

GRI Index 2025

GRI Index

Statement of use	Greencore Group plc. has reported in accordance with the GRI Standards for the period October 2024 to September 2025
GRI 1 used	GRI 1: Foundation 2021

Standard	Disclosure	Specific disclosure	Greencore response	Omissions
The organisation and its reporting practices				
GRI 2: General Disclosures 2021	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: - Whether the approach involves adjustments to information for minority interests; - How the approach takes into account mergers, acquisitions, and disposal of entities or parts of entities; - Whether and how the approach differs across the disclosures in this Standard and across material topics.	a. All manufacturing sites are included within our sustainability metrics. These relate to: - Greencore Foods Limited - Greencore Food to Go Limited - Greencore Grocery Limited - Greencore Prepared Meals Limited - Hazlewood Foods Limited. 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. 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. - There are no minority interests. - 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. - The approach is consistent across the disclosures in this Standard and across material topics.

Standard	Disclosure	Specific disclosure	Greencore response	Omissions
The organisation and its reporting practices (cont'd)				
GRI 2: General Disclosures 2021	2-3	Reporting period, frequency and contact point	a. Specify the reporting period for, and the frequency of, its sustainability reporting. 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. c. Report the publication date of the report or reported information. d. Specify the contact point for questions about the report or reported information.	a. Reporting period: October 2024-September 2025. Frequency: Annual. b. Our financial and sustainability reporting use the same reporting period. c. Publication date: 18 November 2025 d. Head of Sustainability, Fran Haycock (fran.haycock@greencore.com).
	2-4	Restatements of information	a. Report restatements of information made from previous reporting periods and explain: i. The reasons for the restatements; ii. The effect of the restatements.	a. The following restatements of FY24: - Gross direct (Scope 1) GHG emissions (305-1a) from 66,585 to 66,739 tCO₂e - Total water withdrawal (303-3a) from 2,684 to 2,690 megalitres - Third-party water withdrawal (303-3a. v.) from 1,759 to 1,766 megalitres i. Improvements in data collection. ii. Immaterial impact on previously stated figures.
	2-5	External assurance	a. Describe its policy and practice for seeking external assurance, including whether and how the highest governance body and senior executives are involved. b. If the organisation's sustainability reporting has been externally assured: i. Provide a link or reference to the external assurance report(s) or assurance statement(s); 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; iii. Describe the relationship between the organisation and the assurance provider.	a. We have not undertaken external assurance of the statements and data within our FY25 sustainability reporting. b. Not applicable.

Standard	Disclosure	Specific disclosure	Greencore response	Omissions
Activities and workers				
GRI 2: General Disclosures 2021	2-6	Activities, value chain and other business relationships	a. Report the sector(s) in which it is active. b. Describe its value chain, including: i. The organisation's activities, products, services, and markets served; ii. The organisation's supply chain; iii. The entities downstream from the organisation and their activities. c. Report other relevant business relationships. d. Describe significant changes in 2-6-a, 2-6-b, and 2-6-c compared to the previous reporting period.	a. Convenience food. b. 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. 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. iii. We supply all of the major supermarkets in the UK, and also supply convenience and travel retail outlets, discounters, coffee shops, food service and other retailers. c. Not applicable. d. No significant changes compared to the previous reporting period.

Standard	Disclosure	Specific disclosure	Greencore response	Omissions																													
Activities and workers (cont'd)																																	
GRI 2: General Disclosures 2021	2-7	Employees	a. Report the total number of employees, and a breakdown of this total by gender and by region.	a.																													
			b. Report the total number of:																														
			i. Permanent employees, and a breakdown by gender and by region;																														
			ii. Temporary employees, and a breakdown by gender and by region;																														
			iii. Non-guaranteed hours employees, and a breakdown by gender and by region;																														
			iv. Full-time employees, and a breakdown by gender and by region;																														
			v. Part-time employees, and a breakdown by gender and by region.																														
			c. Describe the methodologies and assumptions used to compile the data, including whether the numbers are reported:																														
			i. In head count, full-time equivalent (FTE), or using another methodology;																														
			ii. At the end of the reporting period, as an average across the reporting period, or using another methodology.																														
d. Report contextual information necessary to understand the data reported under 2-7-a and 2-7-b.																																	
e. Describe significant fluctuations in the number of employees during the reporting period and between reporting periods.																																	
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			c. Data is collected in real time from our HRIS system, and the numbers are reported on a monthly basis as part of our business reporting cadence.																														
			i. FTE is reported.																														
			ii. FTE is reported as a snapshot at the end of the reporting period.																														
			d. FTE reported by site, function and business team.																														
			e. The only significant fluctuation in number of employees occurs during seasonal peak periods, which are June-August and November-January.																														

Standard	Disclosure	Specific disclosure	Greencore response	Omissions
Activities and workers (cont'd)				
GRI 2: General Disclosures 2021	2-8 Workers who are not employees	a. Report the total number of workers who are not employees and whose work is controlled by the organisation and describe: i. The most common types of worker and their contractual relationship with the organisation; ii. The type of work they perform. b. Describe the methodologies and assumptions used to compile the data, including whether the number of workers who are not employees is reported: i. In head count, full-time equivalent (FTE), or using another methodology; ii. At the end of the reporting period, as an average across the reporting period, or using another methodology. c. Describe significant fluctuations in the number of workers who are not employees during the reporting period and between reporting periods.	a. 1,770 FTE. i. Temporary agency workers employed through third-party labour providers. ii. Manufacturing and warehouse depot picking operation roles. b. Data is reported via the third-party labour providers. i. FTE is reported. ii. FTE has been calculated using a total number of hours worked across the reporting period, converted into FTE. c. The only significant fluctuation in number of employees occurs during seasonal peak periods, which are June-August and November-January.	

Standard	Disclosure	Specific disclosure	Greencore response	Omissions
Governance				
GRI 2: General Disclosures 2021	2-9 Governance structure and composition	a. Describe its governance structure, including committees of the highest governance body. 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. c. Describe the composition of the highest governance body and its committees by: - Executive and non-executive members; - Independence; - Tenure of members on the governance body; - Number of other significant positions and commitments held by each member, and the nature of the commitments; - Gender; - Under-represented social groups; - Competencies relevant to the impacts of the organisation; - Stakeholder representation.	a. The Group's governance structure consists of the Board – made up of executive and independent non-executive directors. The Committees of the Board are made up solely of non-executive directors: - Audit and Risk Committee - Remuneration Committee - Nomination and Governance Committee - Sustainability Committee. b. Audit and Risk Committee, Remuneration Committee and Sustainability Committee. Further details on the role of the Committees and the work undertaken by each Committee in the year under review can be found in our Annual Report and Financial Statements on page 75. c. The Board consists of: - Six non-executive directors and two executive directors, being the Chief Executive Officer (CEO) and the Chief Financial Officer (CFO). - 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. - Five directors have been on the Board for less than three years, two directors have been on the Board for four years, and one director has been on the Board for over five years. - Leslie Van de Walle is currently serving as the chair of the Robert Walters Group and chair of their nomination committee. Linda Hickey is a non-executive director of Cairn Homes plc where she is senior independent director, remuneration committee chair and a member of the audit and risk committee. Linda also serves as non-executive director and chair of the audit and remuneration committees of Avolon. Alastair Murray is a non-executive director and chairs the audit and risk committee of McBride plc. Helen Rose is a non-executive director of WH Smith plc and deputy chair of Compton Verney. - There are four females and four males on the Board. - None. - 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. - 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.	

Standard	Disclosure	Specific disclosure	Greencore response	Omissions
Governance (cont'd)				
GRI 2: General Disclosures 2021	2-10	Nomination and selection of the highest governance body	a. Describe the nomination and selection processes for the highest governance body and its committees. b. Describe the criteria used for nominating and selecting highest governance body members, including whether and how the following are taken into consideration: i. Views of stakeholders (including shareholders); ii. Diversity; iii. Independence; iv. Competencies relevant to the impacts of the organisation.	a. Prior to making new appointments to the Board, a role profile is prepared on the basis of 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 Nomination and Governance Committee Terms of Reference. 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.
	2-11	Chair of the highest governance body	a. Report whether the chair of the highest governance body is also a senior executive in the organisation. 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.	a. The Board Chair is non-executive. b. Not applicable.

Standard	Disclosure	Specific disclosure	Greencore response	Omissions
Governance (cont'd)				
GRI 2: General Disclosures 2021	2-12	Role of the highest governance body in overseeing the management of impacts 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. 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: i. Whether and how the highest governance body engages with stakeholders to support these processes; ii. How the highest governance body considers the outcomes of these processes. 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.	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 Chair of the Sustainability Committee (a non-executive director) is the Board's sustainability champion. 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 Group Executive Team. The annual Modern Slavery Statement does go to the Board for review and approval. b. The Chair of the Sustainability Committee 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) members also support the relevant executive directors via the Committee meetings held during the year. 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 FY25 can be found on page 78 in our Annual Report and Financial Statements. ii. The SusCo holds a minimum of two Committee meetings per year to review organisational impacts. Outside of these Committee meetings, the SusCo is informed as relevant. 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.	

Standard	Disclosure	Specific disclosure	Greencore response	Omissions
Governance (cont'd)				
GRI 2: General Disclosures 2021	2-13	Delegation of responsibility for managing impacts a. Describe how the highest governance body delegates responsibility for managing the organisation's impacts on the economy, environment, and people, including: i. Whether it has appointed any senior executives with responsibility for the management of impacts; ii. Whether it has delegated responsibility for the management of impacts to other employees. 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.	a. The Board has delegated responsibility to the Group Executive Team to manage the business' impact on the economy, environment and people. The Group Executive Team is led by the Chief Executive Officer (CEO) and consists of the Chief Financial Officer (CFO), Chief Operating Officer (COO), Chief Commercial Officer (CCO), Chief People Officer (CPO), Chief Planning, Strategy and Development Officer, and the Group General Counsel and Company Secretary. i. Within this group, the COO 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 responsible for social topics such as Communities, Human Rights in Direct Operations, and Inclusion and Diversity. ii. The leadership of climate risk is jointly led between the COO and the Director of Internal Audit, Risk, Controls & Compliance. Responsibility for the management of impacts is delegated to the Sustainability team, led by the Head of Sustainability. b. Senior management and the Head of Sustainability provide updates to the SusCo via Board Papers, which are discussed at SusCo meetings held during the year.	
	2-14	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. 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.	a. The Board delegates review and approval of sustainability reporting to the Sustainability Committee (SusCo) and the Reporting Sub-Committee. The SusCo has responsibility for reviewing and approving the Group's Modern Slavery Statement, the GRI/SASB disclosure and the Group's Sustainability Performance Data table. Board papers are also submitted to the SusCo which summarise each of these disclosures. The Sustainability Section of the Annual Report and Financial Statements (AR), along with our TCFD (Task Force on Climate Related Financial Disclosures) are approved by the Reporting Sub-Committee, which comprises three members of the full Board - whose sole responsibility is to review and sign off the full AR on behalf of the Board. b. Not applicable.	
	2-15	a. Describe the processes for the highest governance body to ensure that conflicts of interest are prevented and mitigated. b. Report whether conflicts of interest are disclosed to stakeholders, including, at a minimum, conflicts of interest relating to: i. Cross-board membership; ii. Cross-shareholding with suppliers and other stakeholders; iii. Existence of controlling shareholders; iv. Related parties, their relationships, transactions and outstanding balances.	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. 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.	

Standard	Disclosure	Specific disclosure	Greencore response	Omissions
Governance (cont'd)				
GRI 2: General Disclosures 2021	2-16	Communication of critical concerns	a. Describe whether and how critical concerns are communicated to the highest governance body. b. Report the total number and the nature of critical concerns that were communicated to the highest governance body during the reporting period.	a. The Audit and Risk Committee receive regular Whistleblowing Reports which outline the type of grievance, including critical concerns and resolution timeframe. b. No critical concerns were reported during the period.
	2-17	Collective knowledge of the highest governance body	a. Report measures taken to advance the collective knowledge, skills and experience of the highest governance body on sustainable development.	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 SusCo 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.
	2-18	Evaluation of the performance of the highest governance body	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. b. Report whether the evaluations are independent or not, and the frequency of the evaluations. c. Describe actions taken in response to the evaluations, including changes to the composition of the highest governance body and organisational practices.	a. The Board and each of its Committees undertake an annual evaluation. In FY25, an internal evaluation was undertaken. The evaluation assessed the performance of the Board and the Committees, including the SusCo on its role in overseeing the management of its stakeholders. 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. c. Subsequent to 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 internal FY25 Board evaluation would be maintaining focus on core business strategy as well as the potential integration of Bakkavor Group plc.

Standard	Disclosure	Specific disclosure	Greencore response	Omissions														
Governance (cont'd)																		
GRI 2: General Disclosures 2021	2-19	Remuneration policies	a. Describe the remuneration policies for members of the highest governance body and senior executives, including: i. Fixed pay and variable pay; ii. Sign-on bonuses or recruitment incentive payments; iii. Termination payments; iv. Clawbacks; v. Retirement benefits. 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.	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: 2023 Remuneration Policy. b. The metrics for the Executive Directors' long-term incentive plan and short-term incentive plan 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 collective strategic objectives. The FY25 objectives comprise of qualitative and quantitative measures and are linked to the Group's strategic priorities, including strategy, sustainability (including the environment) and people. It is Group policy to disclose remuneration details in relation to our Executive Directors only.														
	2-20	Process to determine remuneration	a. Describe the process for designing its remuneration policies and for determining remuneration, including: i. Whether independent highest governance body members or an independent remuneration committee oversees the process for determining remuneration; ii. How the views of stakeholders (including shareholders) regarding remuneration are sought and taken into consideration; 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. b. Report the results of votes of stakeholders (including shareholders) on remuneration policies and proposals, if applicable.	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. i. The Remuneration Committee oversees the process for designing remuneration policies and for determining remuneration. 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. iii. The Remuneration Committee has access to independent external consultants who would provide market guidance, benchmarking and advice on any remuneration topic required. b. The table below shows the voting outcome of the resolutions proposed at the 2025 AGM and 2023 AGM in relation to the FY24 Annual Report on Remuneration and the 2023 Remuneration Policy, respectively. <table border="1"> <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>FY24 Annual Report on Remuneration</td><td>99.33%</td><td>0.67%</td><td>240,544,504</td><td>6,941</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	FY24 Annual Report on Remuneration	99.33%	0.67%	240,544,504	6,941	2023 Remuneration Policy	96.55%	3.45%	308,087,335
Resolution	For	Against	Total votes cast	Votes withheld														
FY24 Annual Report on Remuneration	99.33%	0.67%	240,544,504	6,941														
2023 Remuneration Policy	96.55%	3.45%	308,087,335	61,402														

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Governance (cont'd)				
GRI 2: General Disclosures 2021	2-21 Annual total compensation ratio	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). 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). c. Report contextual information necessary to understand the data and how the data has been compiled.	Detailed information on annual compensation ratios and remuneration (for colleagues at the 25th, 50th and 75th percentile) are published in our Annual Report and Financial Statements, as part of our Annual Report on Remuneration, which starts on page 112.	

Standard	Disclosure	Specific disclosure	Greencore response	Omissions
Strategy, policies and practices				
GRI 2: General Disclosures 2021	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.	This year, we've continued our thinking and preparation to transform into a future-fit food business, one that drives positive impact for both people and the planet, and our Better Future Plan reflects our commitments to address these challenges. The food system today is complex and becoming increasingly fragile. We recognise our responsibilities within our operations and across the value chain to help create a brighter and more equitable system - we strive to source with integrity, make with careful use of our natural resources and feed the nation with healthy and sustainable options. Collaboration remains key to our sustainability strategy, and achieving our goals requires joint efforts with customers and suppliers but also requires innovative partnerships with other food systems actors in areas such as innovation or sharing of insight across industry groups. While we aim to influence the entire value chain as this is where some of the biggest gains will be made, in the short-term, we must retain focus on optimising our own operations, as well as driving improvement in our Tier 1 supply base. Alignment between commercial and sustainability agenda interests continues within Greencore and in amongst our partners. Although more work is needed to fully integrate these, the vastly moving health agenda and growing expectation on decarbonisation has opened space for meaningful sustainability conversations that were previously overshadowed. Looking ahead, the journey toward a sustainable future will require resilience, collaboration and innovation. We remain committed to pushing boundaries, holding ourselves accountable, and working with all our partners to find better and different ways of growing our respective businesses. Whilst many challenges remain, we're confident that through collective effort and continuous improvement, we can build a future-fit food business. Only together, will we create a more sustainable food system that benefits people, the planet, and ensures long-term success. Dalton Philips, CEO	

Standard	Disclosure	Specific disclosure	Greencore response	Omissions
Strategy, policies and practices (cont'd)				
GRI 2: General Disclosures 2021	2-23 Policy commitments	a. Describe its policy commitments for responsible business conduct, including: i. The authoritative intergovernmental instruments that the commitments reference; ii. Whether the commitments stipulate conducting due diligence; iii. Whether the commitments stipulate applying the precautionary principle; iv. Whether the commitments stipulate respecting human rights. b. Describe its specific policy commitment to respect human rights, including: i. The internationally recognised human rights that the commitment covers; ii. The categories of stakeholders, including at-risk or vulnerable groups, that the organisation gives particular attention to in the commitment.	a. Our Code of Business Conduct sets out our expectations for responsible business conduct. Our policy commitments reference the following: i. • The UN Universal Declaration of Human Rights • The International Labour Organisation (ILO) Declaration on Fundamental Principles and Rights at Work • The United Nations Guiding Principles on Business and Human Rights (UNGPs) ii. Human rights due diligence is covered within our Human Rights Policy. Our Supplier Code of Conduct outlines the Ethical (and Environmental) Standards that our suppliers are expected to uphold, and how their compliance is monitored. 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. iv. Our Human Rights Policy and Supplier Code of Conduct stipulate respecting human rights. b. Our Human Rights Policy explicitly commits to respecting internationally recognised human rights. i. The Policy specifically addresses the following rights: • Freedom from forced and compulsory labour • Prohibition of child labour (aligned with ILO Conventions No. 138 and No. 182) • Non-discrimination and equality • Freedom of association and the right to collective bargaining • Safe and healthy working conditions • Respect for privacy Our Supplier Code of Conduct contains Ethical Standards derived from the Ethical Trading Initiative (ETI) Base Code,¹ with additional social clauses (10-12) specific to Greencore.² ii. Our Human Rights Policy covers: • Direct employees at Greencore sites • Workers supplied by labour providers and third-party service providers • Tier 1 suppliers (ingredient and packaging) and their downstream suppliers • At-risk or vulnerable groups, including: ○ Women and children ○ Migrant workers ○ Workers with disabilities ○ Individuals from minority backgrounds The Policy seeks to ensure these groups are protected through targeted interventions, monitoring, grievance mechanisms, and ongoing engagement with a range of relevant stakeholders to prevent and mitigate adverse human rights impacts.	

¹ ETI Base Code Clauses: 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.

² Greencore Specific Clauses: 10. Entitlement to work; 11. Use of labour providers and third-party service providers; 12. Grievance mechanisms.

Standard	Disclosure	Specific disclosure	Greencore response	Omissions
GRI 2: General Disclosures 2021	2-23 (cont'd) Policy commitments (cont'd)	c. Provide links to the policy commitments if publicly available, or, if the policy commitments are not publicly available, explain the reason for this. d. Report the level at which each of the policy commitments was approved within the organisation, including whether this is the most senior level. e. Report the extent to which the policy commitments apply to the organisation's activities and to its business relationships. f. Describe how the policy commitments are communicated to workers, business partners and other relevant parties.	c. Code of Business Conduct Human Rights Policy Supplier Code of Conduct Modern Slavery and Human Trafficking Transparency Statement d. Code of Business Conduct • Chief Executive Officer Human Rights Policy • Chief People Officer • Sustainable Business Management Group (SBMG) for Human Rights (a cross-functional forum) Supplier Code of Conduct • SBMG for Human Rights • SBMG for Responsible Sourcing Modern Slavery and Human Trafficking Transparency Statement • Chief Executive Officer • Chief People Officer • Content and strategic direction shared with the Board for comment e. The policies apply to all Greencore operations, site-based suppliers, and the wider supply chains from which we source. f. Our Human Rights Policy commitments are communicated to workers, either during induction or through ongoing training. Our Human Rights Policy is shared with customers through individual management meetings and strategic alignment discussions, ensuring clear communication of our commitments and expectations. We have undertaken a phased rollout of our Supplier Code of Conduct (alongside our Human Rights Policy and Responsible Sourcing Policy) to communicate our expectations to suppliers. Our policy documents are also published on our website.	

Standard	Disclosure	Specific disclosure	Greencore response	Omissions
Strategy, policies and practices (cont'd)				
GRI 2: General Disclosures 2021	2-24 Embedding policy commitments	a. Describe how it embeds each of its policy commitments for responsible business conduct throughout its activities and business relationships, including: i. How it allocates responsibility to implement the commitments across different levels within the organisation; ii. How it integrates the commitments into organisational strategies, operational policies and operational procedures; iii. How it implements its commitments with and through its business relationships; iv. Training that the organisation provides on implementing the commitments.	a. Our Sustainability Strategy and delivery plans operationalise our policy commitments, with ownership embedded within relevant business functions. 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 the relevant Executive Owners and to Plan Owners within appropriate functions such as Procurement, Technical or Operations to drive implementation. ii. Multiyear roadmaps or delivery plans have been developed for key sustainability focus areas. Commitments are integrated via departmental operating procedures (e.g. Group CAPEX processes) 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. iii. Commitments are implemented via formal policy cascade and progress review meetings with suppliers who are linked to specific commitments e.g. high-risk supply chains for human rights, suppliers who are significant users of soy, egg or fish products. Our customers are a key enabler to progress many of our commitments. We are actively working with our customers to encourage their partnership in our business commitments, particularly where our priorities are aligned. iv. Training is provided at a range of levels within the organisation. Our Executive Team have the opportunity to learn about our sustainability topics, informally, through our Executive Roadmap review sessions which cover two topics per month. Our Plan Owner Group (10 business leaders) have two formal training opportunities, a full day in each half of the financial year, during which we use external coaches from a third-party specialist. This group of leaders also have access to a year-round online upskilling community which hosts regular live webinars and other events for members. For functional upskilling, we have focused our efforts on Commercial (sales and procurement), Technical and our HR colleagues, with training linked to the key deliverables of the relevant roadmaps. Training is both externally and internally provided as appropriate.	

Standard	Disclosure	Specific disclosure	Greencore response	Omissions
Strategy, policies and practices (cont'd)				
GRI 2: General Disclosures 2021	2-25 Processes to remediate negative impacts	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. b. Describe its approach to identify and address grievances, including the grievance mechanisms that the organisation has established or participates in. 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. 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. 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.	a. Our Human Rights Policy describes our approach to remediation. In cases requiring remediation where Greencore has not "caused" or "contributed" to the adverse impact, we take a proactive role in facilitating the process by supporting suppliers in ensuring that affected individuals receive appropriate remedies. 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. 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. 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, including 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. 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. d. Stakeholders are not currently involved in the design, review, operation or improvement of these mechanisms. e. 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 relevant SBMG regarding effectiveness of these mechanisms in relation to human rights and this includes stakeholder feedback for high-risk scenarios.	

Standard	Disclosure	Specific disclosure	Greencore response	Omissions
Strategy, policies and practices (cont'd)				
GRI 2: General Disclosures 2021	2-26	Mechanisms for seeking advice and raising concerns a. Describe the mechanisms for individuals to: i. Seek advice on implementing the organisation's policies and practices for responsible business conduct; ii. Raise concerns about the organisation's business conduct.	a. 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. 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 a senior manager, their HR team 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.	
	2-27	Compliance with laws and regulations 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: i. Instances for which fines were incurred; ii. Instances for which non-monetary sanctions were incurred. 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: i. Fines for instances of non-compliance with laws and regulations that occurred in the current reporting period; ii. Fines for instances of non-compliance with laws and regulations that occurred in previous reporting periods. c. Describe the significant instances of non-compliance. d. Describe how it has determined significant instances of non-compliance.	a. None. b. None. c. None. 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.	

Standard	Disclosure	Specific disclosure	Greencore response	Omissions
Strategy, policies and practices (cont'd)				
GRI 2: General Disclosures 2021	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.	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. Food Network for Ethical Trade (FNET) – we are active participants in a range of collaborative workstreams. This is an organisation to improve human rights in supply chains through a common approach. 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. Stronger Together – a multi-stakeholder business initiative to address modern slavery, working together to reduce exploitation. Gangmasters and Labour Abuse Authority (GLAA) – a non-departmental public body: “Working in partnership to protect vulnerable and exploited workers”. Seafood Ethics Action Alliance (SEAA) - a pre-competitive collaboration of retailers and seafood businesses aiming to strengthen human rights due diligence carried out in the global seafood supply chain and ensure respect for human rights. Issara Institute – we are a strategic partner of the initiative, an independent NGO operating on the ground in global supply chains to build worker-validated, community-validated ethical supply chains from the bottom up. 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. Roundtable on Sustainable Palm Oil (RSPO) – we are members of RSPO and are audited to ensure compliance. UK Soy Manifesto – we are signatories of the Manifesto and actively engage with their processes and management. Modern Slavery Intelligence Network (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: • Protect workers from exploitation • Prevent and disrupt worker exploitation in their supply chains • Prepare systems against identified trends.	

Standard	Disclosure	Specific disclosure	Greencore response	Omissions
Stakeholder engagement				
GRI 2: General Disclosures 2021	2-29	Approach to stakeholder engagement a. Describe its approach to engaging with stakeholders, including: i. The categories of stakeholders it engages with, and how they are identified; ii. The purpose of the stakeholder engagement; iii. How the organisation seeks to ensure meaningful engagement with stakeholders.	a. Effective stakeholder engagement and collaboration is essential to the success of our business and the achievement of our sustainability ambitions and objectives. i. The main categories of stakeholders we engage at this stage of our Sustainability journey are: • Colleagues • Suppliers • Customers • NGOs - such as The Food Foundation and Humane League • Government (local and national) • Peers - in UK manufacturing These have been identified by the central Sustainability team as the key groups that influence our strategic progress currently. More information on our general approach to business stakeholders can be found on pages 79 to 82 in our Annual Report and Financial Statements. ii. There are four primary purposes of the engagement: 1) Collaboration to drive change with the value chain or with specialist third parties – collaborative thinking, project coordination and/or sharing of ideas. 2) Dialogue to identify actual and potential impacts, understand stakeholder concerns and perceptions of us, and respond to feedback. 3) Ensuring industry alignment and adherence to regulation. 4) Demonstrating thought leadership and supporting industry ambition. iii. We ensure that there is regular dialogue taking place with stakeholders, which is carried out by colleagues most relevant to the stakeholder group. Effective stakeholder engagement helps us better understand the impact of our decisions on all our stakeholders as well as their needs and concerns.	
	2-30	Collective bargaining agreements a. Report the percentage of total employees covered by collective bargaining agreements. 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.	a. 43.4% of total employees are covered by collective bargaining agreements. 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.	

Standard	Disclosure	Specific disclosure	Greencore response	Omissions
Material topics				
GRI 3: Material Topics 2021	3-1	Process to determine material topics a. Describe the process it has followed to determine its material topics, including: 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; ii. How it has prioritised the impacts for reporting based on their significance. b. Specify the stakeholders and experts whose views have informed the process of determining its material topics.	a. Greencore undertook a materiality assessment during 2022, aligned to the double materiality approach: - The external impact dimension evaluated Greencore's most significant impacts on the economy, environment and people - 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. 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. 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. b. 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.	
	3-2	List of material topics a. List its material topics. b. Report changes to the list of material topics compared to the previous reporting period.	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. b. There has been no change since last year. We will undertake a comprehensive Double Materiality Assessment (DMA) in FY26 in preparation for the Corporate Sustainability Reporting Directive (CSRD) disclosure required in FY28. The outcomes of this assessment will inform the evolution of Greencore's sustainability strategy and priorities based on our material topics.	

Standard	Disclosure	Specific disclosure	Greencore response	Omissions
Market presence				
GRI 3: Material Topics 2021	3-3 Management of material topics	a. Describe the actual and potential, negative and positive impacts on the economy, environment, and people, including impacts on their human rights. 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. c. Describe its policies or commitments regarding the material topic. d. Describe actions taken to manage the topic and related impacts, including: i. Actions to prevent or mitigate potential negative impacts; ii. Actions to address actual negative impacts, including actions to provide for or cooperate in their remediation; iii. Actions to manage actual and potential positive impacts.	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. 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. 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. 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.	

Standard	Disclosure	Specific disclosure	Greencore response	Omissions
Market presence (cont'd)				
GRI 3: Material Topics 2021	3-3 (cont'd) Management of material topics (cont'd)	e. Report the following information about tracking the effectiveness of the actions taken: i. Processes used to track the effectiveness of the actions; ii. Goals, targets and indicators used to evaluate progress; iii. The effectiveness of the actions, including progress toward the goals and targets; iv. Lessons learned and how these have been incorporated into the organisation's operational policies and procedures. 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).	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. 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.	
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	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. 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. 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. d. The definition used for 'significant locations of operation'.	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. 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. 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. d. By significant location we refer to all manufacturing sites, distribution depots and office locations.	

Standard	Disclosure	Specific disclosure	Greencore response	Omissions
Anti-corruption				
GRI 3: Material Topics 2021	3-3 Management of material topics	a. Describe the actual and potential, negative and positive impacts on the economy, environment and people, including impacts on their human rights. 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. c. Describe its policies or commitments regarding the material topic. d. Describe actions taken to manage the topic and related impacts, including: i. Actions to prevent or mitigate potential negative impacts; ii. Actions to address actual negative impacts, including actions to provide for or cooperate in their remediation; iii. Actions to manage actual and potential positive impacts.	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. 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. c. We are steadfast in our pursuit of ethical behaviours throughout the business and emphasise this through our Code of Business Conduct, which has been fully updated, revised, and recommunicated in FY25. Greencore has policies in place to mitigate the risk of bribery, corruption and fraud: • Anti-Bribery and Corruption Policy • Group Whistleblowing and Speak Up Policy • Competition Law Compliance Policy • Competition Law Compliance Manual • Group Fraud Policy • Anti-Tax Evasion Policy • Gifts and Hospitality Policy. These policies reinforce the Group's commitment to maintaining the highest standards of integrity by effectively preventing, detecting, and responding to fraud, and responding quickly and effectively if any incidents do occur. 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. d. Greencore has the following systems in place to support the reporting of issues and to encourage transparency and openness: • The Speak Up process for independent and, if required, anonymous reporting of concerns; • A Gifts & Hospitality Register for tracking gifts and hospitality both offered, received, and declined; and • A Conflicts of Interest Register for recording any colleague conflicts 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.	

Standard	Disclosure	Specific disclosure	Greencore response	Omissions
Anti-corruption (cont'd)				
GRI 3: Material Topics 2021	3-3 (cont'd)	Management of material topics (cont'd)	e. Report the following information about tracking the effectiveness of the actions taken: i. Processes used to track the effectiveness of the actions; ii. Goals, targets and indicators used to evaluate progress; iii. The effectiveness of the actions, including progress toward the goals and targets; iv. Lessons learned and how these have been incorporated into the organisation's operational policies and procedures. 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).	e. The company has a Group Risk function that coordinates the evaluation of business risks across the Group. This process is designed to identify key risks or significant areas of concern which would include risks around fraud, anti-bribery and corruption, competition law, etc., if relevant. In FY25, a fraud risk assessment has been conducted to evaluate those fraud risks identified as having the potential to benefit the Group. 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 planning activities of all audit engagements. They will conduct a triage of the issue raised and based on the information received allocate to the most appropriate function for further investigation. f. Compliance & Controls, Risk & 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. Starting in FY25, we have also begun requiring our senior leaders to attest annually to their compliance with the Code of Business Conduct, including the Group Fraud, Anti-Bribery & Corruption, and Gifts & Hospitality policies.

Standard	Disclosure	Specific disclosure	Greencore response	Omissions
Anti-corruption (cont'd)				
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	a. Total number and percentage of operations assessed for risks related to corruption. b. Significant risks related to corruption identified through the risk assessment.	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. The Fraud Risk Assessment conducted in FY25 considered relevant fraud risks across all business operations in the Group. b. We have identified the following focus areas for risk of corruption: • Financial Statement Fraud and Tax Evasion • Bribery, Price Manipulation, and Anti-Competitive behaviours • Quality Control Manipulation or Food Fraud • Payment Fraud • Theft • Misrepresentation of non-financial reporting • Non-Compliance with Regulations.	
GRI 205: Anti-corruption 2016	205-3 Confirmed incidents of corruption and actions taken	a. Total number and nature of confirmed incidents of corruption. b. Total number of confirmed incidents in which employees were dismissed or disciplined for corruption. c. Total number of confirmed incidents when contracts with business partners were terminated or not renewed due to violations related to corruption. d. Public legal cases regarding corruption brought against the organisation or its employees during the reporting period and the outcomes of such cases.	a. There were no material cases of fraud or corruption identified during FY25. Greencore is confident that its internal controls are sufficiently robust to mitigate against the risk of significant corruption events. b. Zero. c. Zero. d. Zero.	

Standard	Disclosure	Specific disclosure	Greencore response	Omissions
Anti-competitive behaviour				
GRI 3: Material Topics 2021	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.	
GRI 206: Anticompetitive Behaviour 2016	206-1	Legal actions for anti-competitive behaviour, anti-trust and monopoly practices	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.	a. None.

Standard	Disclosure	Specific disclosure	Greencore response	Omissions
Tax				
GRI 3: Material Topics 2021	3-3 Management of material topics	a. Describe the actual and potential, negative and positive impacts on the economy, environment, and people, including impacts on their human rights. 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. c. Describe its policies or commitments regarding the material topic. d. Describe actions taken to manage the topic and related impacts, including: i. Actions to prevent or mitigate potential negative impacts; ii. Actions to address actual negative impacts, including actions to provide for or cooperate in their remediation; iii. Actions to manage actual and potential positive impacts. e. Report the following information about tracking the effectiveness of the actions taken: i. Processes used to track the effectiveness of the actions; ii. Goals, targets and indicators used to evaluate progress; iii. The effectiveness of the actions, including progress toward the goals and targets; iv. Lessons learned and how these have been incorporated into the organisation's operational policies and procedures. 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).	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. b. We ensure we uphold good practices in relation to tax, and this includes not facilitating others within our value chain to evade tax. Our Corporate Criminal Offence Policy incorporates best practice with respect to preventing the facilitation of tax evasion and includes additional details around reporting incidences and safeguards in place for training and preparing risk assessments. 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. d. As set out in our Policy, 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). 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. 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.	

Standard	Disclosure	Specific disclosure	Greencore response	Omissions
Tax (cont'd)				
GRI 207: Tax 2019	207-1 Approach to tax	a. A description of the approach to tax, including: i. Whether the organisation has a tax strategy and, if so, a link to this strategy if publicly available; 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; iii. The approach to regulatory compliance; iv. How the approach to tax is linked to the business and sustainable development strategies of the organisation.	a. i. Greencore Group plc has a publicly available tax strategy, published on the Group's external website. ii. The Board of Directors formally reviews and approves the tax strategy on an annual basis. iii. The Group is open and transparent with tax authorities and is compliant with all regulatory authorities. iv. The Group's approach to tax is driven by commercial and economic activities undertaken by the Group.	

Standard	Disclosure	Specific disclosure	Greencore response	Omissions
Tax (cont'd)				
GRI 207: Tax 2019	207-2 Tax governance, control and risk management	a. A description of the tax governance and control framework, including: i. The governance body or executive-level position within the organisation accountable for compliance with the tax strategy; ii. How the approach to tax is embedded within the organisation; iii. The approach to tax risks, including how risks are identified, managed, and monitored; iv. How compliance with the tax governance and control framework is evaluated. b. A description of the mechanisms to raise concerns about the organisation's business conduct and the organisation's integrity in relation to tax. 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).	a. 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. 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 that is submitted to HMRC to confirm that the tax accounting arrangements are appropriate. 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. iv. Our Finance Internal Controls Manager reviews tax compliance processes as part of their 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. 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. 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.	

Standard	Disclosure	Specific disclosure	Greencore response	Omissions
Materials				
GRI 3: Material Topics 2021	3-3 Management of material topics	a. Describe the actual and potential, negative and positive impacts on the economy, environment, and people, including impacts on their human rights. 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. c. Describe its policies or commitments regarding the material topic. d. Describe actions taken to manage the topic and related impacts, including: i. Actions to prevent or mitigate potential negative impacts; ii. Actions to address actual negative impacts, including actions to provide for or cooperate in their remediation; iii. Actions to manage actual and potential positive impacts.	Note, we have applied the GRI topic of Materials specifically to the scope of product packaging. a. Effective packaging is necessary to enhance food safety and quality, provide protection from potential damage, promote the product in the retail fixture, provide convenience and to extend shelf life. While it can play an important role in reducing food waste, packaging can have a negative impact linked to climate change, particularly at its end of life, due to regional challenges in kerbside collection and waste management. b. As a manufacturer of own-label convenience products for our customers, we use a significant amount of packaging. Greencore strives to influence and support our customers over the selection, delivery and innovation towards lower impact packaging solutions. c. Our ambition is to embrace a future without waste, by increasing the use of recyclable plastics and exploring alternative lower impact packaging materials. We are acutely aware of the causes and consequences of the linear 'take-make-dispose' model and strongly believe this approach urgently needs to change. We strive to ensure our packaging supports the latest thinking within a circular economy. This includes investigating alternatives to fossil fuel-based materials like plastics but also ensuring that any alternatives, such as wood, paper or carton board follow the guidelines of agreed accredited bodies e.g. FSC/PEFC to avoid de-forestation. Our policy is to only use plastic when absolutely necessary and where the benefits of doing so, outweigh the risks or negative impacts. Greencore is aligned with the principles of the UK Plastics Pact (through our membership of the Chilled Food Association who are signatories), and are focused on delivering the following commitments, within our Sustainable Packaging Policy: • By end 2025, ensure 100% of our primary plastic packaging by weight, is designed to be reusable, recyclable or compostable based on OPRL guidelines (On Pack Recycling Labelling) • By end 2025, 100% problematic or unnecessary single-use plastic to be eliminated in all primary packaging • By end 2025, ensure we have an average of 30% recycled content across all primary plastic packaging d. Packaging is a unique challenge for Greencore. We must develop solutions that do not compromise food safety, quality and overall product protection but consider the environmental impact by reducing the amount of packaging used, both in format and overall weight. Implementation of our Sustainable Packaging Policy is delivered through our sustainability governance structure, specifically in this case via our Sustainability Packaging SBMG. We are working to make reusable and recyclable plastic packaging the norm wherever possible, optimising recycled content based on commercial availability. Working closely with packaging suppliers, we encourage investigative trials to push the boundaries on innovation and challenge what is technically possible. In addition, we work collaboratively with our Commercial partners in support of 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 supporting the UK Simpler Recycling guidelines in our packaging design and execution, to improve recycling rates and protect the environment.	

Standard	Disclosure	Specific disclosure	Greencore response	Omissions
Materials (cont'd)				
GRI 3: Material Topics 2021	3-3 (cont'd)	Management of material topics (cont'd)	e. Report the following information about tracking the effectiveness of the actions taken: i. Processes used to track the effectiveness of the actions; ii. Goals, targets and indicators used to evaluate progress; iii. The effectiveness of the actions, including progress toward the goals and targets; iv. Lessons learned and how these have been incorporated into the organisation's operational policies and procedures. 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).	e. The Sustainable Packaging SBMG is attended by our Purchasing, Sustainability and Packaging Development teams with wider support from key functions across the business to Senior level. 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. At the end of FY25 we had achieved: • 98.62% of primary plastic packaging by weight, is designed to be reusable, recyclable or compostable based on OPRL guidelines • 100% of problematic or unnecessary single-use plastic eliminated in all primary packaging • 55.90% average recycled content across all primary plastic packaging (target >30%) f. We collaborate with our customers to continually review existing packaging formats and materials to deliver our shared sustainability objectives and values, bringing innovative solutions to the market to demonstrate environmental change.
GRI 301: Materials 2016	301-1	Materials used by weight or volume	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: i. Non-renewable materials used; ii. Renewable materials used.	a. i. Non-renewable, glass, plastic, aluminium, steel, others = 54,959 tonnes. ii. Renewable materials, paper, board, wood = 22,704 tonnes. Data for calendar year 2024.
	301-2	Recycled input materials used	a. Percentage of recycled input materials used to manufacture the organisation's primary products and services.	a. Recycled content accounted for 48.5% of total input materials by weight

Standard	Disclosure	Specific disclosure	Greencore response	Omissions
Energy				
GRI 3: Material Topics 2021	3-3 Management of material topics	a. Describe the actual and potential, negative and positive impacts on the economy, environment and people, including impacts on their human rights. 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. c. Describe its policies or commitments regarding the material topic.	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. 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. 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. Emissions, energy and water use are incorporated into our wider Environmental Policy. Responsibility for the monitoring and implementation of this policy is managed through our sustainability governance structure, specifically the Energy and Environment SBMG.	

Standard	Disclosure	Specific disclosure	Greencore response	Omissions
Energy (cont'd)				
GRI 3: Material Topics 2021	3-3 (cont'd) Management of material topics (cont'd)	d. Describe actions taken to manage the topic and related impacts, including: i. Actions to prevent or mitigate potential negative impacts; ii. Actions to address actual negative impacts, including actions to provide for or cooperate in their remediation; iii. Actions to manage actual and potential positive impacts. e. Report the following information about tracking the effectiveness of the actions taken: i. Processes used to track the effectiveness of the actions; ii. Goals, targets and indicators used to evaluate progress; iii. The effectiveness of the actions, including progress toward the goals and targets; iv. Lessons learned and how these have been incorporated into the organisation's operational policies and procedures. 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).	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. 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. This year we have continued to focus on improvements to energy monitoring with further expansion of sub-metering coverage across our sites to better identify inefficiencies and target energy reductions. We also invested in on-site solar at our Manton Wood facility and electrified toastie ovens at our Northampton site, enabling the decommissioning of steam boilers. Within our logistics network, we improved routing efficiencies and driver behaviour using telematics as well as an HVO-fuelled vehicle trial that reduced logistics emissions. We have also partnered with a specialist energy management advisor to develop Net Zero Transition Plans for our four largest energy-using sites through to 2040. These sites account for 31% of our Scope 1 and 2 emissions, and the insights gained will be applied across the wider Group. Together, these elements will form the foundation for developing a Group-wide climate transition plan in FY26, beginning with an assessment of the actions and resources needed to deliver it. e. During FY25, we have also been working through the opportunities identified during the ESOS Phase 3 audits. 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. All sites are working towards the Greencore Science Based Target. Quarterly reports on energy consumption and CO₂e 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. f. To date, engagement with stakeholders has predominantly been work with our environmental regulators and customers.	

Standard	Disclosure	Specific disclosure	Greencore response	Omissions
Energy (cont'd)				
GRI 302: Energy 2016	302-1 Energy consumption within the organisation	a. Total fuel consumption within the organisation from non-renewable sources, in joules or multiples, and including fuel types used. b. Total fuel consumption within the organisation from renewable sources, in joules or multiples, and including fuel types used. c. In joules, watt-hours or multiples, the total: i. Electricity consumption; ii. Heating consumption; iii. Cooling consumption; iv. Steam consumption. d. In joules, watt-hours or multiples, the total: i. Electricity sold; ii. Heating sold; iii. Cooling sold; iv. Steam sold. e. Total energy consumption within the organisation, in joules or multiples. f. Standards, methodologies, assumptions, and/or calculation tools used. g. Source of the conversion factors used.	a. 312,868 MWh (natural gas, diesel, gas oil, LPG, petrol). b. 4,599 MWh (HVO, biogas and solar generated electricity). c. i. 102,755 MWh. ii. Zero. iii. Zero. iv. Zero. d. i. Zero. ii. Zero. iii. Zero. iv. Zero. e. 420,222 MWh. f. Data collated from sources in the order: 1. Automated Meter Data, 2. Site KPI spreadsheets 3. Annual information requests. g. UK Government GHG emissions factors for company reporting .	
	302-3 Energy intensity	a. Energy intensity ratio for the organisation. b. Organisation-specific metric (the denominator) chosen to calculate the ratio. c. Types of energy included in the intensity ratio; whether fuel, electricity, heating, cooling, steam, or all. d. Whether the ratio uses energy consumption within the organisation, outside of it, or both.	a. 1,252 kWhp/tonne production of production. b. 381,153 tonnes production. c. All (electricity and fossil fuels – only includes manufacturing energy consumption, not distribution or vehicles). d. Within the organisation.	

Standard	Disclosure	Specific disclosure	Greencore response	Omissions
Emissions				
GRI 3: Material Topics 2021	3-3 Management of material topics	The description of management approach for Emissions is included under GRI 302: Energy. 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.		
GRI 305: Emissions 2016	305-1 Energy direct (Scope 1) GHG emissions	a. Gross direct (Scope 1) GHG emissions in metric tonnes of CO₂ equivalent. b. Gases included in the calculation; whether CO₂, CH₄, N₂O, HFCs, PFCs, SF₆, NF₃, or all. c. Biogenic CO₂ emissions in metric tonnes of CO₂ equivalent. d. Base year for the calculation, if applicable, including: - The rationale for choosing it; - Emissions in the base year; - The context for any significant changes in emissions that triggered recalculations of base year emissions. e. Source of the emission factors and the global warming potential (GWP) rates used, or a reference to the GWP source. f. Consolidation approach for emissions; whether equity share, financial control, or operational control. g. Standards, methodologies, assumptions, and/or calculation tools used.	a. 65,092 tCO₂e. b. CO₂, CH₄, N₂O, HFCs. c. 360 tCO₂e. d. Base year is FY19 (October 2018-September 2019). 2019 was pre-pandemic, so represents a stable period for baseline emissions. - Scope 1 base year emissions: 60,952 tCO₂e. - No significant changes in FY25. e. UK Government GHG emissions factors for company reporting. f. Operational control. g. GHG Protocol Corporate Accounting and Reporting Standard.	
	305-2 Energy indirect (Scope 2) GHG emissions	a. Gross location-based energy indirect (Scope 2) GHG emissions in metric tonnes of CO₂ equivalent. b. If applicable, gross market-based energy indirect (Scope 2) GHG emissions in metric tonnes of CO₂ equivalent. c. If available, the gases included in the calculation; whether CO₂, CH₄, N₂O, HFCs, PFCs, SF₆, NF₃, or all. d. Base year for the calculation, if applicable, including: - The rationale for choosing it; - Emissions in the base year; - The context for any significant changes in emissions that triggered recalculations of base year emissions. e. Source of the emission factors and the global warming potential (GWP) rates used, or a reference to the GWP source. f. Consolidation approach for emissions; whether equity share, financial control, or operational control. g. Standards, methodologies, assumptions, and/or calculation tools used.	a. 18,138 tCO₂e. b. Not applicable. c. CO₂. d. Base year is FY19 (October 2018-September 2019). 2019 was pre-pandemic, so represents a stable period for baseline emissions. - Scope 2 base year emissions: location based = 28,654 tCO₂e. - No significant changes in FY25. e. UK Government GHG emissions factors for company reporting. f. Operational control. g. GHG Protocol Corporate Accounting and Reporting Standard.	

Standard	Disclosure	Specific disclosure	Greencore response	Omissions
Emissions (cont'd)				
GRI 305: Emissions 2016	305-3 Other indirect (Scope 3) GHG emissions	a. Gross other indirect (Scope 3) GHG emissions in metric tonnes of CO ₂ equivalent. b. If available, the gases included in the calculation; whether CO ₂ , CH ₄ , N ₂ O, HFCs, PFCs, SF ₆ , NF ₃ , or all. c. Biogenic CO ₂ emissions in metric tons of CO ₂ equivalent. d. Other indirect (Scope 3) GHG emissions categories and activities included in the calculation. e. Base year for the calculation, if applicable, including: i. The rationale for choosing it; ii. Emissions in the base year; iii. The context for any significant changes in emissions that triggered recalculations of base year emissions. f. Source of the emission factors and the global warming potential (GWP) rates used, or a reference to the GWP source. g. Standards, methodologies, assumptions, and/or calculation tools used.	a. 1,044,208 tCO ₂ e. b. All. c. Not measured. 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. e. Our base year is FY19: 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. ii. 980,927 tCO ₂ e. iii. The methodology for upstream transport emissions (4% of the total Scope 3 footprint) was updated in FY25 to a spend-based approach for simplification reasons, increasing total emissions by c.10,000 tCO ₂ e and representing an estimated 1% increase in Scope 3 emissions for FY25. Prior year data has not been restated using the updated methodology as the impact is not considered material. f. Agribalyse 3.1 for Category 1 ingredients emissions and EcolInvent 2024 for Category 1 packaging emissions. The UK Department for Energy Security and Net Zero (DESNZ) is used for Category 4 emissions. g. GHG Protocol Corporate Accounting and Reporting Standard.	
	305-4 GHG emissions intensity	a. GHG emissions intensity ratio for the organisation. b. Organisation-specific metric (the denominator) chosen to calculate the ratio. c. Types of GHG emissions included in the intensity ratio; whether direct (Scope 1), energy indirect (Scope 2), and/or other indirect (Scope 3). d. Gases included in the calculation; whether CO ₂ , CH ₄ , N ₂ O, HFCs, PFCs, SF ₆ , NF ₃ , or all.	a. Scope 1 and 2 (kilogrammes CO ₂ e/ £1 revenue) = 0.043 Scope 3 (tonnes CO ₂ e/tonne of raw material purchased) = 2.55 b. Revenue = £1,947m. Tonnes of raw material purchased = 408,769 c. Scope 1 + Scope 2. Scope 3 d. CO ₂ e (calculated from CO ₂ , CH ₄ , N ₂ O, HFCs).	

Standard	Disclosure	Specific disclosure	Greencore response	Omissions
Water and effluents				
GRI 3: Material Topics 2021	3-3 Management of material topics	a. Describe the actual and potential, negative and positive impacts on the economy, environment, and people, including impacts on their human rights. 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. c. Describe its policies or commitments regarding the material topic. d. Describe actions taken to manage the topic and related impacts, including: i. Actions to prevent or mitigate potential negative impacts; ii. Actions to address actual negative impacts, including actions to provide for or cooperate in their remediation; iii. Actions to manage actual and potential positive impacts.	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. 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. 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 (Integrated Safety, Health and Environmental Management System) to ensure a consistent approach to the management of water across our manufacturing base. We have an annual absolute water withdrawal target in place and monitor our site water usage closely. We are aiming to reduce relative water consumption by 25% by FY30 from a baseline of FY19. 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 three years, we have invested over £8m in the installation and upgrade of site effluent treatment plants at four of our production sites and we are now working on solutions for three more sites. Automated meter reading on our water meters at all production sites and the four largest logistics sites is providing valuable insights into normal and abnormal water use, helping us to identify and rectify issues quickly. 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, an audit was undertaken at all manufacturing facilities, against our wastewater procedure to ensure that all parts of the business have adopted Greencore standards of effluent treatment, monitoring and reporting. This year, we undertook a water mapping exercise at our top 5 water consuming locations, to ensure greater understanding of where water use and potential wastage is occurring. This is now being used to target water management activities.	

Standard	Disclosure	Specific disclosure	Greencore response	Omissions
Water and effluents (cont'd)				
GRI 3: Material Topics 2021	3-3 (cont'd) Management of material topics (cont'd)	e. Report the following information about tracking the effectiveness of the actions taken: i. Processes used to track the effectiveness of the actions; ii. Goals, targets and indicators used to evaluate progress; iii. The effectiveness of the actions, including progress toward the goals and targets; f. Lessons learned and how these have been incorporated into the organisation's operational policies and procedures. 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).	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 updated our Water Roadmap for 2025 and beyond. The Water Stewardship Working Group is driving change against the roadmap and developing case studies for sharing across the business. We built capability through the Water Literacy Programme, enabling colleagues to understand the value of water, water risks and to identify reduction opportunities. Participation in the Water Literacy Programme has been encouraged, to help ensure water upskilling is rolling across the business. Four colleagues also completed Water Stewardship training in FY25, with nine more starting in FY26. f. Our key stakeholders are our environmental regulators (the Environment Agency (EA) and water retailer/wholesalers), our customers, suppliers and employees. We continue to engage with the EA on our permitted sites, and we liaise with our water retailer on a monthly basis to progress actions and understand best practice. We also engage with our trade body Sustainability Working Group, on the subject of water management. Our water retailer has worked closely with us, monitoring our Automated Meters and flagging any anomalies, which have been rapidly addressed by our site teams. This year, we had the opportunity to network with key players in the water market and in our customer base, at the Water Matters conference, where we also had the opportunity to share our Water journey, through a presentation delivered by our Head of Environment.	
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	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). 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.	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. 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. We have installed 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. 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.	

Standard	Disclosure	Specific disclosure	Greencore response	Omissions
Water and effluents (cont'd)				
GRI 303: Water and Effluents 2018	303-1 (cont'd) Interactions with water as a shared resource (cont'd)	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. 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.	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 on our effluent, including monitoring of its quality and implementation of corrective action, in the event of issues being identified. d. Internal water-related targets have been set and the Water Roadmap agreed and issued. Our five highest water-using locations have carried out water balances, to ascertain the sites' impacts on water use, in the context of the local (water scarce) area. This year has proved challenging, as we have seen drought in areas where we would previously have believed water scarcity was unlikely. Although we are focusing water mapping efforts on the highest users, all our operational and distribution sites are targeted on water reduction and are working hard to deliver water reductions. Four colleagues completed Water Stewardship training in FY25, with nine more starting in FY26. In addition, we have been encouraging involvement in the Water Literacy Programme, enabling colleagues to understand the value of water, water risks and to identify reduction opportunities to upskill and raise awareness of the importance of water throughout the business.	
	303-2 Management of water discharge-related impacts	a. Description of any minimum standards set for the quality of effluent discharge, and how these minimum standards were determined, including: i. How standards for facilities operating in locations with no local discharge requirements were determined; ii. Any internally developed water quality standards or guidelines; iii. Any sector-specific standards considered; iv. Whether the profile of the receiving waterbody was considered.	a. 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. 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. This year a series of water saving case studies has been developed and shared. 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. iv. The profile of the receiving water body is considered by the regulators when imposing specific restrictions within granted licenses.	

Standard	Disclosure	Specific disclosure	Greencore response	Omissions
Water and effluents (cont'd)				
GRI 303: Water and Effluents 2018	303-3 Water withdrawal	a. Total water withdrawal from all areas in megalitres, and a breakdown of this total by the following sources, if applicable: i. Surface water; ii. Groundwater; iii. Seawater; iv. Produced water; v. Third-party water. b. Total water withdrawal from all areas with water stress broken down by: i. Surface water; ii. Groundwater; iii. Seawater; iv. Produced water; v. Third party water. c. Breakdown of total water withdrawal from sources listed in a), by: i. Freshwater ($\leq 1,000$ mg/L Total Dissolved Solids); ii. Other water ($> 1,000$ mg/L Total Dissolved Solids). d. Any contextual information necessary to understand how the data have been compiled, such as any standards, methodologies, and assumptions used.	a. Total water withdrawal = 2,653 megalitres. i. Rainwater harvested = our Heathrow site collects and uses rainwater for limited purposes. Volume is not currently available. ii. Total groundwater = 779 megalitres. iii. Not applicable. iv. Not applicable. v. Third-party water = 1,874 megalitres. b. 940 megalitres. The total is all allocated to third-party water and no other areas. c. i. 100%. ii. 0%. 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 FY25, the sites categorised as in areas with water stress have been aligned to the WRI Aqueduct Water Risk Atlas, which identifies operational sites Bow, Heathrow, Park Royal, Boston, Wisbech, Spalding and Northampton in areas of high water stress (40-80%). Logistics sites in high water stress areas are Hatfield, Sittingbourne and Southampton. No sites are located in areas of very high water stress ($> 80\%$).	

Standard	Disclosure	Specific disclosure	Greencore response	Omissions
Water and effluents (cont'd)				
GRI 303: Water and Effluents 2018	303-4 Water discharge	a. Total water discharge to all areas in megalitres, and a breakdown of this total by the following types of destination, if applicable: i. Surface water; ii. Groundwater; iii. Seawater; iv. Third-party water, and the volume of this total sent for use to other organisations, if applicable. b. A breakdown of total water discharge to all areas in megalitres by the following categories: i. Freshwater ($\leq 1,000$ mg/L Total Dissolved Solids); ii. Other water ($> 1,000$ mg/L Total Dissolved Solids). c. Total water discharge to all areas with water stress in megalitres, and a breakdown of this total by the following categories: i. Freshwater ($\leq 1,000$ mg/L Total Dissolved Solids); ii. Other water ($> 1,000$ mg/L Total Dissolved Solids). d. Priority substances of concern for which discharges are treated, including: i. How priority substances of concern were defined, and any international standard, authoritative list, or criteria used; ii. The approach for setting discharge limits for priority substances of concern; iii. Number of incidents of non-compliance with discharge limits. e. Any contextual information necessary to understand how the data have been compiled, such as any standards, methodologies, and assumptions used.	a. Total water discharge = 2,191 megalitres. i. 497 megalitres. ii. Not applicable. iii. Not applicable. iv. 1,694 megalitres. b. i. 497 (23%) megalitres freshwater ($\leq 1,000$ mg/L Total Dissolved Solids). ii. 1,694 (77%) megalitres other water ($> 1,000$ mg/L Total Dissolved Solids). c. 785 megalitres. i. 0%. ii. 100%. d. Priority substances of concern are EDTA, sulphides and phosphates. 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. ii. Discharge limits are set by our environmental regulators. iii. During 2025, there have been 150 instances of non-compliance with discharge limits across our 16 production locations. These include both internal and external testing of our effluent. During the year we improved reporting processes and introduced regular third party sampling and testing of our effluent streams. In all cases, Greencore investigated the cause and liaised with relevant interested parties, to keep them fully informed of corrective and preventive actions taken. e. Data has been compiled in accordance with the environmental monitoring and measurement standard, which is part of our iSHEMS.	

Standard	Disclosure	Specific disclosure	Greencore response	Omissions
Water and effluents (cont'd)				
GRI 303: Water and Effluents 2018	303-5 Water consumption	a. Total water consumption from all areas in megalitres. b. Total water consumption from all areas with water stress in megalitres. c. Change in water storage in megalitres, if water storage has been identified as having a significant water-related impact. 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.	a. 462 megalitres. b. 155 megalitres. c. No change. d. Data collated from site KPI spreadsheets, checked against automated meter reading where available and using invoices where automated reading was unavailable. In FY25, the sites categorised as in areas with water stress have been aligned to the WRI Aqueduct Water Risk Atlas, which identifies operational sites Bow, Heathrow, Park Royal, Boston, Wisbech, Spalding and Northampton in areas of high water stress (40-80%). Logistics sites in high water stress areas are Hatfield, Sittingbourne and Southampton. No sites are located in areas of very high water stress (>80%).	

Standard	Disclosure	Specific disclosure	Greencore response	Omissions
Biodiversity				
GRI 3: Material Topics 2021	3-3 Management of material topics	a. Describe the actual and potential, negative and positive impacts on the economy, environment, and people, including impacts on their human rights. 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. c. Describe its policies or commitments regarding the material topic. d. Describe actions taken to manage the topic and related impacts, including: - Actions to prevent or mitigate potential negative impacts; - Actions to address actual negative impacts, including actions to provide for or cooperate in their remediation; - Actions to manage actual and potential positive impacts. e. Report the following information about tracking the effectiveness of the actions taken: - Processes used to track the effectiveness of the actions; - Goals, targets and indicators used to evaluate progress; - The effectiveness of the actions, including progress toward the goals and targets; - Lessons learned and how these have been incorporated into the organisation's operational policies and procedures. 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).	a. Direct biodiversity loss and other factors that indirectly impact biodiversity (deforestation, water stress, chemical and plastic pollution, emissions and subsequent climate change) are all impacts known in global ingredient supply chains. Particularly high-risk raw materials include meat, dairy, soy, palm oil and fish. 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 that we need to build a detailed understanding and analysis of the risks to biodiversity that feature in our supply chain. c. Our management approach for biodiversity is contained within our overall approach to Responsible Sourcing. Please refer to GRI 308: Supplier Environmental Assessment. d. Our actions predominantly include decisions to use accredited sustainable sourcing schemes for those products with the greatest potential impact. The schemes define processes for preventing and mitigating potential impacts – such as deforestation with the Roundtable on Sustainable Palm Oil (RSPO) or harmful fishing practices with the Marine Stewardship Council (MSC). The positive impact on biodiversity outcomes are also documented in schemes such as the Red Tractor and GLOBALG.A.P., which are the standards we adopt for fresh produce. We are also signatories of the UK Soy Manifesto and are reviewing a revised deadline for achieving 100% verified deforestation and conversion-free soy that aligns with industry, our customers, and is both realistic and achievable. Our policies will be updated to reflect this change in FY26. e. We track our progress towards our sustainable sourcing commitments, which directly and indirectly 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. 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.	

Standard	Disclosure	Specific disclosure	Greencore response	Omissions
Biodiversity (cont'd)				
GRI 101: Biodiversity 2024	101-1 Policies to halt and reverse biodiversity loss	a. Describe its policies or commitments to halt and reverse biodiversity loss, and how these are informed by the 2050 Goals and 2030 Targets in the Kunming-Montreal Global Biodiversity Framework; b. Report the extent to which these policies or commitments apply to the organisation's activities and to its business relationships; c. Report the goals and targets to halt and reverse biodiversity loss, whether they are informed by scientific consensus, the base year, and the indicators used to evaluate progress.	a. We are committed to achieving zero-deforestation across all key commodities (linked to the Kunming-Montreal Global Biodiversity Framework (GBF) 2030 targets - 1, 3, 10, 11). We are committed to achieving greater levels of MSC certification in wild-caught seafood where customers are aligned (targets – 1, 3, 5, 10). We set minimum standards for our fresh produce – Red Tractor (UK) and GLOBALG.A.P. (Rest of world) (target 7). We have set and are working to achieve 2030 SBTi emissions reduction targets (target 8). Our Animal Welfare policy includes that fish species must not be used that are defined as endangered by the Convention on International Trade in Endangered Species (CITES) and that we will not procure species that appear on the IUCN Red List (target – 4). b. These commitments and policies apply to our entire value chain, though we have the greatest control over ingredients directly purchased from Tier 1 suppliers. Our Supplier Code of Conduct also strongly encourages suppliers to identify and mitigate their own significant environmental risks and hotspots linked to their raw materials, operations and/or services. c. We have achieved zero deforestation status for cocoa, beef and palm oil through certification and low-risk origin sourcing. In calendar year 2024 we achieved 8% vDCF soy and, for the first time, we purchased regional credits to ensure 100% of our soy footprint was under certification. However, we will not meet our original 2025 target and are reviewing a revised deadline for achieving 100% vDCF soy that aligns with industry, our customers, and is both realistic and achievable. Our policies will be updated to reflect this change in FY26. Our SBTi reduction targets are 46.2% for Scope 1 and 2, 46.2% for Scope 3 Energy & Industry emissions from purchased goods and services and upstream transportation and distribution, and 33.3% for Scope 3 FLAG emissions, all by 2030 from a 2019 base year. To date we have achieved a 7.1% reduction in Scope 1 and 2. We have achieved 90% certification across all wild-caught seafood to date.	

Standard	Disclosure	Specific disclosure	Greencore response	Omissions
Biodiversity (cont'd)				
GRI 101: Biodiversity 2024	101-2 Management of biodiversity impacts	a. Report how it applies the mitigation hierarchy by describing: i. actions taken to avoid negative impacts on biodiversity; ii. actions taken to minimise negative impacts on biodiversity that were not avoided; iii. actions taken to restore and rehabilitate affected ecosystems, including the goals of the restoration and rehabilitation, and how stakeholders are engaged throughout the restoration and rehabilitation actions; iv. actions taken to offset residual negative impacts on biodiversity; v. transformative actions taken and additional conservation actions taken; b. With reference to 101-2-a-iii, report for each site with the most significant impacts on biodiversity: i. the size in hectares of the area under restoration or rehabilitation; ii. the size in hectares of the area restored or rehabilitated; c. With reference to 101-2-a-iv, report for each offset: i. the goals; ii. the geographic location; iii. whether and how principles of good offset practices are met; iv. whether and how the offset is certified or verified by a third party; d. List which of its sites with the most significant impacts on biodiversity have a biodiversity management plan and explain why the other sites do not have a management plan; e. Describe how it enhances synergies and reduces trade-offs between actions taken to manage its biodiversity and climate change impacts; f. Describe how it ensures that the actions taken to manage its impacts on biodiversity avoid and minimise negative impacts and maximise positive impacts for stakeholders.	a. Our actions are primarily focused on avoiding and minimising impacts related to sourcing – please refer to 101-1 regarding our policies and commitments. We use offsets where we cannot currently meet 100% deforestation-free commitments, through the purchase of credits. b. We have not undertaken any restoration or rehabilitation. c. In calendar year 2024 we purchased regional credits for the first time to cover our embedded soy footprint not otherwise already covered by regional credits, physical forms of certification, supplier MRVs (Monitoring, Reporting and Verification) or verified low-risk origin sourcing. These were purchased via Achieve Now (who screen for projects following good practice) for the Matto Grosso region in Brazil. We will continue to do so where we cannot meet 100% targets. In the rare instance we cannot achieve 100% RSPO Segregated palm oil, we will continue to purchase credits to cover this amount. d. We have not yet conducted a biodiversity impact assessment of our own sites, as our immediate focus has been on addressing supply chain impacts, where we believe the risks and opportunities are greatest. Our sites do not have biodiversity management plans. e. We have not implemented specific initiatives explicitly designed to enhance biodiversity–climate synergies. However, both topics are addressed under our overarching sustainability strategy and managed by the same team, which enables consideration of co-benefits and helps reduce the risk of trade-offs as our approach evolves. f. We do not currently have a focus on stakeholder impacts related to biodiversity, however broader stakeholder engagement and feedback mechanisms are considered within our overarching sustainability strategy.	

Standard	Disclosure	Specific disclosure	Greencore response	Omissions
Biodiversity (cont'd)				
GRI 101: Biodiversity 2024	101-4 Identification of biodiversity impacts	a. Explain how it has determined which of its sites and which products and services in its supply chain have the most significant actual and potential impacts on biodiversity.	a. We have not yet conducted a biodiversity impact assessment of our own sites, as our immediate focus has been on addressing supply chain impacts, where we believe the risks and opportunities are greatest. In relation to our products – we have identified the highest-risk ingredients and materials in our supply chain through our engagement with industry bodies, understanding of developing legislation, reading of broader papers and publications and annual benchmarking exercises. The key known forest-risk commodities are cattle, soy (direct and indirect), palm, cocoa, timber, rubber and coffee. The first five of which are relevant to Greencore's value chain. As demonstrated in our response to 101-1, we are aware of and avoid sourcing endangered species as defined by the Convention on International Trade in Endangered Species (CITES) and those that appear on the IUCN Red List. Both wild-caught and farmed fish are also widely known to impact the broader ecosystem.	

Standard	Disclosure	Specific disclosure	Greencore response	Omissions
Waste				
GRI 3: Material Topics 2021	3-3 Management of material topics	a. Describe the actual and potential, negative and positive impacts on the economy, environment, and people, including impacts on their human rights. 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. c. Describe its policies or commitments regarding the material topic.	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, both in the UK and further afield, and through 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. b. We are addressing food loss and waste across our entire value chain and strive to better manage raw materials to reduce all types of waste at source, in accordance with the waste hierarchy. 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 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 and have undertaken a large piece of work in improving office and food waste segregation in FY25. We strive to avoid the landfill of operational waste, but in FY25, our waste broker sent around 13 tonnes of our operational waste to landfill, due to adverse circumstances. 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 is written and maintained by the Safety, Health and Environment function, as part of the iSHEMS.	

Standard	Disclosure	Specific disclosure	Greencore response	Omissions
Waste (cont'd)				
GRI 3: Material Topics 2021	3-3 (cont'd) Management of material topics (cont'd)	d. Describe actions taken to manage the topic and related impacts, including: i. Actions to prevent or mitigate potential negative impacts; ii. Actions to address actual negative impacts, including actions to provide for or cooperate in their remediation; iii. Actions to manage actual and potential positive impacts. e. Report the following information about tracking the effectiveness of the actions taken: i. Processes used to track the effectiveness of the actions; ii. Goals, targets, and indicators used to evaluate progress; iii. The effectiveness of the actions, including progress toward the goals and targets; iv. Lessons learned and how these have been incorporated into the organisation's operational policies and procedures. 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).	d. During FY25, a new waste contract was mobilised with a waste broker, employed by Greencore to assist in improving waste reporting and resource efficiency. 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 waste broker 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 demonstrate waste legislation compliance. Our new waste partner has provided Greencore with access to a waste portal, which feeds 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. CIWM Waste Smart training has been delivered by our waste partner to SHE Managers and those with specific responsibility for waste, in two sessions during FY25. We continually monitor emerging technologies, with an intention 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. 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 <4.76% food waste as a percentage of total food handled. 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 waste management.	

Standard	Disclosure	Specific disclosure	Greencore response	Omissions
Waste (cont'd)				
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	a. For the organisation's significant actual and potential waste-related impacts, a description of: i. The inputs, activities and outputs that lead or could lead to these impacts; 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.	a. i. Our core business, food manufacturing, requires resources; as the pressure on resources increases, it is essential we make the most of all the materials we use, and are able to reuse, recycle, or recover those that are surplus. ii. Our manufacturing process will produce 'waste', which we manage through the waste hierarchy, to avoid waste and conserve resources where possible. We are addressing food loss and waste across our entire value chain and aim to work towards a circular economy.	
	306-2 Management of significant waste-related impacts	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. 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. c. The processes used to collect and monitor waste-related data.	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. 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, and our waste broker 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. b. Waste is managed in-house, but redistributed, collected, treated or recovered through third parties, most of whom are engaged on Greencore's behalf through our waste partner. They are monitored for waste management Duty of Care compliance purposes by our waste broker, 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 broker, and an audit of the waste broker is planned for completion in early FY26. 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 Sustainability Reporting team, using supplier waste portal information; charity redistribution data and internal reporting using electronic and paper-based waste transfer and consignment documentation as evidence.	

Standard	Disclosure	Specific disclosure	Greencore response	Omissions
Waste (cont'd)				
GRI 306: Waste 2020	306-3 Waste generated	a. Total weight of waste generated in metric tonnes, and a breakdown of this total by composition of the waste. b. Contextual information necessary to understand the data and how the data has been compiled.	a. Total weight of waste generated = 58,201 tonnes. Wooden pallets = 3,741 tonnes. Cardboard = 6,184 tonnes. Plastics = 1,189 tonnes. Scrap metal = 1,112 tonnes. Food waste = 28,749 tonnes. Food waste contaminated with packaging = 1,003 tonnes. Hazardous waste = 51 tonnes. General waste = 10,736 tonnes. Glass = 70 tonnes. Dry mixed recycling = 26 tonnes. Animal feed = 5,117 tonnes. Waste Electrical and Electronic Equipment (WEEE) = 7 tonnes. Cooking oil = 3 tonnes. Other = 214 tonnes 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.	
	306-4 Waste diverted from disposal	a. Total weight of waste diverted from disposal in metric tonnes, and a breakdown of this total by composition of the waste. b. Total weight of hazardous waste diverted from disposal in metric tonnes, and a breakdown of this total by the following recovery operations: i. Preparation for reuse; ii. Recycling; iii. Other recovery operations. c. Total weight of non-hazardous waste diverted from disposal in metric tonnes, and a breakdown of this total by the following recovery operations: i. Preparation for reuse; ii. Recycling; iii. Other recovery operations. 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: i. Onsite; ii. Offsite. e. Contextual information necessary to understand the data and how the data has been compiled.	a. 47,424 tonnes. b. Hazardous waste: 14 tonnes diverted from disposal. i. 0 tonnes for reuse ii. 14 tonnes recycled iii. 0 tonnes sent to other recovery operations. c. Non-hazardous waste: 47,410 tonnes i. Reuse – wooden pallets = 3,741 tonnes. Reuse – cardboard = 268 tonnes. Reuse – cooking oil = 3 tonnes. Reuse – animal feed = 5,117 tonnes. ii. Recycling – cardboard = 5,916 tonnes. Recycling – plastics = 1,189 tonnes. Recycling – scrap metal = 1,112 tonnes. Recycling – glass = 70 tonnes. Recycling – dry mixed recycling = 26 tonnes. Recycling – WEEE = 2 tonnes. Recycling – Other = 214 tonnes. iii. Other – Food waste contaminated with packaging = 1,003 tonnes. Other - Food waste to anaerobic digestion = 28,749 tonnes. d. No on-site waste disposal. All wastes above diverted from disposal. e. The data has been compiled from waste contractor information supplied via portals and waste transfer and consignment note data, collated by the central Sustainability Data team.	

Standard	Disclosure	Specific disclosure	Greencore response	Omissions
Waste (cont'd)				
GRI 306: Waste 2020	306-5 Waste directed to disposal	a. Total weight of waste directed to disposal in metric tonnes, and a breakdown of this total by composition of the waste. b. Total weight of hazardous waste directed to disposal in metric tonnes, and a breakdown of this total by the following disposal operations: i. Incineration (with energy recovery); ii. Incineration (without energy recovery); iii. Landfilling; iv. Other disposal operations. c. Total weight of non-hazardous waste directed to disposal in metric tonnes, and a breakdown of this total by the following disposal operations: i. Incineration (with energy recovery); ii. Incineration (without energy recovery); iii. Landfilling; iv. Other disposal operations. 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: i. Onsite; ii. Offsite. e. Contextual information necessary to understand the data and how the data has been compiled.	a. 10,777 tonnes were directed to disposal. b. Hazardous waste: i. 0 tonnes. ii. 41 tonnes directed to disposal (incineration without energy recovery). iii. 0.2 tonnes directed to landfilling. c. Non-hazardous waste: 10,736 tonnes. i. General waste = 10,723 tonnes – recovery/energy from waste – refuse-derived fuel. ii. 0 tonnes. iii. Waste to landfill = 13 tonnes. d. No on-site waste disposal. All above waste dealt with off-site. e. The data has been compiled from waste contractor information supplied via portals and waste transfer and consignment note data, collated by the Sustainability Data team.	

Standard	Disclosure	Specific disclosure	Greencore response	Omissions
Supplier environmental assessment				
GRI 3: Material Topics 2021	3-3 Management of material topics	a. Describe the actual and potential, negative and positive impacts on the economy, environment, and people, including impacts on their human rights. 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. c. Describe its policies or commitments regarding the material topic. d. Describe actions taken to manage the topic and related impacts, including: i. Actions to prevent or mitigate potential negative impacts; ii. Actions to address actual negative impacts, including actions to provide for or cooperate in their remediation; iii. Actions to manage actual and potential positive impacts.	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 food system places continual pressure on earth's resources, exacerbating the multiple and intertwined impacts of climate change, biodiversity loss and water stress. 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. b. Impacts associated with our ingredients occur within our supply chain. The most material of which are currently believed to be Scope 3 emissions, biodiversity loss, water stress and deforestation. Greencore's involvement with the impacts is through our business relationships with suppliers, and our Responsible Sourcing agenda aims to address environmental and social issues in our supply chain. c. We have several KPIs and metrics targeting impacts related to soy, palm, fish and fresh produce. Our Responsible Sourcing Policy, Human Rights Policy and Supplier Code of Conduct sets out our commitments as well as the practices and standards we expect from our suppliers. We review our Supplier Code of Conduct as well as our Responsible Sourcing and Human Rights policies annually. We recognise that responsible sourcing is a collaborative, industry-wide effort and we place focus on partnerships and shared learning. d. We currently focus our impact reduction efforts on Soy and Scope 3 emissions. To address Scope 3 emissions, we conduct an annual footprint assessment, explore and prioritise levers for reduction and are working to validate supplier emission factors for use in future footprints. We also engage high-impact suppliers, work with them to develop targets and implement projects that decarbonise their operations and supply chain. For soy we also conduct an annual footprint exercise, identify and work with the highest-impact suppliers towards verifiable deforestation-free sourcing options. Certification is another tool used to mitigate negative impacts in our supply chain. Our key certifications are: RSPO palm oil, Rainforest Alliance cocoa, MSC and FIP tuna, MSC cold-water prawns, GLOBALG.A.P. or BAP 4-star warm-water prawns and GLOBALG.A.P. salmon.	

Standard	Disclosure	Specific disclosure	Greencore response	Omissions
Supplier environmental assessment (cont'd)				
GRI 3: Material Topics 2021	3-3 (cont'd)	Management of material topics (cont'd)	e. Report the following information about tracking the effectiveness of the actions taken: i. Processes used to track the effectiveness of the actions; ii. Goals, targets and indicators used to evaluate progress; iii. The effectiveness of the actions, including progress toward the goals and targets; iv. Lessons learned and how these have been incorporated into the organisation's operational policies and procedures. 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).	e. We monitor and publicly report our progress against KPIs and metrics for each priority ingredient. f. We regularly engage with our customers and strategic suppliers to review our plans and ensure they are aligned, to share insights and work towards taking appropriate action in all high-impact areas.
GRI 308: Supplier Environmental Assessment 2016	308-1	New suppliers that were screened using environmental criteria	a. Percentage of new suppliers that were screened using environmental criteria.	a. Our Supplier Code of Conduct sets out the practices and standards we expect from our suppliers. In sharing our Code of Conduct with our Tier 1 suppliers we make our expectations clear and in requesting a signature against the Code we can better ensure compliance. Of our 117 highest impact suppliers, 93% have signed our Supplier Code of Conduct. All new ingredients are screened to maintain technical standards such as that palm oil must be certified RPSO segregated and cold-water prawns must be MSC certified. However, we do not have an established process to screen all new suppliers for all environmental risks in a consistent way. The percentage is therefore 0%.

Standard	Disclosure	Specific disclosure	Greencore response	Omissions
Employment				
GRI 3: Material Topics 2021	3-3 Management of material topics	a. Describe the actual and potential, negative and positive impacts on the economy, environment, and people, including impacts on their human rights. 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. c. Describe its policies or commitments regarding the material topic. d. Describe actions taken to manage the topic and related impacts, including: i. Actions to prevent or mitigate potential negative impacts; ii. Actions to address actual negative impacts, including actions to provide for or cooperate in their remediation; iii. Actions to manage actual and potential positive impacts.	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. b. Greencore is directly responsible for delivering a positive employer brand and employee experience. 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 specific targets to reduce the number of external hires and promote internally where possible, and to reduce turnover within salaried and weekly paid populations. 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, talent development 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.	

Standard	Disclosure	Specific disclosure	Greencore response	Omissions
Employment (cont'd)				
GRI 3: Material Topics 2021	3-3 (cont'd)	Management of material topics (cont'd) e. Report the following information about tracking the effectiveness of the actions taken: i. Processes used to track the effectiveness of the actions; ii. Goals, targets and indicators used to evaluate progress; iii. The effectiveness of the actions, including progress toward the goals and targets; iv. Lessons learned and how these have been incorporated into the organisation's operational policies and procedures. 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).	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. We regularly use Pulse surveys to further explore areas for continued focus and support to help deliver improvements in key sites and areas through action plans which are sponsored by the Executive Team. Regular reviews are in place to monitor effectiveness and review progress against targets. We have a management system and talent calibration process in place, as well as a twice-yearly succession planning process to drive engagement across the business with internal promotions and career development cross-functionally happening on a more regular basis. 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.	

Standard	Disclosure	Specific disclosure	Greencore response	Omissions																																							
Employment (cont'd)																																											
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	a. Total number and rate of new employee hires during the reporting period, by age group, gender and region. b. Total number and rate of employee turnover during the reporting period, by age group, gender and region.	a. Total number of new hires: 2,965. Total rate of new hires: 22%. <table><tr><td>Age group</td><td>New hires</td><td>Rate</td></tr><tr><td>16-25</td><td>622</td><td>67%</td></tr><tr><td>26-35</td><td>990</td><td>33%</td></tr><tr><td>36-45</td><td>699</td><td>20%</td></tr><tr><td>46-55</td><td>440</td><td>14%</td></tr><tr><td>56+</td><td>214</td><td>9%</td></tr></table> <table><tr><td>Gender</td><td>New hires</td><td>Rate</td></tr><tr><td>Male</td><td>2030</td><td>25%</td></tr><tr><td>Female</td><td>912</td><td>17%</td></tr><tr><td>Other/Prefer not to say</td><td>23</td><td>52%</td></tr></table> <table><tr><td>Region</td><td>New hires</td><td>Rate</td></tr><tr><td>UK</td><td>2962</td><td>22%</td></tr><tr><td>Ireland</td><td>3</td><td>14%</td></tr></table> 	Age group	New hires	Rate	16-25	622	67%	26-35	990	33%	36-45	699	20%	46-55	440	14%	56+	214	9%	Gender	New hires	Rate	Male	2030	25%	Female	912	17%	Other/Prefer not to say	23	52%	Region	New hires	Rate	UK	2962	22%	Ireland	3	14%
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Standard	Disclosure	Specific disclosure	Greencore response					Omissions
Employment (cont'd)								
GRI 401: Employment 2016	401-3 Parental leave	a. Total number of employees that were entitled to parental leave, by gender. b. Total number of employees that took parental leave, by gender. c. Total number of employees that returned to work in the reporting period after parental leave ended, by gender. d. Total number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work, by gender. e. Return to work and retention rates of employees that took parental leave, by gender.						Refer to 401-3 d and e for omissions details.
				Male	Female	Other/ Not Disclosed	Total	
			a. Total number of employees that were entitled to parental leave	6,730	4,603	29	11,362	
			b. Total number of employees that took parental leave	201	210	-	411	
			Total number of employees that took Enhanced Parental Leave	184	168	-	352	
			Total number of employees that took Statutory Parental Leave	17	42	-	59	
			c. Total number of employees that returned to work in the reporting period after parental leave ended	165	79	-	244	
			d. Total number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work	As this is our first year of reporting parental leave data, we expect to be able to report the number of employees that were still employed 12 months after their return to work in future disclosures.				
			e. Return to work rate of employees that took parental leave	82%	38%	-	59%	
			Retention rate of employees that took parental leave	As this is our first year of reporting parental leave data, we expect to be able to report the number of employees that were still employed 12 months after their return to work in future disclosures.				
Explanatory notes: The total number of employees that were entitled to parental leave is defined as employees with more than one year of service who are therefore entitled to Enhanced Parental Leave under our Parenthood Policy. All employees are entitled to take Statutory Parental Leave. For parts b. to e. the data provided includes employees who took Enhanced Parental Leave and/or Statutory Parental Leave. We have reported on Paternity and Maternity Leave only (our dataset excludes additional types of leave such as Adoption Leave and Shared Parental Leave). For example, of the 411 employees who took parental leave in the reporting year, a total of 352 were entitled to Enhanced Parental Leave. In addition, 59 employees took Statutory Parental leave in the reporting year.								

Standard	Disclosure	Specific disclosure	Greencore response	Omissions
Occupational health and safety				
GRI 3: Material Topics 2021	3-3 Management of material topics	a. Describe the actual and potential, negative and positive impacts on the economy, environment, and people, including impacts on their human rights. 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. c. Describe its policies or commitments regarding the material topic. d. Describe actions taken to manage the topic and related impacts, including: - Actions to prevent or mitigate potential negative impacts; - Actions to address actual negative impacts, including actions to provide for or cooperate in their remediation; - Actions to manage actual and potential positive impacts. e. Report the following information about tracking the effectiveness of the actions taken: - Processes used to track the effectiveness of the actions; - Goals, targets and indicators used to evaluate progress; - The effectiveness of the actions, including progress toward the goals and targets; - Lessons learned and how these have been incorporated into the organisation's operational policies and procedures.	a. Our operations can create negative impacts such as workplace injuries, work-related illness, and reduced wellbeing, which directly affect the human right to safe and healthy working conditions. Potential impacts include long-term health conditions, production disruption, and reputational or regulatory consequences. Incidents such as fires or spills could also harm the environment. At the same time, effective health, safety and wellbeing management delivers positive impacts, including safer workplaces, improved colleague engagement and productivity, stronger business continuity, reduced absence, and enhanced customer trust. Safety improvements often support environmental responsibility through safer material handling, waste reduction, and more efficient use of resources. b. Negative impacts may arise directly from our operations, such as processing equipment, logistics and manual handling risks, or indirectly through business relationships with contractors and suppliers if their safety standards are not aligned with ours. c. We are committed to providing safe, healthy and supportive working conditions as a fundamental right for all colleagues and visitors. Our Safety, Health and Environment (SHE) strategy, led by the COO and Director of SHE, sets Group-wide standards aligned to ISO 45001 and ILO conventions. We are moving from a compliance-based approach to one of accountability and risk ownership, with commitments to critical risk control, effective occupational health and wellbeing provision, colleague engagement, and continuous improvement through assurance, training, and leadership review. d. We prevent and mitigate potential negative impacts through Group-wide safety standards, risk assessments, training, and assurance processes. Actual incidents are investigated, with root causes addressed through corrective actions, sharing of lessons learned, and support for rehabilitation and return to work. To enhance positive impacts, we embed a culture of accountability and engagement, provide occupational health and wellbeing programmes, and promote safe, efficient processes that strengthen productivity, colleague experience, and customer trust. e. We track effectiveness through both leading and lagging indicators, including incident rates, near-miss reporting, training completion, safety observations, and culture survey results. Progress is measured against annual targets and reviewed through our three lines of defence assurance model, leadership reviews, and external audits. Lessons learned from incidents and audits are shared across sites and integrated into updated policies, training, and standards to drive continuous improvement.	

Standard	Disclosure	Specific disclosure	Greencore response	Omissions
Occupational health and safety (cont'd)				
GRI 3: Material Topics 2021	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 maintain ongoing engagement with external regulators, industry bodies, trade unions, and workforce representatives to inform our health, safety, and wellbeing actions. Safety representatives receive training and resources to identify risks and drive improvements, and joint consultative meetings ensure all concerns are addressed. Feedback from these interactions informs updates to policies, risk controls, and operational practices, ensuring actions are effective. We also collaborate with sector-wide organisations, trade associations, government agencies, and professional institutions — including the Chilled Food Association, Best in Practice Safety Forum, and IOSH — to share best practice, benchmark performance, and shape future health and safety priorities across the industry.	
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	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: a. A statement of whether an occupational health and safety management system has been implemented, including whether: i. The system has been implemented because of legal requirements and, if so, a list of the requirements; 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. 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.	a. Greencore maintains an integrated Safety, Health and Environment Management System (iSHEMS) covering all aspects of SHE management. i. The system has been implemented to ensure compliance with legal occupational health and safety requirements, as set out in our SHE manual, which follows the Plan-Do-Check-Act approach described in HSE Publication HS(G) 65, Successful Safety Management. ii. iSHEMS is also aligned with internationally recognised standards, including ISO 45001 and ISO 14001, ensuring consistent application of risk management and management system guidelines across the business. b. The system covers all Greencore operations, supporting functions, roles, activities, and workplaces, including any person who may visit our sites. No groups or activities within our operations are excluded.	

Standard	Disclosure	Specific disclosure	Greencore response	Omissions
Occupational health and safety (cont'd)				
GRI 403: Occupational Health and Safety 2018	403-2 Hazard identification, risk assessment and incident investigation	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: i. How the organisation ensures the quality of these processes, including the competency of persons who carry them out; ii. How the results of these processes are used to evaluate and continually improve the occupational health and safety management system. 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. 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. 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.	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. 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. 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. b. Greencore leadership encourages all individuals to raise health and safety concerns and facilitate near miss and hazard reporting processes through: • Visitor inductions and site procedures • Contractor inductions • Employee inductions • Health and safety training • Behavioural safety observations • Leadership tours. 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. 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. 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.	

Standard	Disclosure	Specific disclosure	Greencore response	Omissions
Occupational health and safety (cont'd)				
GRI 403: Occupational Health and Safety 2018	403-3 Occupational health services	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.	a. Greencore's internal Occupational Health team supports the identification and elimination of hazards and minimisation of risks through three key functions: • Legal compliance: Health surveillance and Fit for Purpose medicals to meet statutory requirements. • Case management: Supporting employees to remain in or return to work, managing absence, and addressing capability from ill health or stress. • Health and wellbeing strategy: Preventative programmes to support physical and mental health. Key occupational health activities include: risk-based health assessments of workplaces, hazard audits, health surveillance, workplace medical standards, adjustments for vulnerable groups, and trend analysis of workforce health. Mental health and stress management are integral, with counselling and guidance to support work-life balance. Quality and accessibility: The occupational health strategy is regularly reviewed through scheduled governance processes, ensuring services are effective and accessible to all workers.	

Standard	Disclosure	Specific disclosure	Greencore response	Omissions
Occupational health and safety (cont'd)				
GRI 403: Occupational Health and Safety 2018	403-4 Worker participation, consultation, and communication on occupational health and safety	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. 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.	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. 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. 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.	
	403-5 Worker training on occupational health and safety	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.	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. 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. 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.	

Standard	Disclosure	Specific disclosure	Greencore response	Omissions
Occupational health and safety (cont'd)				
GRI 403: Occupational Health and Safety 2018	403-6 Promotion of worker health	a. An explanation of how the organisation facilitates workers' access to non-occupational medical and healthcare services, and the scope of access provided. 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.	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. 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. 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.	
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	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.	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.	

Standard	Disclosure	Specific disclosure	Greencore response	Omissions
Occupational health and safety (cont'd)				
GRI 403: Occupational Health and Safety 2018	403-8 Workers covered by an occupational health and safety management system	a. If the organisation has implemented an occupational health and safety management system based on legal requirements and/or recognised standards/guidelines: 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; 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; 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. b. Whether and, if so, why any workers have been excluded from this disclosure, including the types of worker excluded. c. Any contextual information necessary to understand how the data have been compiled, such as any standards, methodologies, and assumptions used.	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. 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. 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 embedded contracted services, contractors, agency, visitors and protection of members 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. 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. b. No workers are excluded. c. Not applicable.	

Standard	Disclosure	Specific disclosure	Greencore response	Omissions														
Occupational health and safety (cont'd)																		
GRI 403: Occupational Health and Safety 2018	403-9 Work-related injuries	a. For all employees: i. The number and rate of fatalities as a result of work-related injury; ii. The number and rate of high-consequence work-related injuries (excluding fatalities); iii. The number and rate of recordable work-related injuries; iv. The main types of work-related injury; v. The number of hours worked. b. For all workers who are not employees but whose work and/or workplace is controlled by the organisation: i. The number and rate of fatalities as a result of work-related injury; ii. The number and rate of high-consequence work-related injuries (excluding fatalities); iii. The number and rate of recordable work-related injuries; iv. The main types of work-related injury; v. The number of hours worked. c. The work-related hazards that pose a risk of high-consequence injury, including: i. How these hazards have been determined; ii. Which of these hazards have caused or contributed to high-consequence injuries during the reporting period; iii. Actions taken or underway to eliminate these hazards and minimise risks using the hierarchy of controls.	a. i. Zero fatalities. ii. and iii. Greencore uses the following metrics to track employee health and safety: <table><tr><td></td><td>Accident Frequency Rate (AFR) per 100,000 hours</td></tr><tr><td>All accidents</td><td>2.9</td></tr><tr><td>Minor injury accidents</td><td>2.49</td></tr><tr><td>Lost time (all lost time including RIDDOR)</td><td>0.42</td></tr><tr><td>RIDDOR (only over 7 days lost time)</td><td>0.17</td></tr><tr><td>Specified (only specified injuries)</td><td>0.04</td></tr><tr><td>All RIDDOR (specified + over 7 days lost time) *</td><td>0.21</td></tr></table> Rates have been calculated including agency and contracted hours/headcount combined. * Specified injuries are those specified in the Reporting of Injuries, Diseases and Dangerous Occurrences (RIDDOR) Regulations 2013 iv. The main types of work-related injury are categorised using the UK HSE recognised categories. We benchmark with The Food & 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 FY25 were contusions and bruising, lacerations and cuts and superficial injuries. v. Omission. b. The figures reported in part a. above also include all agency and temporary labour. c. i. Hazard identification is an ongoing process, identified through formal risk assessment of tasks, workplace inspections, incident investigation and hazard reporting. ii. Risk of high-consequence injury is not a UK recognised definition. During FY25 the most common incident types which resulted in more serious (specified) injuries were slip, trip and fall, struck against an object and lifting and handling. 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. 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.		Accident Frequency Rate (AFR) per 100,000 hours	All accidents	2.9	Minor injury accidents	2.49	Lost time (all lost time including RIDDOR)	0.42	RIDDOR (only over 7 days lost time)	0.17	Specified (only specified injuries)	0.04	All RIDDOR (specified + over 7 days lost time) *	0.21	Part a. v. has been omitted because Greencore considers the number of hours worked to be commercially sensitive.
				Accident Frequency Rate (AFR) per 100,000 hours														
All accidents	2.9																	
Minor injury accidents	2.49																	
Lost time (all lost time including RIDDOR)	0.42																	
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All RIDDOR (specified + over 7 days lost time) *	0.21																	

Standard	Disclosure	Specific disclosure	Greencore response	Omissions
Occupational health and safety (cont'd)				
GRI 403: Occupational Health and Safety 2018	403-9 (cont'd) Work-related injuries (cont'd)	d. Any actions taken or underway to eliminate other work-related hazards and minimise risks using the hierarchy of controls. e. Whether the rates have been calculated based on 200,000 or 1,000,000 hours worked. f. Whether and, if so, why any workers have been excluded from this disclosure, including the types of worker excluded. g. Any contextual information necessary to understand how the data have been compiled, such as any standards, methodologies, and assumptions used.	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. 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). f. No exclusions. g. We collate hours for all Greencore colleagues including all non- operational colleagues.	
	403-10 Work-related ill health	a. For all employees: i. The number of fatalities as a result of work-related ill health; ii. The number of cases of recordable work-related ill health; iii. The main types of work-related ill health. b. For all workers who are not employees but whose work and/or workplace is controlled by the organisation: i. The number of fatalities as a result of work-related ill health; ii. The number of cases of recordable work-related ill health; iii. The main types of work-related ill health. c. The work-related hazards that pose a risk of ill health, including: i. How these hazards have been determined; ii. Which of these hazards have caused or contributed to cases of ill health during the reporting period; iii. Actions taken or underway to eliminate these hazards and minimise risks using the hierarchy of controls. d. Whether and, if so, why any workers have been excluded from this disclosure, including the types of worker excluded. e. Any contextual information necessary to understand how the data have been compiled, such as any standards, methodologies, and assumptions used.	a. i. Zero. ii. Omission. iii. Musculoskeletal conditions and stress. b. i. Zero. ii. Omission. iii. Musculoskeletal conditions and stress c. i. Work-related hazards are determined through risk assessment, health surveillance data, incident and near miss reporting and industry guidelines and regulations. ii. Hazards which have contributed to ill health include ergonomic hazards, chemical exposure and work-related stressors. 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. d. None. e. Standards used include ISO 45001 and SEQOHS; methodologies used include risk assessment and health surveillance methodologies.	Part a. ii. and b. ii. have been omitted as this information is not currently tracked centrally.

Standard	Disclosure	Specific disclosure	Greencore response	Omissions
Diversity and equal opportunity				
GRI 3: Material Topics 2021	3-3 Management of material topics	a. Describe the actual and potential, negative and positive impacts on the economy, environment, and people, including impacts on their human rights. 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. c. Describe its policies or commitments regarding the material topic.	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. b. We are directly responsible for creating a culture of inclusion and supporting diversity within Greencore. 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. We are working to achieve four aspirations: • 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.	

Standard	Disclosure	Specific disclosure	Greencore response	Omissions
Diversity and equal opportunity (cont'd)				
GRI 3: Material Topics 2021	3-3 (cont'd)	Management of material topics (cont'd)	d. Describe actions taken to manage the topic and related impacts, including: i. Actions to prevent or mitigate potential negative impacts; ii. Actions to address actual negative impacts, including actions to provide for or cooperate in their remediation; iii. Actions to manage actual and potential positive impacts.	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. 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. This year we have trained our most senior leaders in Race and Allyship, and extended learning on Race and Culture to our management community, to develop their confidence in leading diverse teams. 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. 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. 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. We became founding members of The Food Chain Charter during FY25, committing to improve representation of women in the sector.
			e. Report the following information about tracking the effectiveness of the actions taken: i. Processes used to track the effectiveness of the actions; ii. Goals, targets and indicators used to evaluate progress; iii. The effectiveness of the actions, including progress toward the goals and targets; iv. Lessons learned and how these have been incorporated into the organisation's operational policies and procedures.	e. To track our progress, we monitor colleague diversity statistics, and we gather colleague feedback, predominantly in listening groups, 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.
		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. 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.	

Standard	Disclosure	Specific disclosure	Greencore response	Omissions
Diversity and equal opportunity (cont'd)				
GRI 405: Diversity and Equal opportunity 2016	405-1	Diversity of governance bodies and employees a. Percentage of individuals within the organisation's governance bodies in each of the following diversity categories: i. Gender; ii. Age group: under 30 years old, 30-50 years old, over 50 years old; iii. Other indicators of diversity where relevant (such as minority or vulnerable groups). b. Percentage of employees per employee category in each of the following diversity categories: i. Gender; ii. Age group: under 30 years old, 30-50 years old, over 50 years old; iii. Other indicators of diversity where relevant (such as minority or vulnerable groups).	a. 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 Annual Report and Financial Statements on pages 72 to 73. b. i. Gender split across all employees is 39.40% female, 60.19% male, 0.41% other / prefer not to say ii. Age 16-25 = 7%. Age 26-35 = 22%. Age 36-45 = 27%. Age 46-55 = 24%. Age 56+ = 20%. iii. Percentage of employees from an ethnic minority background = 34%.	
	405-2	Ratio of basic salary and remuneration of women to men a. Ratio of the basic salary and remuneration of women to men for each employee category, by significant locations of operation. b. The definition used for 'significant locations of operation'.	a. Male to female ratio – salaried = 1.18:1. Male to female ratio – weekly = 1.03:1. b. By significant location we refer to all manufacturing sites, distribution depots and office locations.	

Standard	Disclosure	Specific disclosure	Greencore response	Omissions
Non-discrimination				
GRI 3: Material Topics 2021	3-3	Management of material topics	The description of management approach for non-discrimination is included under GRI 405: Diversity and Equal Opportunity.	
GRI 406: Non-discrimination 2016	406-1	Incidents of discrimination and corrective actions taken a. Total number of incidents of discrimination during the reporting period. b. Status of the incidents and actions taken with reference to the following: i. Incident reviewed by the organisation; ii. Remediation plans being implemented; iii. Remediation plans that have been implemented, with results reviewed through routine internal management review processes; iv. Incident no longer subject to action.	a. Seven. b. i. All cases have been subject to a full and comprehensive investigation process in line with our internal procedures. ii. Where required, remedial action plans will be agreed, implemented and monitored on a regular basis. iii. Our management processes and periodic case reviews address highlighted areas. Appropriate remediation plans and training interventions are reviewed as part of our internal audit process. iv. All cases remain ongoing.	

Standard	Disclosure	Specific disclosure	Greencore response	Omissions
Child labour				
GRI 3: Material Topics 2021	3-3	Management of material topics	The description of management approach for child labour is included under GRI 414: Supplier Social Assessment.	
GRI 408: Child Labour 2016	408-1	Operations and suppliers at significant risk for incidents of child labour a. Operations and suppliers considered to have significant risk for incidents of: i. Child labour; ii. Young workers exposed to hazardous work. b. Operations and suppliers considered to have significant risk for incidents of child labour either in terms of: i. Type of operation (such as manufacturing plant) and supplier; ii. Countries or geographic areas with operations and suppliers considered at risk. c. Measures taken by the organisation in the reporting period intended to contribute to the effective abolition of child labour.	a. In our direct operations, we have strong governance, recruitment, and age-verification processes in place. These include pre-employment checks, compliance with legal minimum age requirements, and workplace health and safety standards for young workers. Based on these controls, we assess that the risk of child labour or hazardous work among young workers within Greencore's direct operations is extremely low. In our supply chains, particularly agricultural food supply chains, we recognise a higher inherent risk. Certain sourcing regions are characterised by systemic challenges where child labour is more prevalent. We acknowledge that the risk may exist but remain undetected due to the complexity of our global supply chains. To manage this, we apply a detailed human rights risk assessment model to identify and monitor potential risks of child labour and young workers exposed to hazardous working conditions. Where suppliers are assessed as high-risk, Greencore engages with them directly to review their practices and mitigation measures. This may include ethical audits, human rights assessments, or targeted interventions. On the basis of these controls, we currently assess that our suppliers do not present a significant residual risk of child labour. Nonetheless, we recognise the systemic nature of this issue and remain vigilant, with an ongoing focus on strengthening due diligence, supplier engagement, and monitoring in higher-risk sourcing regions. b. Our risk assessment model identifies the highest risk areas within our value chain: i. Agricultural activities during on-farm planting, harvesting, or processing of crops. ii. Africa, Asia, South America, North America. c. Direct operations: Greencore sites undergo bi-yearly independent third-party ethical audits, which include checks on child labour risks and age-verification practices. Any findings trigger corrective action processes overseen by site HR management and the Human Rights team. Supply chain monitoring: We use the Sedex platform to map and monitor supplier data on child labour indicators, complemented by our risk-based human rights due diligence model. High-risk suppliers are subject to enhanced review, which may include ethical audits, worker interviews, or targeted engagement. Dedicated expertise: These measures are supported by Greencore's Human Rights team, which provides subject matter expertise to guide due diligence and strengthen our approach to preventing child labour risks.	

Standard	Disclosure	Specific disclosure	Greencore response	Omissions
Forced or compulsory labour				
GRI 3: Material Topics 2021	3-3	Management of material topics	The description of management approach for forced or compulsory labour is included under GRI 414: Supplier Social Assessment.	
GRI 409: Forced or Compulsory Labour 2016	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour a. Operations and suppliers considered to have significant risk for incidents of forced or compulsory labour either in terms of: i. Type of operation (such as manufacturing plant) and supplier; ii. Countries or geographic areas with operations and suppliers considered at risk. b. Measures taken by the organisation in the reporting period intended to contribute to the elimination of all forms of forced or compulsory labour.	a. In our direct operations, Greencore maintains strong governance, recruitment, and labour compliance processes. These include pre-employment checks, compliance with legal employment standards, and robust workplace policies to prevent forced or compulsory labour. Based on these controls, we assess that the risk of forced or compulsory labour within Greencore's direct operations is low. i. In our supply chains, particularly agricultural food supply chains, we recognise a higher inherent risk of forced or compulsory labour. This risk is amplified in contexts where systemic issues such as migrant labour reliance, informal recruitment practices, or regulatory enforcement gaps exist. ii. While forced or compulsory labour risks are often associated with global supply chains, we also recognise that they can occur within the UK. In particular, the Seasonal Workers Scheme has been highlighted in various reports and investigations as an area where vulnerabilities exist, underscoring the importance of robust monitoring and ethical labour practices in our domestic operations. We acknowledge that such risks may exist but remain undetected due to limited transparency in some areas of our global supply chain. To manage this, we apply a detailed human rights risk assessment model to identify and monitor potential risks of forced or compulsory labour. Where suppliers are assessed as high-risk, Greencore engages with them directly to review their practices and mitigation measures. This may include ethical audits, human rights assessments, or targeted interventions. We continue to acknowledge the systemic nature of this issue and remain vigilant, with ongoing focus on strengthening due diligence, supplier engagement, and monitoring in higher-risk operations and sourcing regions. b. Collaborative memberships and programmes: We actively participates in multiple industry initiatives and collaborative programmes, including: Food Network for Ethical Trade (FNET), Issara Institute, Sedex, Stronger Together, Association of Labour Providers (ALP), Modern Slavery Intelligence Network (MSIN), and Seafood Ethics Action alliance (SEAA). Through these memberships, we stay informed of emerging risks, access shared tools and guidance, and actively collaborate with other organisations to reduce the prevalence of forced labour. Supplier Ethical Visits and Audits: We maintain a robust monitoring programme across our sites, which help to ensure adherence to labour standards, identify areas for improvement, identify risks early, and ensure corrective actions are implemented where necessary. • SMETA compliance: Our sites undergo semi-announced audits by third-party accredited auditors every two years. • Site-based supplier audits: We audit labour providers and third-party service providers operating at our sites every six months and twelve months respectively. Engagement with enforcement bodies: Operating in the UK, we actively cooperate with authorities, such as the Police and GLAA, to reduce the risk of exploitation and to contribute to broader efforts against exploitation beyond our own operations and supply chain.	

Standard	Disclosure	Specific disclosure	Greencore response	Omissions
Supplier social assessment				
GRI 3: Material Topics 2021	3-3 Management of material topics	a. Describe the actual and potential, negative and positive impacts on the economy, environment and people, including impacts on their human rights. 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.	a. Potential negative impacts relevant to both our direct operations and global supply chain include: • Risk of forced labour or modern slavery. • Discrimination, harassment, or inequitable treatment. • Unsafe working conditions, exposure to physical or mental health risks. • Vulnerable groups, including women, migrant workers, and those with disabilities, may experience heightened risk of exploitation. • Inadequate recruitment and onboarding practices. • Restriction of trade union rights or collective bargaining. • Insufficient mechanisms for workers to raise grievances safely and effectively. • Human rights abuses resulting from third-party suppliers or subcontractors not adhering to regulatory requirements/ethical standards. Potential negative impacts relevant to global supply chain only include: • Challenges in monitoring complex, multi-tier supply chains, particularly in regions with systemic labour vulnerabilities. • Potential use of child labour, particularly in high-risk regions. b. There is acknowledgement that Greencore may be linked to negative human rights impacts both directly through our own operations and indirectly through our business relationships, particularly in the supply chain. • Greencore employs colleagues across manufacturing, logistics, and office sites. While we implement strong policies on safe working conditions and human rights – including prohibition of forced and child labour – there remains the potential for adverse human rights impacts if these standards are not fully upheld. • Challenges exist in monitoring complex, multi-tier supply chains, particularly in regions with systemic labour vulnerabilities. This includes the potential use of child labour, particularly in high-risk regions, and other unsafe or unfair working conditions. Business relationships and global supply chain: • Labour Providers and Third-Party Service Providers: Greencore's links to negative human rights impacts could arise from our reliance on these providers to deliver labour and services at sites. • Tier 1 Ingredient and Packaging Suppliers (and beyond): Greencore's links to negative human rights impacts could arise from our dependence on Tier 1 suppliers, and further down the supply chain, to provide ingredients and packaging materials essential to our products. These relationships carry risks where suppliers - or their subcontractors - fail to uphold human rights standards.	

Standard	Disclosure	Specific disclosure	Greencore response	Omissions
GRI 3: Material Topics 2021	3-3 (cont'd) Management of material topics (cont'd)	c. Describe its policies or commitments regarding the material topic.	c. Greencore has established a series of policies and commitments that set out how the company seeks to prevent, mitigate, and address actual and potential negative human rights impacts across our own operations and business relationships. These commitments are grounded in internationally recognised instruments, including the UN Universal Declaration of Human Rights (UDHR), the International Labour Organization (ILO) Declaration on Fundamental Principles and Rights at Work, and the UN Guiding Principles on Business and Human Rights (UNGPs). Greencore's core policies are publicly available on our website, and include: • Code of Business Conduct – this sets out the overarching standards of responsible business conduct. • Human Rights Policy – this policy explicitly commits Greencore to respecting human rights, including prohibiting forced and child labour, upholding non-discrimination and equality, ensuring freedom of association and collective bargaining, maintaining safe and healthy working conditions, and protecting the rights of vulnerable and at-risk groups such as women, migrant workers, children, workers with disabilities, and minorities. • Supplier Code of Conduct – this policy sets out the ethical and environmental standards expected of suppliers, referencing the Ethical Trading Initiative (ETI) Base Code and requiring compliance with Greencore's monitoring processes. • Modern Slavery and Human Trafficking Transparency Statement (FY24) – this reinforces Greencore's commitment to identifying and addressing risks of modern slavery across our operations and supply chains. These policies apply to all Greencore operations, labour providers, third-party service providers, Tier 1 ingredient and packaging suppliers, and broader supply chain actors. They form the basis for responsible business conduct and human rights due diligence, guiding how Greencore manages both our direct operations and our business relationships.	

Standard	Disclosure	Specific disclosure	Greencore response	Omissions
GRI 3: Material Topics 2021	3-3 (cont'd) Management of material topics (cont'd)	d. Describe actions taken to manage the topic and related impacts, including: i. Actions to prevent or mitigate potential negative impacts;	d. Actions taken to prevent or mitigate potential negative impacts include: i. Direct operations • Compliance with the UK Modern Slavery Act (2015) through annual transparency statements. • Sedex membership and completion of the Self-Assessment Questionnaire (SAQ), updated every six months or after major business changes. • Biannual SMETA audits conducted by third-party auditor. • Tracking and monthly reporting of working hours to ensure compliance with the ETI Base Code. • Achieving and maintaining Stronger Together Business Partner status at site level, including training on tackling modern slavery. • Provision of the independent Speak Up hotline accessible to all workers, including agency and contracted colleagues. Labour Providers • Required to maintain active Sedex membership, link to Greencore on Sedex platform, and update SAQs with Greencore every six months. • Monthly reporting of worker hours to monitor compliance with ETI Base Code. • Undergo six-monthly internal ethical audits, conducted by Greencore. • All non-conformances identified through audits are required to be addressed promptly. Third-Party Service Providers • Undergo annual audits, conducted by Greencore. • All non-conformances identified through audits are required to be addressed promptly. Tier 1 Ingredient and Packaging Suppliers • All Tier 1 suppliers are required to link with Greencore on Sedex and complete/update SAQs every six months. • Suppliers must provide access to information from lower-tier suppliers, with additional requirements where sourcing from high-risk regions or ingredients • Human rights risk assessments conducted using the Food Network for Ethical Trade (FNET) tool, supplemented by Sedex data and horizon scanning. • Enhanced due diligence applied to high-risk suppliers, including third-party ethical audits, on-site visits, document reviews and worker interviews conducted by Greencore's Human Rights team.	

Standard	Disclosure	Specific disclosure	Greencore response	Omissions
GRI 3: Material Topics 2021	3-3 (cont'd) Management of material topics (cont'd)	d. Describe actions taken to manage the topic and related impacts, including: (cont'd) ii. Actions to address actual negative impacts, including actions to provide for or cooperate in their remediation; iii. Actions to manage actual and potential positive impacts.	ii. Actions to address actual negative impacts include: Direct operations - Any non-conformances identified in SMETA audits or by internal monitoring are tracked, addressed, and closed within set timeframes. - Where issues are identified, corrective action plans are agreed with site management, supported by the Human Rights team. - Workers raising concerns through grievance channels are supported through investigation, resolution, and feedback loops. Labour Providers and Third-Party Service Providers - Issues identified via audits, monitoring, or worker feedback trigger corrective actions in collaboration with providers. - Where systemic issues arise, Greencore works with providers to strengthen controls and provide remediation to affected individuals. - The Human Rights team supports resolution of grievances raised by agency or contracted colleagues. Tier 1 Ingredient and Packaging Suppliers - Where adverse human rights impacts are identified, Greencore prioritises working with suppliers to safeguard affected individuals and support corrective action plans. - In cases where Greencore has not caused or contributed to impacts, the company facilitates remediation by ensuring suppliers deliver remedies to affected workers. - Non-compliance or failure to improve may result in escalation or disengagement. iii. Actions to manage and strengthen positive human rights impacts: - Training and awareness-raising initiatives strengthen understanding of rights, risks, and reporting channels. - Stronger Together and ALP membership enhances labour provider standards and industry alignment. - Collaborative supplier engagement fosters shared responsibility and continuous improvement of standards across the supply chain. - Partnership with MSIN provides intelligence sharing to identify risks and strengthen prevention efforts. Participation in multi-stakeholder initiatives (FNET, Issara Institute, ALP, MSIN) strengthens collective action on systemic human rights challenges such as recruitment fees, wages, and working conditions.	

Standard	Disclosure	Specific disclosure	Greencore response	Omissions
Supplier social assessment (cont'd)				
GRI 3: Material Topics 2021	3-3 (cont'd) Management of material topics (cont'd)	e. Report the following information about tracking the effectiveness of the actions taken: i. Processes used to track the effectiveness of the actions; ii. Goals, targets and indicators used to evaluate progress; iii. The effectiveness of the actions, including progress toward the goals and targets; iv. Lessons learned and how these have been incorporated into the organisation's operational policies and procedures. 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).	e. We track the effectiveness of actions taken through: i. • Continuous monitoring of human rights performance of suppliers through Sedex data, audits, and SAQs. • Biannual SMETA audits of Greencore sites conducted by third-party auditor. • Regular audits of labour providers and third-party service provider audits, conducted by Greencore. • Tracking non-conformance resolution from audits. • SA 8000-certified ethical auditor within our Sustainability team, trained to conduct compliance verification both internally and with external partners. • Monthly reporting of working hours and compliance metrics. • Review of grievance mechanisms and follow-up on complaints. ii. • 100% completion and update of Sedex SAQs for all suppliers every six months. • Completion of SMETA audits for all sites every two years. • Achieve Stronger Together Business Partner Status for all sites. • Tracking incidents of discrimination, forced labour, or child labour. • Monitoring engagement with high-risk suppliers. iii. • Increased transparency and identification of high-risk supply chain areas. • Continuous improvement in supplier compliance and awareness of human rights standards. • Progress in embedding human rights principles into operational policies. iv. • Collaboration with suppliers and multi-stakeholder groups enhances effectiveness. • Targeted focus on high-risk regions and commodities improves risk management. • Regular monitoring, audits, and feedback loops strengthen policy implementation. • Findings inform updates to training, governance, and action plans for continuous improvement. f. We gather feedback from internal and external stakeholders related to policy development, refinement of our internal ethical audit programme, and other key initiatives. Engagement with external stakeholders (e.g. industry bodies such as ALP, MSIN, FNET, Issara Institute) helps to identify risks, establish best practices, and inspire interventions. Collaboration with suppliers ensures realistic mitigation measures and supports continuous improvement.	
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	a. Percentage of new suppliers that were screened using social criteria.	a. At the end of FY25 97% of suppliers were linked to us on Sedex. During FY25 we have introduced an additional screening step during the supplier / ingredient approval process, based on the FNET risk assessment tool, which informs us on where additional scrutiny is required from a human rights perspective during the approval process. This will contribute to this measurement in FY26.	

Standard	Disclosure	Specific disclosure	Greencore response	Omissions
Customer health and safety				
GRI 3: Material Topics 2021	3-3 Management of material topics	a. Describe the actual and potential, negative and positive impacts on the economy, environment and people, including impacts on their human rights. 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. c. Describe its policies or commitments regarding the material topic. d. Describe actions taken to manage the topic and related impacts, including: - Actions to prevent or mitigate potential negative impacts; - Actions to address actual negative impacts, including actions to provide for or cooperate in their remediation; - Actions to manage actual and potential positive impacts. e. Report the following information about tracking the effectiveness of the actions taken: - Processes used to track the effectiveness of the actions; - Goals, targets and indicators used to evaluate progress; - The effectiveness of the actions, including progress toward the goals and targets; - Lessons learned and how these have been incorporated into the organisation's operational policies and procedures. 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).	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: - Microbiological contamination and growth - Chemical contamination including undeclared allergen inclusion - Physical contamination. 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. 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. 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. 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. 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. 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.	

Standard	Disclosure	Specific disclosure	Greencore response	Omissions
Customer health and safety (cont'd)				
GRI 416: Customer Health and Safety 2016	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	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: i. Incidents of non-compliance with regulations resulting in a fine or penalty; ii. Incidents of non-compliance with regulations resulting in a warning; iii. Incidents of non-compliance with voluntary codes. b. If the organisation has not identified any non-compliance with regulations and/or voluntary codes, a brief statement of this fact is sufficient.	a. There was one incident in FY25. i. There were no incidents of non-compliance resulting in a fine or penalty. ii. There were no incidents of non-compliance resulting in a warning from regulatory bodies. iii. There was one incident of non-compliance with a voluntary code resulting in recalls of product. • Precautionary recall of a chilled product due to undeclared mustard.

For more information, please visit [greencore.com/sustainability](https://www.greencore.com/sustainability)



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