to remove themselves from work situations that they believe could cause injury or ill health, and an explanation of how workers are protected against reprisals.</p> <p>d. A description of the processes used to investigate work-related incidents, including the processes to identify hazards and assess risks relating to the incidents, to determine corrective actions using the hierarchy of controls, and to determine improvements needed in the occupational health and safety management system.</p>	<p>a. Our line managers receive comprehensive training to ensure their proficiency in managing health and safety within their respective areas, including the ability to conduct risk assessments. To enhance our internal capabilities, we enlist the support of external competent third-party experts for assessments and surveys as needed. Routine inspections are conducted in the workplace to identify hazards, and site senior leadership teams actively participate in leadership walks, while colleagues engage in behavioural safety observations. An open reporting culture is fostered, encouraging colleagues to report hazards and near misses, either verbally, on reporting cards or electronically.</p> <ol style="list-style-type: none"> <li>i. Line managers and supervisors are empowered and trained to identify risk and ensure the controls are implemented and maintained. This provides a culture of engagement and ownership of the controls locally.</li> <li>ii. Improvement recommendations and actions as a result of the risk assessment process or assurance programmes are recorded with a high, medium or low-risk rating and assigned 'smart' completion dates. These actions are monitored to completion in appropriate forums such as management meetings, engineers' forums and safety action groups. Where common issues are identified across numerous sites, cross-functional improvement groups are set up.</li> </ol> <p>b. Greencore leadership encourages all individuals to raise health and safety concerns and facilitate near miss and hazard reporting processes through:</p> <ul style="list-style-type: none"> <li>• Visitor inductions and site procedures</li> <li>• Contractor inductions</li> <li>• Employee inductions</li> <li>• Health and safety training</li> <li>• Behavioural safety observations</li> <li>• Leadership tours.</li> </ul> <p>Greencore also promotes an anonymous independent service that will raise concerns on a colleague's behalf to senior management if they feel uncomfortable raising it themselves.</p> <p>c. Greencore promotes and empowers colleagues to work safely and not endanger themselves or others. Training actively promotes the concept that people should not undertake activities that could cause harm and should stop work to raise it as an issue with the line managers and supervisors. All hazard notifications are investigated immediately to prevent harmful situations with no reprisal risk to colleagues.</p> <p>d. Greencore's incident investigation software solution makes it easy for all colleagues to report hazards and incidents from any mobile phone, handheld device or PC as well as verbally to any first aider, colleague or supervisor and line manager. This enables action to be taken at the earliest opportunity to address potential dangers before they cause harm and enable prompt investigation of incidents to prevent a recurrence. The electronic investigation provides greater insights into causes and commonalities to improve controls. The system also tracks the investigations and actions raised through to closure.</p>	



# GRI Index

Standard	Disclosure	Specific disclosure	Greencore response	Omissions	
<b>Occupational health and safety (cont'd)</b>					
<b>GRI 403: Occupational Health and Safety 2018</b>	403-3	Occupational health services	<p>a. A description of the occupational health services' functions that contribute to the identification and elimination of hazards and minimisation of risks, and an explanation of how the organisation ensures the quality of these services and facilitates workers' access to them.</p>	<p>a. Our internal Occupational Health team is focused on three key areas:</p> <ul style="list-style-type: none"> <li>• Legal compliance – health surveillance and Fit for Purpose Medicals</li> <li>• Case management – supporting employees to return to work, absence management, supporting employees to remain in work</li> <li>• Our Health and Wellbeing Strategy – preventative health strategies.</li> </ul> <p>The key elements of the workplace occupational health programmes are:</p> <ul style="list-style-type: none"> <li>• Occupational health needs assessment of all Greencore controlled workplaces</li> <li>• A health hazard audit and health matrix development</li> <li>• Health surveillance identification, subject to risk</li> <li>• Workplace medical standards and consideration to adjustments or limitations, with regards to individual health conditions, vulnerable, young or new and expectant mothers</li> <li>• Case management reviews of the workforce: trend analysis and socio-economic factors of the workforce.</li> </ul> <p>Mental health, capability from ill health and stress management is integral to the occupational health programmes and undertaken through case management reviews and individual risk assessments. While the working environment contributes to colleagues' state of health, Greencore takes responsibility in its supportive role and provides information, communications, and a supportive counselling role where possible to empower colleagues to achieve their personal responsibility to maintain good physical and mental health, and to enable them to sustain a good work-life balance. Regular scheduled reviews of performance of the occupational health strategy policy and programmes is integral to Greencore governance.</p>	
<b>Occupational health and safety (cont'd)</b>					
<b>GRI 403: Occupational Health and Safety 2018</b>	403-4	Worker participation, consultation, and communication on occupational health and safety	<p>a. A description of the processes for worker participation and consultation in the development, implementation, and evaluation of the occupational health and safety management system, and for providing access to and communicating relevant information on occupational health and safety to workers.</p> <p>b. Where formal joint management-worker health and safety committees exist, a description of their responsibilities, meeting frequency, decision-making authority, and whether and, if so, why any workers are not represented by these committees.</p>	<p>a. All Greencore sites have Health and Safety Committee meetings, with representatives from management and shop floor that actively review health and safety performance and hazards concerns raised locally. Employees are encouraged to 'get involved' and assist in improvements to the system through participating in new projects, routine inspections, behavioural observations or through further training to become fire marshals, first aiders or area safety representatives. Engagement walks are conducted on a regular basis by leaders within our business, they provide a structured but informal way to engage with our colleagues in their work environment.</p> <p>b. Greencore policy is to ensure all manufacturing and logistics operational sites promote worker participation and reviews by use of safety committees and action groups. The Committees consist of Greencore full-time equivalent (FTE) colleagues and union members where available and represented. The responsibility of the Committees is to consider all workers, visitors, contractors and members of the public where applicable whose health and safety or environmental impact might be affected by site operations.</p> <p>The key principle is the forum focus on improvement of risks and prevention of incidents of harm and loss. The decision-making authority to approve and implement actions is provided by the Chair of the meeting. The Chair has the authority to approve action if the local resources allow (capability and cost) or escalate issues for further review and resources through the usual business process. The actions raised in forums are logged; prioritised high, medium or low; scheduled an appropriate completion or review date; and monitored in further management meetings on-site and in the business units.</p>	

# GRI Index

Standard	Disclosure	Specific disclosure	Greencore response	Omissions	
	403-5	Worker training on occupational health and safety	<p>a. A description of any occupational health and safety training provided to workers, including generic training as well as training on specific work-related hazards, hazardous activities, or hazardous situations.</p>	<p>a. We continue to invest in colleagues to ensure they remain safety conscious. Our colleagues undertake training and development that covers compliance, operational and developmental competencies. All of our colleagues, including agency staff, are trained to Level 2 Occupational Health and Safety standard as a minimum requirement. Additionally, all colleagues, agency and contractors undertake site and departmental induction training which includes local health and safety procedures.</p> <p>Health and safety compliance training and competence requirements are defined in the compliance training matrix. The compliance training matrix is used by each site to conduct a formal training needs analysis to identify the compliance training and competency requirements for each job/role.</p> <p>Our SHE Technician apprenticeship comprising of a cohort of colleagues and representatives who want to develop practical and technical safety skills was very successful and has been adopted as a continuing programme to deliver new members to the SHE team and the business with enthusiasm and future career prospects.</p>	
<b>Occupational health and safety (cont'd)</b>					
<b>GRI 403: Occupational Health and Safety 2018</b>	403-6	Promotion of worker health	<p>a. An explanation of how the organisation facilitates workers' access to non-occupational medical and healthcare services, and the scope of access provided.</p> <p>b. A description of any voluntary health promotion services and programmes offered to workers to address major non-work-related health risks, including the specific health risks addressed, and how the organisation facilitates workers' access to these services and programmes.</p>	<p>a. Greencore offers an online wellbeing centre giving advice to colleagues and providing education, support and tools on wellbeing matters. They can also access webinars to support their health and wellbeing. Our sites will occasionally run wellbeing weeks and events offering colleagues free health checks. We partner with GroceryAid giving colleagues access to a confidential hotline where they can access free counselling, make general health queries and access wellbeing support for themselves and their families.</p> <p>b. Colleagues can access briefings/factsheets via our wellbeing centre or directly from their site occupational health team. They can also access webinars, covering topics such as mental health and stress reduction. Some of our sites provide "Know your numbers" health checks and run local health campaigns, including topics such as menopause.</p> <p>Wellbeing champions have been established in many areas and are regularly holding engagement meetings, running events and working with colleagues on-site to promote and educate</p>	
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	<p>a. A description of the organisation's approach to preventing or mitigating significant negative occupational health and safety impacts that are directly linked to its operations, products or services by its business relationships, and the related hazards and risks.</p>	<p>a. Where appropriate, safety standards are specified in the tender, contractual and purchase agreements. Safe Contractor is a leading Health and Safety pre-qualification assessment scheme, which promotes higher standards of competence and compliance through the provision of relevant industry-specific and tailored health and safety assessments. As health and safety is the number one priority at Greencore, we use RAMS (risk assessments and method statements) and the Safe Contractor scheme to check that suppliers who work at our sites have competent processes in place to ensure any work they carry out does not pose any health and safety risk. The Safe Contractor scheme covers (but is not limited to) builders, electricians, plumbers, joiners, air conditioning engineers etc. The Safe Contractor database must be checked to see if the supplier is registered, and their documents and qualifications are valid.</p>	

# GRI Index

Standard	Disclosure	Specific disclosure	Greencore response	Omissions	
<b>Occupational health and safety (cont'd)</b>					
<b>GRI 403: Occupational Health and Safety 2018</b>	403-8	Workers covered by an occupational health and safety management system	<p>a. If the organisation has implemented an occupational health and safety management system based on legal requirements and/or recognised standards/guidelines:</p> <ul style="list-style-type: none"> <li>i. The number and percentage of all employees and workers who are not employees but whose work and/or workplace is controlled by the organisation, who are covered by such a system;</li> <li>ii. The number and percentage of all employees and workers who are not employees but whose work and/or workplace is controlled by the organisation, who are covered by such a system that has been internally audited;</li> <li>iii. The number and percentage of all employees and workers who are not employees but whose work and/or workplace is controlled by the organisation, who are covered by such a system that has been audited or certified by an external party.</li> </ul> <p>b. Whether and, if so, why any workers have been excluded from this disclosure, including the types of worker excluded.</p> <p>c. Any contextual information necessary to understand how the data have been compiled, such as any standards, methodologies, and assumptions used.</p>	<p>a. Our iSHEMS is implemented in line with ISO 45000 and ISO 14000 standards and principles and focuses on legal compliance, customer and other requirements and continuous improvement. Where available industry benchmarks are used to determine the effectiveness of the systems and performance.</p> <ul style="list-style-type: none"> <li>i. 100% of employees and workers are covered by our health and safety system and where our operations interact in public areas, on public highways and private customer or third-party premises our system considers all other people whom we do not control but whom we protect from harm whilst conducting our activities and services.</li> <li>ii. Our occupational health and safety management system is regularly reviewed through scheduled internal audits, inspections and management reviews. Policies and procedures relating to how Greencore ensures the health and safety of public from our logistics operations, are included in review schedules and in the event of an accident are included in Greencore statistics and subject to the same reporting and corrective and preventative action closure process.</li> <li>iii. An annual audit of all operational sites is undertaken by an external independent auditor with legal compliance and management of occupational health and safety as the scope to provide re-assurance and insights for continual improvement.</li> </ul> <p>b. No workers are excluded.</p> <p>c. Not applicable.</p>	

# GRI Index

Standard	Disclosure	Specific disclosure	Greencore response	Omissions															
<b>Occupational health and safety (cont'd)</b>																			
<b>GRI 403: Occupational Health and Safety 2018</b>	403-9	Work-related injuries	<p>a. For all employees:</p> <ul style="list-style-type: none"> <li>i. The number and rate of fatalities as a result of work-related injury;</li> <li>ii. The number and rate of high-consequence work-related injuries (excluding fatalities);</li> <li>iii. The number and rate of recordable work-related injuries;</li> <li>iv. The main types of work-related injury;</li> <li>v. The number of hours worked.</li> </ul> <p>b. For all workers who are not employees but whose work and/or workplace is controlled by the organisation:</p> <ul style="list-style-type: none"> <li>i. The number and rate of fatalities as a result of work-related injury;</li> <li>ii. The number and rate of high-consequence work-related injuries (excluding fatalities);</li> <li>iii. The number and rate of recordable work-related injuries;</li> <li>iv. The main types of work-related injury;</li> <li>v. The number of hours worked.</li> </ul> <p>c. The work-related hazards that pose a risk of high-consequence injury, including:</p> <ul style="list-style-type: none"> <li>i. How these hazards have been determined;</li> <li>ii. Which of these hazards have caused or contributed to high-consequence injuries during the reporting period;</li> <li>iii. Actions taken or underway to eliminate these hazards and minimise risks using the hierarchy of controls.</li> </ul>	<p>a.</p> <ul style="list-style-type: none"> <li>i. Zero fatalities.</li> <li>ii. and iii. Greencore uses the following metrics to track employee health and safety:</li> </ul> <table border="1"> <thead> <tr> <th></th> <th>Accident Frequency Rate (AFR) per 100,000 hours</th> </tr> </thead> <tbody> <tr> <td>All accidents</td> <td>3.14</td> </tr> <tr> <td>Minor injury accidents</td> <td>2.75</td> </tr> <tr> <td>Lost time (all lost time including RIDDOR)</td> <td>0.39</td> </tr> <tr> <td>RIDDOR (only over 7 days lost time)</td> <td>0.18</td> </tr> <tr> <td>Specified (only specified injuries)</td> <td>0.15</td> </tr> <tr> <td>All RIDDOR (specified + over 7 days lost time) *</td> <td>0.03</td> </tr> </tbody> </table> <p>Rates have been calculated including agency and contracted hours/headcount combined.</p> <p>*Specified injuries are those specified in the Reporting of Injuries, Diseases and Dangerous Occurrences (RIDDOR) Regulations 2013</p> <ul style="list-style-type: none"> <li>iv. The main types of work-related injury are categorised using the UK HSE recognised categories. We benchmark with The Food &amp; Drink Federation and our specific Chilled Food Association. The injury categories are common across HSE categories. The three main types of work-related injury seen during FY24 were contusions and bruising, lacerations and cuts, followed by superficial injuries.</li> <li>v. Omission.</li> </ul> <p>b.</p> <p>c.</p> <ul style="list-style-type: none"> <li>i. Hazard identification is an ongoing process, identified through formal risk assessment of tasks, workplace inspections, incident investigation and hazard reporting.</li> <li>ii. Risk of high-consequence injury is not a UK recognised definition. During FY24 the most common incident types which resulted in more serious (specified) injuries were slip, trip and fall, fall from height and being struck by an object.</li> <li>iii. All accidents are thoroughly investigated to identify root causes. Many accidents have a behavioural elemental. As well as encouraging colleagues to report near misses and hazards, we carry out behavioural observations and promote safe behaviour for all colleagues such as holding handrails and not using a phone whilst walking, through poster campaigns and other communication.</li> </ul> <p>In production areas slips, trips and falls are addressed through reviews of workplace housekeeping regimes and slip resistant flooring that is maintained and monitored. The protective footwear standard issue is slip resistant to British standards and monitored by inspections in the workplace and quick replacement when it is identified as becoming worn.</p>		Accident Frequency Rate (AFR) per 100,000 hours	All accidents	3.14	Minor injury accidents	2.75	Lost time (all lost time including RIDDOR)	0.39	RIDDOR (only over 7 days lost time)	0.18	Specified (only specified injuries)	0.15	All RIDDOR (specified + over 7 days lost time) *	0.03	<p>Reason for omission: Confidentiality constraints</p> <p>Part a. v. has been omitted because Greencore considers the number of hours worked to be confidential.</p>
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# GRI Index

Standard	Disclosure	Specific disclosure	Greencore response	Omissions	
<b>Occupational health and safety (cont'd)</b>					
<b>GRI 403: Occupational Health and Safety 2018</b>	403-9 (cont'd)	Work-related injuries (cont'd)	<ul style="list-style-type: none"> <li>d. Any actions taken or underway to eliminate other work-related hazards and minimise risks using the hierarchy of controls.</li> <li>e. Whether the rates have been calculated based on 200,000 or 1,000,000 hours worked.</li> <li>f. Whether and, if so, why any workers have been excluded from this disclosure, including the types of worker excluded.</li> <li>g. Any contextual information necessary to understand how the data have been compiled, such as any standards, methodologies, and assumptions used.</li> </ul>	<ul style="list-style-type: none"> <li>d. We continually strive to improve the safety of our manufacturing processes, working environments and logistical operations for our colleagues, ensuring they remain alert to any potential health impact that may arise from hazards. We will remove the need to manually handle where possible through automation or the provision of lifting aids.</li> <li>e. Rates have been calculated based on 100,000 hours worked as this is industry standard in the UK. Accident Frequency Rate = is the frequency rate per hours worked (per 100,000 hours).</li> <li>f. No exclusions.</li> <li>g. Currently we only collate hours from operations (manufacturing sites and Direct to Store). Hours of non-operational colleagues such as those based at UK/UKC, Dublin or our London office are not included.</li> </ul>	

# GRI Index

Standard	Disclosure	Specific disclosure	Greencore response	Omissions	
<b>Occupational health and safety (cont'd)</b>					
<b>GRI 403: Occupational Health and Safety 2018</b>	403-10	Work-related ill health	<p>a. For all employees:</p> <ul style="list-style-type: none"> <li>i. The number of fatalities as a result of work-related ill health;</li> <li>ii. The number of cases of recordable work-related ill health;</li> <li>iii. The main types of work-related ill health.</li> </ul> <p>b. For all workers who are not employees but whose work and/or workplace is controlled by the organisation:</p> <ul style="list-style-type: none"> <li>i. The number of fatalities as a result of work-related ill health;</li> <li>ii. The number of cases of recordable work-related ill health;</li> <li>iii. The main types of work-related ill health.</li> </ul> <p>c. The work-related hazards that pose a risk of ill health, including:</p> <ul style="list-style-type: none"> <li>i. How these hazards have been determined;</li> <li>ii. Which of these hazards have caused or contributed to cases of ill health during the reporting period;</li> <li>iii. Actions taken or underway to eliminate these hazards and minimize risks using the hierarchy of controls.</li> </ul> <p>d. Whether and, if so, why any workers have been excluded from this disclosure, including the types of worker excluded.</p> <p>e. Any contextual information necessary to understand how the data have been compiled, such as any standards, methodologies, and assumptions used.</p>	<p>a.</p> <ul style="list-style-type: none"> <li>i. Zero.</li> <li>ii. Omission.</li> <li>iii. Musculoskeletal conditions and stress.</li> </ul> <p>b.</p> <ul style="list-style-type: none"> <li>i. Zero.</li> <li>ii. Omission.</li> <li>iii. Omission.</li> </ul> <p>c.</p> <ul style="list-style-type: none"> <li>i. Work-related hazards are determined through risk assessment, health surveillance data, incident and near miss reporting and industry guidelines and regulations.</li> <li>ii. Hazards which have contributed to ill health include ergonomic hazards, chemical exposure and work-related stressors.</li> <li>iii. Actions taken include automation of tasks that involve lifting or repetitive movement, use of lifting aids and adequate training and rotation. We will look to substitute harmful chemicals with safe alternatives if possible, or we will provide PPE to protect from chemical exposure.</li> </ul> <p>d. None.</p> <p>e. Standards used include ISO 45001 and SEQOHS; methodologies used include risk assessment and health surveillance methodologies.</p>	<p>Reason for omission: Information unavailable</p> <p>Part a. ii., b. ii. and iii. has been omitted because we are unable to report at present due to our systems being manual. We will be able to calculate in future as we move to a software-based solution.</p>

# GRI Index

Standard	Disclosure	Specific disclosure	Greencore response	Omissions	
<b>Diversity and equal opportunity</b>					
<b>GRI 3: Material Topics 2021</b>	3-3	Management of material topics	<p>a. Describe the actual and potential, negative and positive impacts on the economy, environment, and people, including impacts on their human rights.</p> <p>b. Report whether the organisation is involved with the negative impacts through its activities or as a result of its business relationships, and describe the activities or business relationships.</p> <p>c. Describe its policies or commitments regarding the material topic.</p>	<p>a. Putting people at the core is at the centre of the Greencore Way. We believe that we ultimately differentiate ourselves through our people and therefore we strive to create a culture where our people can be themselves at work and fulfil their potential. Our approach focuses on making Greencore a place for everyone, mitigating negative impacts when they do occur, as well as looking to go beyond, creating positive impacts for underrepresented groups.</p> <p>b. We are directly responsible for creating a culture of inclusion and supporting diversity within Greencore.</p> <p>c. We have a dedicated Inclusion and Diversity Policy. We are committed to a non-discriminatory workplace and operate a zero-tolerance approach to any form of discrimination. We do not accept any behaviour or attitudes that discriminate against anyone. Our commitment goes beyond industry standards and policies. We are fully committed to ensuring all our colleagues are treated fairly and receive equal pay for carrying out equivalent roles.</p> <p>We are working to achieve four aspirations:</p> <ul style="list-style-type: none"> <li>• A workforce 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</li> <li>• A culture where our people can be themselves at work</li> <li>• An organisation that creates opportunities for our people to fulfil their potential at work</li> <li>• A business that has Inclusion and Diversity hardwired into everything we do, where every colleague understands how important it is to us and where we demonstrate that every day.</li> </ul>	

# GRI Index

Standard	Disclosure	Specific disclosure	Greencore response	Omissions	
<b>Diversity and equal opportunity (cont'd)</b>					
<b>GRI 3: Material Topics 2021</b>	3-3 (cont'd)	Management of material topics (cont'd)	<p>d. Describe actions taken to manage the topic and related impacts, including:</p> <ul style="list-style-type: none"> <li>i. Actions to prevent or mitigate potential negative impacts;</li> <li>ii. Actions to address actual negative impacts, including actions to provide for or cooperate in their remediation;</li> <li>iii. Actions to manage actual and potential positive impacts.</li> </ul> <p>e. Report the following information about tracking the effectiveness of the actions taken:</p> <ul style="list-style-type: none"> <li>i. Processes used to track the effectiveness of the actions;</li> <li>ii. Goals, targets and indicators used to evaluate progress;</li> <li>iii. The effectiveness of the actions, including progress toward the goals and targets;</li> <li>iv. Lessons learned and how these have been incorporated into the organisation's operational policies and procedures.</li> </ul> <p>f. Describe how engagement with stakeholders has informed the actions taken (3-3-d) and how it has informed whether the actions have been effective (3-3-e).</p>	<p>d. We are an equal opportunity employer and aim to ensure that all colleagues and potential colleagues are treated equally both during recruitment and through employment, regardless of their unique characteristics. We train our line manager community to ensure that we are fair, consistent and promote diversity in our hiring decisions. When recruiting for our colleagues, we welcome and encourage the unique contributions different people can bring and ensure that our adverts state our intentions.</p> <p>We ensure that colleagues joining Greencore understand how to raise grievances and encourage colleagues to talk directly to their line manager so problems can be effectively resolved. We also extend our 'Harnessing Difference' education beyond our managers and provide access to all colleagues to learn more about embracing difference in their daily interactions to help eradicate discrimination. We look to continually re-enforce this through employment codes and standards with 86% of colleagues telling us they feel safe to speak up if they see discrimination. All allegations of discrimination are investigated immediately and dealt with in line with our grievance process. We recognise that in certain circumstances, a colleague may not feel comfortable raising this matter directly with their line manager or local HR representative. To overcome this potentially difficult circumstance and to protect colleagues' anonymity, we have employed the use of NAVEX Global. NAVEX Global is an anonymous, free to contact and confidential service to enable colleagues to report any concern, this could include concerns in relation to inclusion and/or diversity discrimination.</p> <p>We have delivered an annual calendar of inclusion events, suggested by colleagues designed to celebrate, recognise, and embrace the different cultural and historic events that are important to our people.</p> <p>We have continued to extend our reach externally and are part of an industry-wide reverse mentoring initiative across the Food and Drink sector, with members of our leadership and colleagues taking part. We have continued to provide support with levy investment to help drive diversity in our local communities and have worked with suppliers to influence Inclusion and Diversity across the sector.</p> <p>e. To track our progress, we monitor colleague diversity statistics, and we gather colleague feedback, predominantly in forums, surveys and through union stewards. We also monitor Inclusion and Diversity concerns raised through our grievance mechanisms. When a grievance is raised, we open a case that is managed by a Greencore team member who is not directly associated with the issue, and we individually assess each grievance.</p> <p>f. Core to our Inclusion and Diversity strategy is colleague engagement, as our largest stakeholder, it is important that we ensure colleagues' voices are at the heart of our action plans. A successful colleague catalyst group is established to encourage two-way dialogue and ensure colleagues' views and thoughts are represented in local inclusion activity. We also have listening groups and focused projects, where cross representative groups of colleagues work together to make improvements for all. We measure the effectiveness of this action through our People at the Core survey, and most recently 79% of colleagues said they can see we are working to be more inclusive.</p>	



# GRI Index

Standard	Disclosure	Specific disclosure	Greencore response	Omissions	
<b>Diversity and equal opportunity (cont'd)</b>					
<b>GRI 405: Diversity and Equal opportunity 2016</b>	405-1	Diversity of governance bodies and employees	<p>a. Percentage of individuals within the organisation's governance bodies in each of the following diversity categories:</p> <ul style="list-style-type: none"> <li>i. Gender;</li> <li>ii. Age group: under 30 years old, 30-50 years old, over 50 years old;</li> <li>iii. Other indicators of diversity where relevant (such as minority or vulnerable groups).</li> </ul> <p>b. Percentage of employees per employee category in each of the following diversity categories:</p> <ul style="list-style-type: none"> <li>i. Gender;</li> <li>ii. Age group: under 30 years old, 30-50 years old, over 50 years old;</li> <li>iii. Other indicators of diversity where relevant (such as minority or vulnerable groups)</li> </ul>	<p>a.</p> <ul style="list-style-type: none"> <li>i. Gender split at Board level is 50% female, 50% male. Further details can be found in the Board of Directors profiles contained within our FY24 Annual Report and Financial Statements on pages 62 and 63.</li> </ul> <p>b.</p> <ul style="list-style-type: none"> <li>i. Gender split across all employees is 39% female, 61% male.</li> <li>ii. Age 16-25 = 6%. Age 26-35 = 23%. Age 36-45 = 26%. Age 46-55 = 24%. Age 56+ = 21%.</li> <li>iii. Percentage of employees from an ethnic minority background = 32%.</li> </ul>	
	405-2	Ratio of basic salary and remuneration of women to men	<p>a. Ratio of the basic salary and remuneration of women to men for each employee category, by significant locations of operation.</p> <p>b. The definition used for 'significant locations of operation'.</p>	<p>a. Male to female ratio – salaried = 1.18:1. Male to female ratio – weekly = 1.02:1.</p> <p>b. By significant location we refer to all manufacturing sites, distribution depots and office locations.</p>	
<b>Non-discrimination</b>					
<b>GRI 3: Material Topics 2021</b>	3-3	Management of material topics	The description of management approach for non-discrimination is included under GRI 405: Diversity and Equal Opportunity.		

# GRI Index

Standard	Disclosure	Specific disclosure	Greencore response	Omissions	
<b>Non-discrimination (cont'd)</b>					
<b>GRI 406: Non-discrimination 2016</b>	406-1	Incidents of discrimination and corrective actions taken	<ul style="list-style-type: none"> <li>a. Total number of incidents of discrimination during the reporting period.</li> <li>b. Status of the incidents and actions taken with reference to the following:               <ul style="list-style-type: none"> <li>i. Incident reviewed by the organisation;</li> <li>ii. Remediation plans being implemented;</li> <li>iii. Remediation plans that have been implemented, with results reviewed through routine internal management review processes;</li> </ul> </li> <li>c. Incident no longer subject to action</li> </ul>	<ul style="list-style-type: none"> <li>a. FY24 = six.</li> <li>b.               <ul style="list-style-type: none"> <li>i. All incidents were subject to a full and comprehensive HR investigation. Five of the cases remain open and are being managed in line with our internal policies and processes.</li> <li>ii. Where required, remedial action plans will be agreed, implemented and monitored on a regular basis.</li> <li>iii. Our management processes and periodic case reviews address highlighted areas. Appropriate remediation plans and training interventions are agreed and actioned and are reviewed as part of our internal audit process.</li> </ul> </li> <li>c. One of the cases has been closed out satisfactorily.</li> </ul>	
<b>Child labour</b>					
<b>GRI 3: Material Topics 2021</b>	3-3	Management of material topics	The description of management approach for child labour is included under GRI 414: Supplier Social Assessment.		
<b>GRI 408: Child Labour 2016</b>	408-1	Operations and suppliers at significant risk for incidents of child labour	<ul style="list-style-type: none"> <li>a. Operations and suppliers considered to have significant risk for incidents of:               <ul style="list-style-type: none"> <li>i. Child labour;</li> <li>ii. Young workers exposed to hazardous work.</li> </ul> </li> <li>b. Operations and suppliers considered to have significant risk for incidents of child labour either in terms of:               <ul style="list-style-type: none"> <li>i. Type of operation (such as manufacturing plant) and supplier;</li> <li>ii. Countries or geographic areas with operations and suppliers considered at risk.</li> </ul> </li> <li>c. Measures taken by the organisation in the reporting period intended to contribute to the effective abolition of child labour.</li> </ul>	<ul style="list-style-type: none"> <li>a. Agricultural food supply chains source from geographical areas where child labour is endemic – it may be present but not directly reported, therefore we report zero cases, but caveat this with the understanding that transparency of this issue in global supply chains remains complex. We use a detailed risk assessment model to analyse human rights risks, and we monitor our supply chain for risk factors and indicators of child labour or young workers exposed to hazardous work. High-risk suppliers are engaged to understand what mitigations they have in place, which can include ethical audits or human rights reviews. Based on these controls, we do not consider any of our operations or suppliers to have “significant” residual risk, but we remain alert to the possibility. While we have not been made aware of specific cases to address, this does not mean that the problem does not exist.</li> <li>b. Our risk assessment model identifies the highest risk areas within our value chain:               <ul style="list-style-type: none"> <li>i. Primary agricultural operations or basic processing of food.</li> <li>ii. Africa, Asia, South America, North America – Europe to a lesser extent.</li> </ul> </li> <li>c. For our own operations, third-party independent ethical audits of Greencore sites are undertaken. Within our supply chain we use the online ethical platform Sedex for visibility of supplier child labour data. We also employ a dedicated human rights specialist team and participate in a range of collaborative industry actions.</li> </ul>	

# GRI Index

Standard	Disclosure	Specific disclosure	Greencore response	Omissions
<b>Forced or compulsory labour</b>				
<b>GRI 3: Material Topics 2021</b>	3-3	Management of material topics	The description of management approach for forced or compulsory labour is included under GRI 414: Supplier Social Assessment.	
<b>GRI 409: Forced or Compulsory Labour 2016</b>	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	<p>a. Operations and suppliers considered to have significant risk for incidents of forced or compulsory labour either in terms of:</p> <ul style="list-style-type: none"> <li>i. Type of operation (such as manufacturing plant) and supplier;</li> <li>ii. Countries or geographic areas with operations and suppliers considered at risk.</li> </ul> <p>b. Measures taken by the organisation in the reporting period intended to contribute to the elimination of all forms of forced or compulsory labour.</p>	<p>a. Agricultural food supply chains source from geographical areas where labour abuse is endemic – it may be present but not directly reported, therefore we report zero cases, but caveat this with the understanding that transparency of this issue in global supply chains remains complex. We also recognise that the risk of forced labour and modern slavery also exists within the UK, and we remain vigilant to the risk of exploitation occurring within our own operations or business relationships.</p> <p>Our risk assessment model identifies the highest risk areas within our value chain:</p> <ul style="list-style-type: none"> <li>i. Primary agricultural operations or basic processing of food.</li> <li>ii. Africa, Asia, South America, North America – Europe to a lesser extent.</li> </ul> <p>b. Our measures taken include our memberships and participation in collaborative programmes (FNET, Issara Institute, Sedex, Stronger Together, ALP, MSIN), and supplier ethical visits and audits. As a business operating in the UK, we engage with enforcement bodies such as the Police and the GLAA to reduce the risk of exploitation occurring within the wider community as well as within our own operations and supply chains.</p> <p>We also have unannounced audits of labour standards within our manufacturing facilities by third-party accredited auditors to the Sedex Members Ethical Trade Audit (SMETA) standard. We undertake audits of our labour providers. We also engage with NGOs focused on forced labour such as Stop the Traffik.</p>

# GRI Index

Standard	Disclosure	Specific disclosure	Greencore response	Omissions	
<b>Supplier social assessment</b>					
<b>GRI 3: Material Topics 2021</b>	3-3	Management of material topics	<p>a. Describe the actual and potential, negative and positive impacts on the economy, environment and people, including impacts on their human rights.</p> <p>b. Report whether the organisation is involved with the negative impacts through its activities or as a result of its business relationships, and describe the activities or business relationships.</p>	<p>a. We want to be confident that the people who make our products or produce the ingredients sourced for our products are not being exploited or exposed to infringements on their human rights. We view human rights issues – specifically child, forced and compulsory labour and the assessment of our supply chain in relation to these topics – of material relevance to Greencore’s business.</p> <p>Greencore Group plc is aware that human rights challenges may be present in the communities and commercial sectors in which we operate and the international supply chains from which we source.</p> <p>b. Whilst human rights abuse has no place in any business, this is an area of growing concern – not just in our global supply chains, but within UK food manufacturing operations. We are deeply committed to respecting and safeguarding the people who work for us, with us, or who are affected by our activities.</p>	

# GRI Index

Standard	Disclosure	Specific disclosure	Greencore response	Omissions	
<b>Supplier social assessment (cont'd)</b>					
<b>GRI 3: Material Topics 2021</b>	3-3 (cont'd)	Management of material topics (cont'd)	<p>c. Describe its policies or commitments regarding the material topic.</p> <p>d. Describe actions taken to manage the topic and related impacts, including:</p> <ul style="list-style-type: none"> <li>i. Actions to prevent or mitigate potential negative impacts;</li> <li>ii. Actions to address actual negative impacts, including actions to provide for or cooperate in their remediation;</li> <li>iii. Actions to manage actual and potential positive impacts.</li> </ul> <p>e. Report the following information about tracking the effectiveness of the actions taken:</p> <ul style="list-style-type: none"> <li>i. Processes used to track the effectiveness of the actions;</li> <li>ii. Goals, targets and indicators used to evaluate progress;</li> <li>iii. The effectiveness of the actions, including progress toward the goals and targets;</li> <li>iv. Lessons learned and how these have been incorporated into the organisation's operational policies and procedures.</li> </ul> <p>g. Describe how engagement with stakeholders has informed the actions taken (3-3-d) and how it has informed whether the actions have been effective (3-3-e).</p>	<p>c. We take a zero-tolerance approach towards child, forced and compulsory labour and work closely with suppliers to manage these risks. We are aligned to the principles of the ETI Base Code. This drives a programme of site audits, inspections, actions and additional external support as needed and further aligns with the UN Declaration of Human Rights, UN Guiding Principles on Business and Human Rights and UK Modern Slavery Act. We also note the requirement for transparency in supply chains embedded within the UK Modern Slavery Act. The work references the UN and the ILO appropriate standards for human rights. We conduct enhanced checks and ethical audits to verify these processes.</p> <p>d. We are solely responsible for Greencore site activity. We are a member of Sedex and are audited to the SMETA standard. All of our manufacturing facilities are registered on Sedex and have undergone periodic unannounced SMETA audits. We address and resolve any non-conformances. Our Human Rights Policy requires all our operations to be subject to third-party ethical audits every two years.</p> <p>We risk assess our global supply chains and sourcing operations, and work with our suppliers to mitigate identified risks. We have an influence on our suppliers through our procurement processes, however we do not have exclusive influence. We have resourced a Human Rights team to facilitate progress in this area and have invested in training for our key staff across our internal sites, Technical team and Procurement team to ensure human rights issues are integrated into their decision-making. Our Human Rights Due Diligence (HRDD) programme is delivered through two plans: Human Rights in Direct Operations and Human Rights in Global Supply Chains.</p> <p>e.</p> <ul style="list-style-type: none"> <li>i. We evaluate our management of human rights issues, specifically child, forced, and compulsory labour, by undertaking internal and external audits. We conduct independent third-party ethical audits and have an SA 8000 trained ethical auditor within our Sustainability team who can work internally and externally to verify compliance. We also have grievance mechanisms in place, including a confidential helpline provided by NAVEX Global, and we utilise the industry-level mechanism of SMETA, as well as government bodies like the GLAA and the Police.</li> <li>ii. We aim for timely responses and closure of issues through our rolling plan of audit and compliance monitoring.</li> <li>iii. We have developed a programme of ethical support visits for each Greencore site to provide additional support to site teams beyond audit. We also analyse each of the issues raised through our grievance mechanisms, and they are reviewed during third-party SMETA audits and stakeholder meetings.</li> <li>iv. In the highly sensitive area of human rights, each case may be handled differently. We use specialist internal and external resources and prioritise support to individuals impacted. We use the findings from these processes as opportunities to learn and continually improve our practices.</li> </ul> <p>f. We share our process and findings with stakeholders, asking them to challenge us so that we can improve each year. We know that those who seek to conduct criminal exploitation are always changing their approach and capacities, and we therefore seek best-in-class guidance regarding the evolution of our programme. The feedback that we have received regarding the programme has been positive and supportive, and we believe that it has been demonstrably effective.</p>	

# GRI Index

Standard	Disclosure	Specific disclosure	Greencore response	Omissions
<b>Supplier social assessment (cont'd)</b>				
<b>GRI 414: Supplier Social Assessment 2016</b>	414-1	New suppliers that were screened using social criteria	<p>a. Percentage of new suppliers that were screened using social criteria.</p> <p>a. Our suppliers are screened using a variety of social criteria, and to date 99% of our direct food and packaging suppliers are linked to us on the Sedex, a collaborative platform for sharing responsible sourcing data on supply chains. We are exploring ways to improve the social aspects of our new supplier approval process following the recent refresh of our HRDD Framework.</p>	
<b>Customer health and safety</b>				
<b>GRI 3: Material Topics 2021</b>	3-3	Management of material topics	<p>a. Describe the actual and potential, negative and positive impacts on the economy, environment and people, including impacts on their human rights.</p> <p>b. Report whether the organisation is involved with the negative impacts through its activities or as a result of its business relationships, and describe the activities or business relationships.</p> <p>c. Describe its policies or commitments regarding the material topic.</p> <p>d. Describe actions taken to manage the topic and related impacts, including:</p> <ol style="list-style-type: none"> <li>i. Actions to prevent or mitigate potential negative impacts;</li> <li>ii. Actions to address actual negative impacts, including actions to provide for or cooperate in their remediation;</li> <li>iii. Actions to manage actual and potential positive impacts.</li> </ol> <p>a. At Greencore, food safety underpins everything we do. We understand the impact food has on public health and recognise that inadequate control of food safety could cause harm to the consumer. Food safety issues may be caused as a result of failures in control of the following risks:</p> <ul style="list-style-type: none"> <li>• Microbiological contamination and growth</li> <li>• Chemical contamination including undeclared allergen inclusion</li> <li>• Physical contamination.</li> </ul> <p>Greencore manufacturing sites have systems in place to monitor, control and review food safety requirements to mitigate the risk and ensure high standards are maintained.</p> <p>b. Food safety is monitored and controlled at all stages of production and distribution, including within our own operations and our supply chain. Greencore has robust controls and strong ways of working to ensure that our products are safe, healthy, sustainable and comply with all relevant legislation. In the event of a food safety incident, Greencore informs and engages with the public through media outlets and regulatory authorities.</p> <p>c. Greencore has food safety and quality management systems in place for Group and manufacturing sites. The policies and procedures detailed in the food safety and quality management systems are readily available and trained to relevant teams. Compliance to policies and procedures is established through observational assessments and internal auditing processes.</p> <p>d. Greencore manages non-compliance to ensure exposure to the negative impacts is minimised. Investigations are required to establish root cause and to implement preventative actions. Reviews are carried out at site and Group level to ensure areas of non-compliance within the food safety and quality management system is addressed. At Greencore, we have a continuous improvement culture and make sure that requirements are built into future strategy and investment plans.</p>	

# GRI Index

Standard	Disclosure	Specific disclosure	Greencore response	Omissions	
<b>Customer health and safety (cont'd)</b>					
<b>GRI 3: Material Topics 2021</b>	3-3 (cont'd)	Management of material topics (cont'd)	<p>e. Report the following information about tracking the effectiveness of the actions taken:</p> <ol style="list-style-type: none"> <li>Processes used to track the effectiveness of the actions;</li> <li>Goals, targets and indicators used to evaluate progress;</li> <li>The effectiveness of the actions, including progress toward the goals and targets;</li> <li>Lessons learned and how these have been incorporated into the organisation's operational policies and procedures.</li> </ol> <p>f. Describe how engagement with stakeholders has informed the actions taken (3-3-d) and how it has informed whether the actions have been effective (3-3-e).</p>	<p>e. KPIs are in place to monitor the effectiveness of the food safety and quality management system. The metrics are verified and formally reviewed at site and Group level to ensure timely intervention can take place to correct performance.</p> <p>f. There are a number of different ways that stakeholders can notify us of concerns around food safety. This may be through telephone helplines/contact addresses which come directly into Greencore, contact through retailers help desks or telephone lines or through regulatory bodies such as environmental health or trading standards officers. All serious incidents are investigated, and an Incident Management team formed of key individuals on-site with external support as necessary</p>	
<b>GRI 416: Customer Health and Safety 2016</b>	416-1	Assessment of the health and safety impacts of product and service categories	a. Percentage of significant product and service categories for which health and safety impacts are assessed for improvement.	a. 100% of products are monitored to assess food safety and quality criteria meet the requirements.	
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	<p>a. Total number of incidents of non-compliance with regulations and/or voluntary codes concerning the health and safety impacts of products and services within the reporting period, by:</p> <ol style="list-style-type: none"> <li>Incidents of non-compliance with regulations resulting in a fine or penalty;</li> <li>Incidents of non-compliance with regulations resulting in a warning;</li> <li>Incidents of non-compliance with voluntary codes.</li> </ol> <p>b. If the organisation has not identified any non-compliance with regulations and/or voluntary codes, a brief statement of this fact is sufficient.</p>	<p>a. There were two incidents in FY24.</p> <ol style="list-style-type: none"> <li>There were no incidents of non-compliance resulting in a fine or penalty.</li> <li>There were no incidents of non-compliance resulting in a warning from regulatory bodies.</li> <li>There were two incidents of non-compliance with a voluntary code resulting in recalls of product. <ul style="list-style-type: none"> <li>On Food Standards Agency (FSA) advice, a precautionary recall was carried out due to a supplier association with a micro investigation</li> <li>Precautionary recall of an ambient stable product due to possible contamination with glass from product packaging.</li> </ul> </li> </ol> <p>b. As above.</p>	

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