FY25 Sustainability Performance Data

Greencore

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Greencore's Better Future Plan is our sustainability strategy and our commitment to improving the food system for people and the planet. Our Better Future Plan is made up of three interlocking strategic pillars that reflect our business model: Sourcing with Integrity, Making with Care, and Feeding with Pride. People at the Core underpins these pillars, which are then supported by four Foundations that uphold the strategy and are fundamental to meaningful progress. This year, our Better Future Plan has continued to mature and strengthen, becoming more deeply embedded in how we operate and collaborate across our value chain.

Our Sustainability Performance Data provides an overview of our key FY25 performance alongside year-on-year comparisons. More detailed information on our strategy, performance and disclosures against mandatory and voluntary frameworks is available on Greencore's Sustainability Hub.

Scope 3

Scope 3 emissions by their very nature, are challenging to address, and collaboration with our suppliers, customers and internally is essential to drive progress and outcomes. This year, we progressed our work to understand how supplier decarbonisation efforts can be incorporated into our footprint through supplier-specific emissions factors, an important step towards reducing reported emissions and a key area of focus for FY26. Our Scope 3 emissions account for 93 percent of our total Scope 1, 2 and 3 emissions. Of these, Category 1 emissions from purchased ingredients represent 85 percent, emissions from packaging account for 10 percent, and Category 4 emissions from upstream transportation and distribution make up the remaining 5 percent.

Scope 3	Commitments / metrics	FY25	FY24	FY23	Performance narrative
Scope 3 emissions	Scope 3 tCO2e (FY19 baseline: 980,927 tCO2e)[1]	1,044,208	960,699	969,879	In FY25, our Scope 3 emissions increased by 8.7% compared to FY24, 6.5% higher than our FY19 baseline. This increase reflects changes to our portfolio, volume growth as well as a methodology change for upstream transport.
	Scope 3 FLAG-related emissions tCO2e (FY19 baseline: 661,104 tCO2e)	713,056	646,313	645,918	
	Scope 3 Energy and Industry-related emissions tCO2e (FY19 baseline: 319,823 tCO2e)	331,152	314,386	323,961	
	Scope 3 tCO2e/tonne of raw material purchased (FY19 baseline: 2.18)	2.55	2.29	2.23	Carbon intensity has increased due to customer demand for higher-protein products, primarily containing beef, poultry, pork and hard cheese.
Scope 3 target performance	33.3% change in absolute FLAG-related Scope 3 emissions against FY19 baseline of 661,104 tCO2e by 2030. Target includes emissions and removals	+7.9%	-2.2%	-2.3%	FLAG-related emissions are currently 7.9% and Energy and Industry-related emissions 3.5% above the FY19 baselines. Our Scope 3 Forest, Land and Agriculture ('FLAG') emissions target, was validated by the Science-Based Targets initiative ('SBTi') earlier this year.
	46.2% change in absolute Energy and Industry-related Scope 3 emissions against FY19 baseline of 319,823 tCO2e by 2030	+3.5%	-1.7%	1.3%	To align with our Scope 3 2030 targets, a reduction of just over 10% of our emissions will be required each year to 2030. To achieve our Scope 3 targets, the Group will begin developing a Scope 3 climate transition plan in FY26, starting with an assessment of the necessary requirements and resources to develop it.
	Percentage change in absolute Scope 3 emissions against FY19 baseline of 980,927 mtCO2e	+6.5%	-2.1%	-1.1%	

[1] 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 a c.10,000 tCO2e 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.

Sourcing with Integrity

The impacts of our global food system on people and the planet are often most pronounced at source, where ingredients are grown, animals reared, resources extracted, and products manufactured. We continue to use our influence to achieve better outcomes in our supply chain, with a primary focus on deforestation-free soy and cage-free eggs which is reflected in our progress. Human rights remain central to our work, as we continue to work within our Human Rights Due Diligence framework, both within our own operations and our global supply chains.

Sourcing with Integrity	Commitments / metrics	FY25	FY24	FY23	Performance narrative
Responsible Sourcing	Percentage of eggs (direct and indirect) that are cage-free, against a target of 100% by 2025	79%	65%	62%	Through regular engagement with our customers, we have made good progress towards our goal of 100% cage-free eggs, achieving 79% in FY25. We are expecting several more customers to transition before the end of the year, so we expect to be closer to our target by the end of December 2025. For our customers yet to commit to transitioning, we remain 'cage-free ready', meaning we have contracts in place with our egg suppliers ready for this transition. Looking ahead to FY26, our priority is to continue engaging and supporting our remaining customers and to complete all outstanding transitions to cage-free sourcing.
	100% verified deforestation and conversion-free ('vDCF') embedded soy by the end of 2025 (with a January 2020 cut-off)[2]	Certified: 100% of which: **vDCF: 8%** Mass balance: 4% Credits: 88% **2024 calendar year**	Certified: 31% of which: **vDCF: 6%** Mass balance: 6% Credits: 19% **2023 calendar year**	*Due to a change in methodology, the 2022 calendar year data is no longer comparable and has been removed*	In calendar year 2024 we achieved 8% vDCF soy and, for the first time, all soy in our supply chain was covered by certification (including regional credits), representing a meaningful step forward. While we continue to play our part in driving demand for vDCF soy in the UK, progress towards our goal of 100% vDCF soy remains challenging. Legislation will be essential to support a market-wide transition and at present, supply chain complexities remain a significant barrier. As a result, 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. Despite these challenges, we continue to engage extensively across our supply base. This includes direct collaboration with the UK's largest soy importers, active membership in the UK Soy Manifesto's Embedded Soy Working Group, and participation in a Responsible Commodities Facility project to support a traceability exercise within our poultry supply chain. Over the coming year, we will continue to collaborate across industry and with suppliers to improve the availability of vDCF soy.
	100% of palm oil volume certified to the Roundtable on Sustainable Palm Oil (RSPO) Segregated Standard	Segregated: 100% Mass balance: 0% Credits: 0% **2024 calendar year**	Segregated: 99.996% Mass balance: 0% Credits: 0.004% **2023 calendar year**	Segregated: 97% Mass balance: 3% **2022 calendar year**	Our policies and supporting processes relating to palm oil are well established, and we achieved 100% RSPO segregated palm oil sourcing in calendar year 2024.

[2] We have updated the format in which we present our soy data to help readers distinguish between the three main forms of soy certification in our supply chain. This change also makes our performance between soy and palm oil easier to compare. We purchase a very small amount of soy directly, most is 'embedded' in ingredients such as animal protein.

Sourcing with Integrity	Commitments / metrics	FY25	FY24	FY23	Performance narrative
Responsible Sourcing	Percentage of wild-caught seafood from fisheries certified to Marine Stewardship Council (MSC) or Fishery Improvement Project (FIP) standard	90%	84%	84%	This year performance improved compared to last year, with a shift towards greater levels of certification in tuna sourcing. This was mostly enabled through improved engagement with our customers on the matter. We are encouraged by this progress and will continue to promote credible sourcing standards such as MSC and FIP where appropriate. Whilst there is no 100% target for this metric, we are taking proactive steps to achieve this. It should be noted that all remaining uncertified volume is Pole and Line caught tuna. Looking ahead to FY26, our focus will be on looking for opportunities to transition the remaining uncertified volumes and presenting these to the relevant customers.
	Percentage of farmed seafood from fisheries certified to Aquaculture Stewardship Council (ASC) or Best Aquaculture Practices (BAP) 4* or GLOBALG.A.P. standard	100%	100%	100%	Performance has remained stable year-on-year, supported by our continued commitment to only sourcing farmed seafood with accredited standards and working with our customers to retain these standards.
	Percentage of fresh produce raw materials grown in accordance with Red Tractor (UK) or GlobalGAP (Rest of World) standards for good agricultural practice[3]	100%	100%	100%	Performance remained stable compared with the prior year, reflecting our continued commitment to sourcing fresh produce to established accredited standards.
Human Rights in our Global Supply Chain	100% of our Tier 1 ingredients and packaging suppliers are linked to us on Sedex	97%	97%	99%	Performance remains within the expected threshold. From time to time, supplier memberships may temporarily lapse. We have an established an ongoing process throughout the year to identify any such instances and coordinate with procurement managers to ensure memberships are promptly reinstated.

[3] This metric includes all fresh whole or prepped fruit and vegetables, and excludes processed, frozen, or dried products. We are starting to track certification levels for these excluded categories and exploring additional certifications, with potential for future metrics and KPIs.

Making with Care

We are committed to producing food in a way that is sustainable and responsible. This means optimising our energy consumption, reducing food waste and conserving precious resources, such as water, wherever possible. This year we advanced our Net Zero agenda across manufacturing and logistics, making progress on energy efficiency, on-site generation and decarbonising our logistics network. We continued to perform well against our food waste reduction pathway and built capability in water stewardship through training, water mapping and targeted investment.

Making with Care	Commitments / metrics	FY25	FY24	FY23	Performance narrative
Net Zero Operations[4]	46.2% reduction in absolute Scope 1 and 2 carbon emissions by 2030 against FY19 baseline of 89,606 tCO2e	-7.1%	-1.5%	4.2%	A positive improvement to performance compared with last year with a 5.9% reduction in absolute Scope 1 and 2 emissions. This was driven by expansion of sub-metering coverage, targeted efficiency measures at the site-level including strengthened focus on the link between water and gas use, as well as renewable energy investment in solar and electrification projects in two sites. Higher production volumes and the UK's warmest summer on record increased overall energy demand; however, we reduced gas and electricity consumption through ongoing efficiency measures. We also continued to embed logistics efficiency measures and trialled the use of renewable fuel. Whilst we achieved absolute reductions energy use which contributed to our Scope 1 and 2 reductions, updated 2025 UK Government emissions factors also contributed to the overall reduction in Scope 1 and 2 emissions.
	Percentage change in Scope 1 and 2 emissions (tCO2e) against prior year	-5.9%	-5.3%	+0.8%	
	Scope 1 (tCO2e)[5]	65,092	66,739	71,858	
	Scope 2 (tCO2e)	18,138	21,719	21,508	
	Total gross Scope 1 and 2 emissions (tCO2e)	83,230	88,458	93,366	
	Total gross Scope 1 and 2 emissions (tCO2e) / tonne of production	0.22	0.24	0.23	Our intensity metrics for Scope 1 and 2 per tonne of production and per £1 revenue are also showing positive improvements versus FY24.
	Scope 1 and 2 kilogrammes CO2e/£1 revenue	0.043	0.049	0.049	
	% logistics emissions as a % of overall Scope 1 and Scope 2	26%	26%	27%	Our logistics network represents around 26% of our Scope 1 and 2 emissions. This year, routing efficiencies and improved driver behaviour using telematics all contributed towards our reduced mileage and improved mile per gallon performance. In addition, we launched a new fleet of 10 vehicles that run on Hydrotreated Vegetable Oil (HVO)[6], a direct replacement for diesel. The trial has delivered a fuel performance equivalent to that delivered by diesel and is responsible for over 70% of the 813 tCO2e reduction in the year. Looking ahead, key areas of focus for FY26 will explore further use of HVO and the trialling of electric vehicles and assess aerodynamic upgrades to existing fleet to support continued progress against our targets.
	% Renewable / non-renewable fuel - logistics	97.49% non-renewable 2.51% renewable	100% non-renewable 0% renewable	100% non-renewable 0% renewable	

[4] This year, we have updated the metrics reported in this table. Several energy and emissions-related measures, such as renewable and non-renewable fuel use, total electricity and overall energy consumption have been removed to avoid duplication with disclosures presented in our Annual Report and Financial Statements. In addition, the metric Percentage of physical Energy Savings Opportunity Scheme (ESOS) audits undertaken across Greencore's manufacturing estate is not reported as it is no longer relevant to our performance tracking. To provide clearer insight into our logistics energy mix, we have added a new measure covering the proportion of renewable and non-renewable fuel, as the share of logistics emissions within overall Scope 1 and Scope 2 emissions.

[5] Immaterial increase in FY24 from 66,585 tCO2e to 66,739 tCO2e as a result of data improvements. Biogenic emissions are reported separately and are excluded from Scope 1 totals in accordance with the GHG Protocol. FY25 biogenic emissions are 360 tCO2e.

[6] We are aware of ongoing UK Government investigations into the HVO diesel market, including concerns around the potential mislabelling of virgin palm oil as waste material. Our HVO provider has confirmed that all HVO supplied to Greencore complies with all legal requirements including the EU Renewable Energy Directive II, and the UK Renewable Transport Fuel Obligation which safeguard against high-risk or unsustainable feedstocks like virgin palm oil.

Making with Care	Commitments / metrics	FY25	FY24	FY23	Performance narrative
Water Stewardship[7]	Water withdrawal (megalitres) – manufacturing only	2,642	2,675	2,705	Although higher production volumes and the UK's warmest summer on record increased overall water demand; our absolute water usage decreased by 1.4% (all sites and operations) compared to FY24. This was driven by significant reductions at several manufacturing sites and supported by the cross-functional Water Stewardship Group, which is accelerating the deployment of best practice across the business. Looking ahead, key areas of focus for FY26 will include a strong focus on water reduction and resilience for the top six largest consumption sites including the development of strategic plans to deliver water saving investments.
	Water withdrawal (megalitres) – all sites and operations	2,653	2,690	2,717	
	Water intensity ratio (m^3 water withdrawn/tonne of production) – manufacturing only	6.93	7.26	6.90	Water withdrawn per tonne of production has reduced versus FY24**,** demonstrating improved operational efficiency.
	Water intensity ratio (m^3 water withdrawn/tonne of production) – all sites and operations	6.96	7.30	6.93	
Food Waste	Percentage of food waste, measured as a percentage of total food handled against a target of 4.76% by 2030	6.92%	7.16%	7.99%	Performance continues to improve year-on-year with Food Waste reduction. We are now 27% of the way to our goal of halving food waste as a percentage of food handled by 2030. This progress has been driven by site-led initiatives, supported by training and education to help colleagues reduce waste at different stages of manufacturing. Operational Excellence improvements, delivered through over 200 workstreams across our 16 sites, have strengthened process control and have supported reductions in food waste. Looking ahead, key areas of focus for FY26 will include chilled ready meals-related food waste and exploring additional routes to direct food waste away from anaerobic digestion and into animal feed.
	Progress towards our 50% reduction in food waste by 2030 target	27%	25%	16%	
	Total food waste (tonnes)	28,751	28,891	34,523	
	Animal feed (tonnes)	5,117	5,640	6,506	
	Total food handled (tonnes)	415,432	403,700	432,050	

[7] Immaterial increases in FY24 from 2,669 megalitres to 2,675 megalitres (manufacturing only) and in FY24 from 2,684 megalitres to 2,690 megalitres (all sites and operations) as a result of data improvements.

Feeding with Pride

As a leading food producer, we understand the important role we play in working with our partners to make healthy and sustainable choices more accessible, affordable and appealing for consumers. As a private label manufacturer, collaboration is essential, with progress dependent on strong customer and supplier partnerships, as well as new innovative partnerships across the wider food system. In FY25, we continue to make good progress in delivering healthier products and advancing our sustainable packaging ambitions.

Feeding with Pride	Commitments / metrics	FY25	FY24	FY23	Performance narrative
Healthy and Sustainable Diets	85% products classed as 'healthier' (with an NPM score <4 by sales volume) by 2030	74%	71%	Not reported	FY25 saw an increase in the number of products with an NPM score of <4 compared to the prior year, moving us closer to our 2030 target. During this period, we increased volume in ready meals formulated to be lower in fat, salt and sugar due to new customer contracts, alongside a data correction within our Grocery portfolio, both of which drove a positive uplift. These gains have largely offset increased growth in our premium tiers, as well as exceptional seasonal increases in products high in fat, salt and sugar across categories such as side of plate salads, sandwiches, bakery and dips. The volume increases in these categories, in addition to significant investment in quality (making products taste or perform better), are contributing to a marginal rise in the number of products with Red Traffic Lights compared to the prior year. Looking ahead to FY26, our key priority will be to progress into the implementation and delivery phase of our reformulation pipeline to maintain momentum against our targets, while continuing to mature our strategy to adopt a more holistic approach to health. We will also revisit our metrics and targets to reflect UK Government ambition and evolving retailer strategies, and onboard the Mondra platform with our commercial teams and relevant customers to support product level decarbonisation.
	60% products with no Red Traffic Lights on pack (by sales volume) by 2030	54%[8]	55%	Not reported	
	Percentage of products classed as 'healthier' (with an NPM score <4 by SKU count)	71%[9]	70%	Not reported	
	Percentage products with no Red Traffic Lights on pack (by SKU count)	53%[10]	56%	Not reported	
Sustainable Packaging	100% primary plastic packaging by weight purchased, that is reusable, recyclable or compostable based on OPRL (On Pack Recycling Label) guidelines by the end of 2025	98.62%	99.96%	Not reported (new metric)	98.62% of our primary plastic packaging by weight was reusable, recyclable or compostable, as defined OPRL guidelines. While some packaging materials are currently classified as non-recyclable under OPRL guidelines, we remain committed to achieving full recyclability.
	30% average recycled content across all primary plastic packaging purchased by the end of 2025	55.90%	48.07%	Not reported (new metric)	Progress has been made on increasing the average amount of recycled content in our packaging which stands at 55.9%, exceeding our 30% target. This was driven by improved availability of recycled plastic used in rigid pots, tubs and trays.
	100% of problematic or unnecessary single-use plastic eliminated in primary packaging purchased by 2025	100%	99.96%	Not reported (new metric)	We achieved our single-use plastic target by removing all plastic cutlery and black plastic, eliminating 100% of problematic or unnecessary single-use plastic from our primary packaging.
	Total weight of packaging purchased in tonnes	77,664	77,914	82,911	Reduction in packaging weight driven by light weighting and size reduction of different packaging items e.g. chilled ready meal sleeves, changes in pack shape for side of plate salads. This reduction in total packaging weight was also driven by improved quality of supplier specification information.

[8] Previously reported as 71% which was incorrect and was corrected to 54% on 12 June 2026

[9] Previously reported as 55% which was incorrect and was corrected to 71% on 12 June 2026

[10] Previously reported as 56% which was incorrect and was corrected to 53% on 12 June 2026

Feeding with Pride	Commitments / metrics	FY25	FY24	FY23	Performance narrative
Sustainable Packaging	Total weight of non-renewable packaging materials purchased (glass, plastic, aluminium, steel and others) in tonnes[10]	54,959	57,359	65,989	FY25 reflets solid progress in shifting our packaging footprint towards more sustainable materials while maintaining high levels of recyclability. We reduced our total use of non-renewable packaging materials, while increasing our use of renewable materials such as paper and board. As a result, the proportion of our packaging made from recycled and/or renewable materials increased to 94.68 percent, up from 92.06 percent in FY24. Our packaging that is recyclable, reusable or compostable remained at very high levels. Some packaging materials are currently classified as non-recyclable under OPRL guidelines, we remain committed to achieving full recyclability. Certified paper and board products also remain relatively strong at 99.20 percent. In FY26, we will enhance collaboration with suppliers to drive innovation across existing and emerging materials and support strategic packaging initiatives that align with customer needs, planetary impact and Greencore's ambitions. In addition, we will agree a new set of packaging targets as the UK Plastics Pact 2025 concludes while continuing to monitor policy, legislation and best practice to inform future metrics.
	Total weight of renewable packaging materials purchased (paper, board, wood) in tonnes[10]	22,704	20,555	16,922	
	Percentage of packaging, by weight purchased, made from recycled and/or renewable materials	94.68%	92.06%	Not reported (new metric)	
	Percentage of packaging, by weight purchased, that is recyclable, reusable, and/or compostable based on the OPRL (On Pack Recycling Label)	99.15%	99.99%	Not reported (new metric)	
	Percentage of paper, wood or board products purchased which are certified to Forest Stewardship Council (FSC), Programme for the Endorsement of Forest Certification (PEFC) or from a recycled source	99.20%	99.98%	Not reported (new metric)	

People at the Core

Our colleagues, agency staff and contractors are critical to the success of our business. By keeping them safe, nurturing our talent and protecting those in our communities, we put people at the centre of The Greencore Way. Our approach to People considers several different groups and spans a range of key areas, all of which contribute to Greencore's business performance and reputation. Our progress across a broad range of people and community-related metrics are set out below.

People at the Core	Commitments / metrics	FY25	FY24	FY23	Performance narrative
Human Rights in our Direct Operations	Percentage of Greencore manufacturing sites with independent ethical audits in the last two years	100%	100%	100%	Continued strong progress in FY25. During FY26, there are plans to delay audits at two of our sites beyond the two years threshold. This is to enable the audits to take place during busier periods (as required by the SMETA standard). This will impact future KPI performance.
	Number of non-conformances raised during the reporting period that are not overdue at the end of the reporting period[11]	85% (33 out of 39)	82% (28 out of 34)	Not reported (new metric)	We are seeing a trend of more non-conformances being raised under the new and more advanced SMETA 7 audit standard, to which most audits have been conducted in FY25. All 6 outstanding overdue non-conformances are classified as "Major", which is the second least severe of the 4 available classifications (Minor, Major, Critical, and Business Critical). Work is in progress and resources focused to resolve as soon as feasible.
	Percentage of sites that have achieved Stronger Together Business Partner status	94%	100%	94%	One site awaiting training for recently joined HRBP (Human Resources Business Partner) before achieving Stronger Together status.

[11] We have changed our previous reported metrics that reflected the number of sites with non-conformances and the number of non-conformances carried over from the previous reporting period or opened during the current reporting period, that have been closed. This year we are reporting the number of overdue non-conformances as we consider this to be a more meaningful measure. FY24 data has been provided for comparison purposes.

People at the Core	Commitments / metrics	FY25	FY24	FY23	Performance narrative
Inclusion and Diversity	Gender diversity across the Group	Male 60.19% Female 39.40% Other / prefer not to say 0.41%	Male 60.35% Female 39.31% Other / prefer not to say 0.33%	Male 60.89% Female 39.08% Other / prefer not to say 0.03%	In FY25 we maintained our overall gender balance at an organisational level, flat on last year. We have continued to see greater gender balance in our career bands, and our work to improve the working environment for women has been positively received by colleagues.
	Number of colleagues across the Group by gender	Male 8,002 Female 5,238 Other / prefer not to say 55	Male 8,029 Female 5,230 Other / prefer not to say 44	Male 8,282 Female 5,316 Other / prefer not to say 4	
	Gender diversity at Board level	Male 50% Female 50% Other / prefer not to say 0%	Male 50% Female 50% Other / prefer not to say 0%	Male 56% Female 44% Other / prefer not to say 0%	Our Board continues to have gender balance, and we are proud to list for a 2nd consecutive year in the UK Gender Equity Index by Women in Work.
	Gender diversity at Group Executive Team level and Group Executive Team direct reports level (-1) combined	Male 66% Female 34% Other / prefer not to say 0%	Male 67% Female 33% Other / prefer not to say 0%	Male 59% Female 41% Other / prefer not to say 0%	This year we welcomed Ruth McDonald as Chief Technical, Sustainability and Corporate Affairs Officer, further strengthening our Executive Team. We became founding signatories of the Food Business Charter, committing to a global ambition to increase female representation in the food industry to 40% by 2035.
	Gender diversity at Group Executive Team level	Male 75% Female 25% Other / prefer not to say 0%	Male 86% Female 14% Other / prefer not to say 0%	Male 100% Female 0% Other / prefer not to say 0%	
	Gender diversity at Group Executive Team direct reports level (-1)	Male 64% Female 36% Other / prefer not to say 0%	Male 64% Female 36% Other / prefer not to say 0%	Male 51% Female 49% Other / prefer not to say 0%	
	Ratio of basic salary and remuneration of male to female: salaried	1.18:1	1.18:1	1.18:1	There has been little change year on year in male to female pay ratios across our weekly and salaried colleague population.
	Ratio of basic salary and remuneration of male to female: weekly	1.03:1	1.02:1	1.02:1	
	Ordinary pay gender pay gap: median	Data to be published April 2026	Female 5% lower	Female 5% lower	Data for FY25 will be published in April 2026 as part of our Gender & Ethnicity Pay Gap Report 2025. Gender pay differences can be due to several factors. Our gender pay gap is influenced by the demographics of our business. This includes a higher number of men than women across the business in total, which is reflected in the higher number of men than women in most of our pay quartiles. Additionally, a higher proportion of men than women in shift based roles, which attract premium rates of pay.
	Ordinary pay gender pay gap: mean	Data to be published April 2026	Female 7% lower	Female 7% lower	
	Bonus pay gender pay gap: median	Data to be published April 2026	Female 6% lower	Female 6% lower	
	Bonus pay gender pay gap: mean	Data to be published April 2026	Female 44% lower	Female 25% lower	
	Total number of incidents of discrimination during the reporting period	7	6	8	All cases of discrimination have been subject to a full and comprehensive investigation process in line with our internal procedures.

People at the Core	Commitments / metrics	FY25	FY24	FY23	Performance narrative
Health and Safety	Reportable Accident Frequency Rate (RAFR) per 100,000 hours	0.21	0.18	0.26	Our reportable Accident Frequency Rate ('AFR') increased slightly compared to last year, from 0.18 to 0.21 per 100,000 hours. This increase was primarily due to a modest rise in lower-severity incidents such as slips, trips and falls, and manual handling injuries. All affected colleagues have fully recovered, and no incidents were linked to critical risks. However, this increase reinforces the importance of maintaining focus on everyday safety behaviours. In response, we have established dedicated working groups on Slips, Trips and Falls, Manual Handling, and Electric Pallet Truck Safety to strengthen controls, enhance safeguards, and share best practice across sites. These initiatives demonstrate our commitment to learning from incidents and continuously strengthening safety across our sites.
Communities	Surplus redistribution (tonnes)	413	747	756	There was a decrease in the amount of surplus that was redistributed to good causes compared with the prior year. This was due to a number of factors, including operational efficiencies focused on reducing waste and supplying increased volumes to our own colleague shop network. Overall, this represents a 45% decrease. However, conscious that as we become more efficient in our operations, we will inevitably see a decrease in the amount of surplus that we can redistribute to good causes we partnered with our customer Sainsbury's and Comic Relief to produce and deliver one million ready meals to FareShare. Looking ahead, with our continued focus on food waste reduction and improved colleague shop network, we will continue to work with our charity partners to unlock additional surplus as well as implementing a volunteering scheme so that we can support our local communities in new and meaningful ways.
	Equivalent number of meals donated through food surplus redistribution programmes[12]	984,201	1,778,393	1,799,131	
	Number of young people worked with through work experience and workshops	2,700	2,200	1,200	There was an increase in the number of young people we have worked with compared with the prior year. This was because we have utilised our existing partners, especially universities, to attend events hosted by them and therefore extend our reach. In addition, we have been working hard to effectively capture the engagements that take place via site-based colleagues as well as via our central teams. Overall, this represents a 23% increase compared to FY24 and reflecting improvement year-on-year. Looking ahead, key areas of focus for FY26 will include encouraging our early careers colleagues to be ambassadors and participating in events and activities, engaging with the Apprentice Ambassador Network further, particularly through events like National Apprentice Week, continuing to utilise our partnerships with training providers and supporting sites to continue activity in their local area.

[12] This is calculated using the WRAP standard of 1 tonne = 2,831 meals

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