



Workforce Engagement Director – Terms of Reference

Executive sponsor	GROUP GENERAL COUNSEL AND COMPANY SECRETARY	Lead	NOMINATION AND GOVERNANCE COMMITTEE
Owner	BOARD OF DIRECTORS	Effective date	1 OCTOBER 2026
Review date	15 SEPTEMBER 2026	Version	1.0



In accordance with Provision 5 of the 2024 UK Corporate Governance Code, the Board of Directors (the 'Board') of Greencore Group plc ('Greencore', the 'Company', or 'Group') has designated a Non-Executive Director with the role of ensuring that the Board is kept informed of the views and interests of Greencore's workforce. This individual shall be referred to as a 'Workforce Engagement Director'.

1. *Function of the Workforce Engagement Director:*

- The Workforce Engagement Director shall maintain direct engagement with colleagues through site visits, listening forums, colleague representative groups and other workforce engagement mechanisms.
- The Workforce Engagement Director shall liaise with the Chief People Officer on a regular basis to discuss colleague-related matters, which may include:
 - ✓ Workforce culture, purpose and behaviours;
 - ✓ Inclusion and diversity initiatives;
 - ✓ HR policies;
 - ✓ Training, development and progression initiatives;
 - ✓ Data on recruitment, reward and promotion decisions;
 - ✓ Turnover rates and any trends arising from exit interviews;
 - ✓ The relationship with agency labour suppliers; and
 - ✓ Trends and issues emerging from workforce engagement mechanisms and action plans in response to such trends and issues.
- The Workforce Engagement Director shall meet with senior representatives of the HR function to further understand the culture in various areas of the organisation.
- The Workforce Engagement Director shall attend the Leadership Forum if appropriate.
- The Workforce Engagement Director shall amalgamate their own observations on workforce engagement and colleague culture with the observations of the other Non-Executive Directors, in particular following physical or virtual visits to Greencore facilities.
- The Workforce Engagement Director will monitor whether the Group's purpose, values and desired culture are reflected in workforce behaviours and practices across the organisation.
- In conjunction with the Chief Executive Officer, the Workforce Engagement Director shall ensure that views and interests of the workforce are considered in Board discussions where relevant and shall provide regular updates to the Board on the learnings in relation to colleague engagement, culture and improvement and/ or development initiatives.
- The Workforce Engagement Director shall seek assurance that significant workforce themes and concerns are appropriately addressed and that feedback is communicated to colleagues where appropriate.
- The Workforce Engagement Director shall provide a formal report to the Board annually summarising key workforce themes, concerns, trends, actions and recommendations.

The Workforce Engagement Director shall not normally be involved in investigations in relation to concerns raised by the workforce. Concerns of the workforce shall be raised through the appropriate channels, and reported to the Board, via the Audit and Risk Committee, by the Director of Internal Audit and Risk.

2. *General*

- Appointment to the role of Workforce Engagement Director shall be for a period of two years, which may be extended for a further period if appropriate, provided that the Board remains satisfied that the Workforce Engagement Director continues to carry out his or her duties effectively.
- Appointment to the role of Workforce Engagement Director shall automatically terminate upon the individual ceasing to be a Non-Executive Director of the Board.
- The Workforce Engagement Director shall undertake that he or she will have sufficient time to dedicate to the role.
- The Workforce Engagement Director shall have access to the advice and services of the Group General Counsel and Company Secretary.
- The Terms of Reference and performance of the Workforce Engagement Director shall be reviewed annually.

Version	Date	Comments
1.0	15 September 2026	