



Group
Policy

the
Greencore
way

Inclusion & Diversity Policy

Executive sponsor	Chief People Officer	Lead	Head of Talent, Development & Inclusion
Owner	Head of Talent, Development & Inclusion	Effective date	September 2025
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Making every day taste *better*



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Introduction

Purpose

Putting people at the core is at the centre of the Greencore Way. We believe we ultimately differentiate ourselves through our people so we strive to create a culture where they can be themselves and fulfil their potential. This policy outlines our commitment to colleagues in line with the Equality Act 2010, and our wider ESG goals.

Scope

This policy applies to all employment activities which Greencore directly undertakes, covering all our operations and colleagues.

Definitions

Inclusion means we value everyone, and we support, celebrate, recognise, and engage with all our colleagues, enabling them all to be themselves at work. We should all feel like we belong at Greencore, and Greencore belongs to us all. We want everyone to achieve their potential.

Diversity means we are made up of many, different people. We use a broad definition of diversity which may be visible difference such as gender, ethnicity or nationality, but it might also be non-visible differences for example, sexual orientation, faith/religious beliefs, family background, disability, thinking styles and perspectives, educational background and age. Our diversity isn't just about protected characteristics, it's about social inclusion, making sure that we are open for everyone, no matter what their background.

We believe that inclusion and diversity are not only inter-changeable but inter-dependent and by making the most of these we create a culture where diversity of thought, connectedness and innovative solutions combine to make us a better business.

Policy Statement

Our Commitment

We believe inclusion and diversity enable better business outcomes. We're proud of and celebrate our differences – it's what makes us successful. Our approach to inclusion and diversity embeds our purpose and helps our colleagues belong and thrive by being themselves. It's our commitment to making every day better for our colleagues.

We have set out four aspirations which we work to achieve:

- 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
- a culture where our people can be themselves at work
- an organisation that creates opportunities for our people to fulfil their potential at work
- 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



We are committed to ensuring our leaders embrace difference and lead inclusively. We invest in their development so they can help everyone to reach their potential. We support all our colleagues by helping them better understand difference, embrace it and work collectively within their teams.

We are committed to working across the sector to share best practice, drive inclusion efforts and make a positive difference for colleagues working in Food & Drink.

Fair Treatment

We are committed to a non-discriminatory workplace and operate a zero-tolerance approach to any form of discrimination. We don't accept any behaviour or attitudes that discriminate against anyone. We will take appropriate action if a colleague behaves in a way which goes against the spirit of our policy on inclusion and diversity.

As set out in our Code of Business Conduct, we are committed to making sure that all colleagues and potential colleagues are treated with dignity and respect. We are an equal opportunity employer focussed on treating all existing and potential colleagues equally both during recruitment and through employment, regardless of their unique characteristics.

When recruiting, we welcome and encourage the unique contributions different people can bring promoting this through our adverts. We recruit, make selection and promotion decisions based solely on performance and capability. We seek to remove barriers to participation for colleagues.

We strive to help everyone grow a rewarding career by providing a wide range of development opportunities. We commit to helping all colleagues build personal development plans that supports them to realise their career goals.

Monitoring and Record Keeping

We regularly monitor our performance through colleague surveys such as our annual People at the Core survey, and through colleague feedback in our inclusion events and listening groups. We also monitor a set of KPI's aligned to our aspirations and collect and gather demographic data from application through to employment, to ensure that our processes are fair and equitable for all. We comply with external reporting requirements, such as Gender Pay reporting.

The information we collect for monitoring purposes is limited, anonymised, and treated as confidential, it is not used for any other purpose and complies with relevant data protection legislation. We don't keep this information for any longer than is necessary.

We continually monitor this information to ensure that we are representative of our colleague workforce and create opportunities for everyone to progress.

All associated documentation will be treated as confidential and kept in accordance with the principles of the Data Protection Act 2018, which state that any personal data kept should be necessary, fairly and lawfully processed, relevant, accurate and secure.

Raising Concerns

If a colleague has any concerns in relation to any actual, perceived, or potential discrimination, they are able to contact their line manager or local HR representative. 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 and protect colleagues' anonymity, we use NAVEX Global.

NAVEX Global is an anonymous, free and confidential service where colleagues can report any concern, this could include concerns in relation to inclusion and/or diversity discrimination. They are a completely independent organisation trained to handle these types of calls. Colleagues can phone in confidence knowing the call will not be traced or recorded, and they will not even be asked for a name.

The information that is given to NAVEX Global will be passed on to our Internal Audit Team or Group Company Secretary if more appropriate. They will investigate the concerns without compromising the caller in any way.

There is no charge; colleagues can even call from home for total privacy. NAVEX Global gives a unique code number to make it easy for the colleague to phone back if they wish. Colleagues can contact NAVEX Global via telephone or website:

UK: 0800 015 9729

Ireland: 1800 901 786

Website: greencore.ethicspoint.com

Colleagues can also access support from our employee assistance programme provided by Grocery aid.

Roles and Responsibilities

Role	Responsibility
Chair of the Board	Board sponsor for Inclusion & Diversity, providing oversight
Chief People Officer	Overall sponsor for our Inclusion & Diversity strategy, ensuring commitment at the highest level
Head of Talent, Development & Inclusion	Overall accountability for the Inclusion & Diversity strategy, providing leadership of inclusion and diversity in the business
Inclusion & Diversity Manager	Responsible for delivering the annual I&D action plans and colleague facing initiatives, supporting managers to lead inclusively
Leaders and Line Managers	Responsible for actively committing the necessary resource and focus required to deliver our inclusion and diversity commitments, goals and targets and be a role model for inclusive leadership behaviours
Colleagues	Responsible for treating each other with respect, challenging unfair behaviours and working together to create an environment where everyone can thrive

Supporting Information

Information Resource	Title	Owning Function	Location / Link
Policy	Dignity at Work	HR	Policy Hub
Code	Code of Business Conduct	Risk	Policy Hub
Policy	Speak Up	Risk	Policy Hub
Policy	Inclusive Recruitment	HR	Policy Hub

Policy Governance

The owner of this Policy is the Head of Talent, Development & Inclusion, a member of our senior HR leadership team. They are responsible for its effective implementation, maintenance, and oversight, and complete an annual review to ensure it reflects best practice.

This policy is non-contractual and may be amended from time to time to reflect best practice and any changes in legislation.

Version	Date	Comments
6	09-09-25	Annual review and transition to new policy template