

Trusted Partner



Bakkavor Group plc
ESG Report 2024

BAKKAVOR



Welcome TO OUR 2024 ESG REPORT

This is our third dedicated Environment, Social and Corporate Governance (ESG) report for the 2024 financial year (31 December 2023 – 28 December 2024). It summarises our ESG progress against our Trusted Partner strategy and our future ambitions and commitments.

Our 2024 Annual Report and Accounts also contains the Group’s headline ESG progress, non-financial KPI performance and material updates, as well as Bakkavor’s disclosure against the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD): www.bakkavor.com/investors/annual-reports/default.aspx.

For previous years please see our 2023 and 2022 ESG reports and our historical Annual Reports.



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Throughout the report, we have indicated where our activity supports – directly or indirectly – the UN Sustainable Development Goals (SDGs). Further detail on our alignment can be found on our [website](#).

How to use this report
These symbols indicate that further supporting information can be found elsewhere in this report or on our website:

- READ MORE**
- SEE MORE ONLINE**

www.bakkavor.com/esg
ESG@bakkavor.com



At a glance

Leaders in Fresh Prepared Food

OUR METRICS

c.18,000diverse and talented colleagues¹
from over 100 nationalities**c.3,500**fresh products² focused on meals,
pizza & bread, salads and desserts**43**sites² across our three markets;
UK, US and China**£2.3bn**Group reported revenue with
c.85% generated in the UK¹ Refers to the average throughout 2024.² As of December 2024.

OUR STRATEGY



UK

Drive returns by
leveraging scale and
market leadership

INTERNATIONAL

Drive sustainable
growth and Group
accretive margin

EXCELLENCE

Improve performance
through operational
excellence

TRUST

Be a positive force
and a trusted partner
for all our stakeholders

CULTURE

To empower and support
all our stakeholders
by living our values.Respect and trust
each otherKeep the customer at
the heart of what we do

Get it right, keep it right



Be proud of what we do

OUR STAKEHOLDERS



Colleagues



Suppliers



Communities

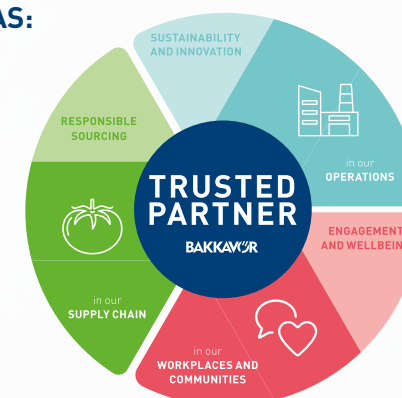


Investors



Customers

THREE ESG FOCUS AREAS:





Introduction

A resilient performance

in a challenging landscape

Umran Beba

Independent Non-Executive Director
and Chair of the ESG Board Committee



The great work done to spread the message of the importance of reducing food waste has contributed to Bakkavor's record-low levels.

Our business continued to build positive momentum in 2024 through the robust execution of our strategy. Similarly, our clear focus and direction have also helped drive progress toward our Trusted Partner ESG goals and commitments.

We remain committed to our ESG agenda, recognising that it is central to maintaining our competitiveness and resilience in the future, as well as being the right thing to do for all our stakeholders.

During the year, the ESG Committee witnessed firsthand how the increased ownership and oversight of our Trusted Partner objectives have driven improvements in three of our four non-financial KPIs – food waste, UK accidents and UK turnover.

Group net carbon emissions were however up year-on-year due to an operational challenge in the US. The Board-level ESG Committee was promptly informed of the issue, and thanks to Bakkavor's quarterly emissions measurement, we were able to assess the impact and understand the actions being taken to prevent a recurrence in the future. Net emissions in the UK were stable and in China they reduced due to the sale of our bakery business. Reducing emissions from refrigeration is one of the key decarbonisation levers that will shape the business's net zero pathway (see page 10-12).

Following several years of integrating and operationalising our commitments and objectives, as well as enhancing our data capturing and reporting processes, 2024 was a year focused on setting roadmaps for the mid-to-long term.

Through the ESG Committee, we will continue to oversee these roadmaps, with a particular focus on our climate transition planning. As a UK-headquartered business, we support measures requiring companies to disclose their transition plans and are closely following the recommendations of the Transition Plan Taskforce.

Delivering our medium- and long-term climate targets will require multi-functional and cross-industry collaboration, from Bakkavor's Operational Excellence teams addressing site-level emissions to our Responsible Sourcing function working with suppliers to reduce scope 3 emissions, along with industry-level change. We will therefore need to continue expanding active ownership of our climate responsibilities and allocate resources to stay on track. As net operational emissions are part of our Long-Term Incentive Plan (LTIP), this ensures continued senior level accountability for delivery.

From a people perspective, the Board was pleased to see that the latest Employee Engagement Survey achieved its highest response rates and improved feedback on many of our priority topics. Notably, engagement and understanding of ESG showed the largest overall increase, which seems to reflect the growing support across the business for our ambitions.

The great work done to spread the message of the importance of reducing food waste has contributed to Bakkavor's record-low levels, reaching 6.0% of all food produced, down from the baseline high of 9.2% in 2017. This represents a reduction of more than 22,000 tonnes, meaning we have already cut food waste by 44.2%, on track to achieve our goal of a 50% reduction by 2030.

The Committee continues to see Bakkavor collaborating with customers on ESG topics. We actively support industry partnerships on our priorities, recognising that in the face of wider challenges to building a more sustainable future, these efforts further highlight how Trusted Partner adds value to our business and relationships.



Trusted Partner

Our ESG strategy

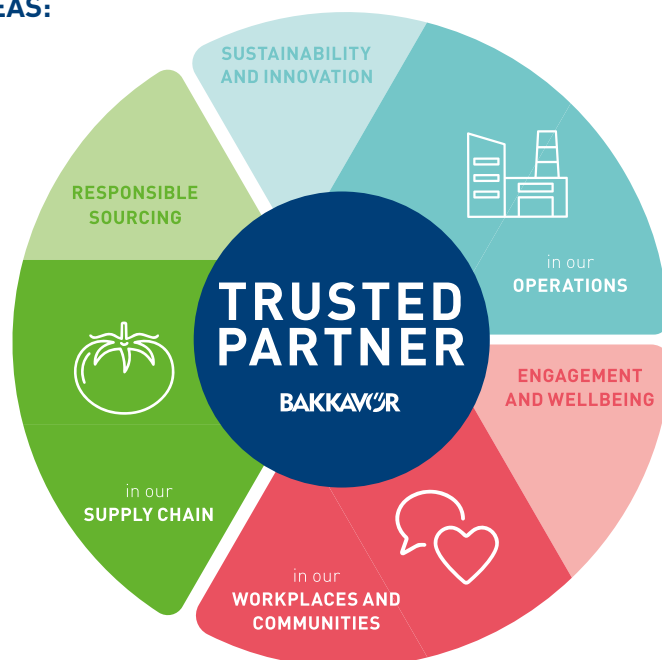
As a food manufacturer, we are inextricably linked to the world around us. Through the materials we source, the impacts of our products and processes, to the people at the heart driving our business.

Trusted Partner is Bakkavor's ESG strategy that guides our business on how we can have a positive impact on our world.

Our three focus areas address 12 material sustainability issues. This report outlines our approach to each issue and our commitments that support positive change.

At the forefront of our efforts are three 'Strategic priorities' – Net Zero, Food Waste and Environmentally Sustainable Sourcing (see right).

THREE FOCUS AREAS:



★ OUR THREE STRATEGIC PRIORITIES:

SUSTAINABILITY AND INNOVATION

Climate and Net Zero

Making progress in the transition to a low-carbon economy, we are committed to reaching net zero.

Our commitments:

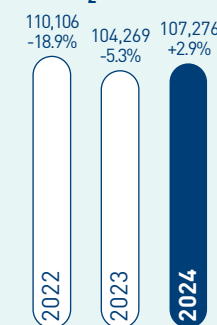
Net zero across our Group operations by 2040 and across all scopes by 2050.

Reduce absolute scope 1, 2 and 3¹ emissions by 42% by 2030 (2021 baseline).

[READ MORE](#) pg 10-12.



Group net emissions (tCO₂e):



-20.9%

- 20.9% reduction Group-wide since 2021.
- 2.9% increase in net scope 1 and 2 carbon emissions in 2024 driven by US business. UK and China reduced 0.1% and 6.9% respectively.
- Scope 3¹ reduced 15.9% since 2021 – on track for near-term target.

Food Waste

Addressing food waste improves ingredient and climate sustainability, supports local communities and drives operational efficiency.

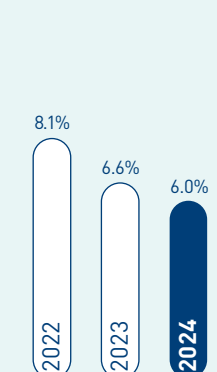
Our commitment:

Halve our UK food waste by 2030 (2017 baseline).

[READ MORE](#) pg 13-14.



UK food waste:



-44.2%

- 44.2% reduction (22,039t) seen since 2017.
- 8.4% tonnage reduction in 2024, bringing overall waste down to 6.0%.
- 940 tonnes of surplus food rescued in 2024.

RESPONSIBLE SOURCING

Environmentally Sustainable Sourcing

Working with our supply chain to mitigate environmental impacts and support resilience.

Our commitment:

100% deforestation and conversion-free sourcing of palm oil, soy, beef and wood pulp by 2025 (UK).

[READ MORE](#) pg 7.



Forest-risk materials²:

99.7%

RSPO segregated palm oil (UK)

- **Soy:** 5.4% verified deforestation free (vDCF) with the remainder certified and in transition to vDCF.
 - **Wood pulp:** 100% certified sustainable primary and secondary packaging.
 - **Beef:** 100% from low-risk origin.
- Based on 2023 data².

[READ MORE](#) pg 7.

¹ From purchased goods and services.

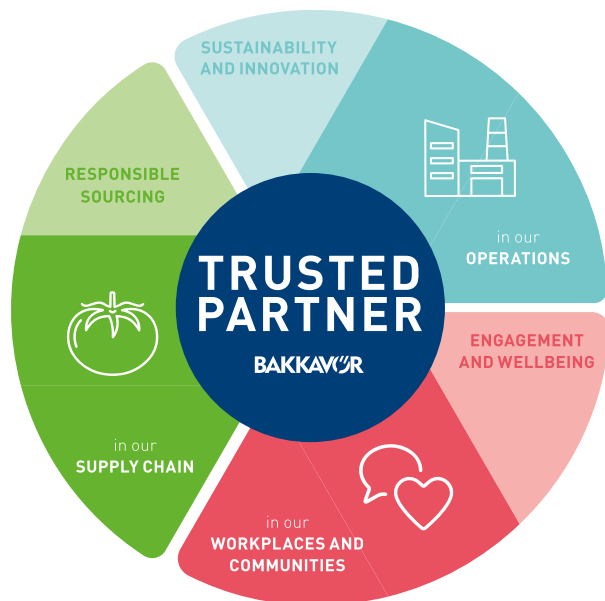
² Based on 2023 data. Due to the timelines of independent verifiers 3Keel, 2024 data will be published in our Deforestation Commitment Progress Report later in 2025.



Focus areas

Trusted Partner

is focused on three areas:



RESPONSIBLE SOURCING

in our supply chain

For resilient food systems, a focus on sustainability is essential. At Bakkavor, we actively collaborate with growers, suppliers and partners to reduce environmental impacts. By working together, we aim to strengthen local communities, uphold the rights of workers and improve the livelihoods of those involved in food production. Through these partnerships, we are committed to creating a more sustainable and ethical food system for the long term.

Strategic priority: Environmentally Sustainable Sourcing	7
Supply Chain Human Rights	8



SUSTAINABILITY AND INNOVATION

in our operations

Bakkavor produces thousands of products every day from salads to desserts, breads to meals, and more from across 43 sites and three countries. Our sites prioritise efficiency in every aspect of production, from energy and water usage to waste management, to help minimise our environmental impact. We are continually striving to implement innovative solutions and best practices that reduce our carbon footprint, optimise resource use and improve the overall sustainability of our operations.

Strategic priority: Climate and Net Zero	10-12
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ENGAGEMENT AND WELLBEING

in our workplaces and communities

Our colleagues are our most valuable asset. Ensuring a safe and inclusive environment where everyone has the opportunity to thrive and develop is key to our success. We focus on engaging our people through ongoing development opportunities and creating a culture that supports growth and progression at all levels. By prioritising skill development and career advancement, we aim to help our teams reach their full potential and contribute to the continued success of our business.

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Responsible Sourcing

in our supply chain

The food industry relies heavily on the natural environment and the millions of individuals involved in global food production. As such, a Responsible Sourcing strategy is vital for ensuring long-term sustainability.

Management approach, systems and tools

The Responsible Sourcing Governance group provides oversight and strategic direction, and is comprised of representatives from Procurement, ESG and Technical functions. The Responsible Sourcing Steering team is responsible for implementing plans on a day-to-day basis.

Bakkavor uses a bespoke supplier risk management platform that combines supplier data with global intelligence sources.

We collaborate with our suppliers to protect workers' human rights and uphold environmental standards, promoting mutual resilience and better outcomes for both society and the planet.



READ MORE:

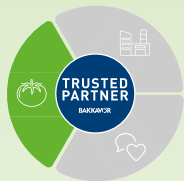
Environmentally Sustainable Sourcing [pg 7](#).

Supply Chain Human Rights [pg 8](#).





STRATEGIC PRIORITY



RESPONSIBLE SOURCING IN OUR SUPPLY CHAIN

Environmentally Sustainable Sourcing

As a food manufacturer, our ability to source the raw materials required to make delicious and affordable fresh prepared food is intricately tied to the resilience of global food systems. Climate, water, soil fertility and biodiversity are all impacted by – and essential to – food production and sourcing.

Environmentally sustainable sourcing is how we focus our efforts to ensure that we mitigate the impacts of ingredients we procure, with a particular focus on ensuring no deforestation or land conversion arises within our supply chains.

Bakkavor has committed to no deforestation across our primary deforestation-linked commodities by the end of 2025¹. The key forest risk commodities for our business are soy (embedded as feed in animal products including chicken and dairy), palm oil, beef and timber used for cardboard packaging. Following validation of our commodity reporting with sustainable sourcing experts 3Keel, Bakkavor publishes a detailed Deforestation Commitment Progress Report [online](#). Verified data for 2024 was not available at the time of publication and so will be disclosed in our updated deforestation commitment progress report, available on our website no later than Q3 2025.

Soy: As signatories to the UK Soy Manifesto, we share a commitment to ensure all shipments of soy and imports of embedded soy to the UK are verified deforestation and conversion free (vDCF) by 2025. Meeting this target currently looks challenging, as many downstream suppliers lack the ability to access verifiable evidence of origin, and certification schemes are underdeveloped, so our industry faces a lack of available vDCF soy.

As of 2023, 5.4% of our soy used was verified as deforestation and conversion free, with the remainder in transition towards this status. Of this transitional volume, 84.8% was supported by RTRS credits, which promote the production of sustainable soy, with the rest covered by mass balance or regional certificates. Our [Deforestation Commitment Progress Report](#) details the status of the soy embedded in our products, including the breakdown of verified DCF soy and other transitional mechanisms in place.

Despite the challenges, we continue to engage with direct and indirect suppliers, industry bodies, government agencies and retail customers to influence and increase the demand and availability of vDCF soy.

Palm oil: As a member of the Roundtable on Sustainable Palm Oil (RSPO) since 2012, we submit an annual Communication of Progress. In 2023,

99.7% of UK-sourced palm oil was RSPO Segregated, meaning that it was sourced from RSPO Certified mills and therefore verified as deforestation free. WWF’s 2024 Palm Oil Buyers Scorecard classes Bakkavor as ‘well on path’ and rated the Company in the top 20% of buyers globally (44/285) and the World Association of Zoos and Aquariums (WAZA) rated our approach as ‘Excellent’ in their palm oil transparency app.

Timber: Since 2021 all our primary cardboard packaging has been sourced from certified sustainability schemes to signal our support for sustainable forest management. In 2023 we extended this policy to secondary packaging (see [page 15](#)).

Beef: Bakkavor is a relatively small buyer of beef. Most of what we buy for the UK business is sourced from Red Tractor assured or customer approved farms in the UK or Ireland, with a small proportion from approved farms elsewhere in the EU. This means that it is all considered a low risk for deforestation or land use conversion.

Many of our retail customers have their own additional specifications and sourcing requirements. As an own-label supplier, we ensure compliance with these through our in-house integrity procedures.

At a glance

Commitments

Zero deforestation across our primary deforestation-linked commodities by the end of 2025

- **Soy:** 5.4% verified as deforestation and conversion free (vDCF) with the remainder certified and in transition to vDCF.
- **Palm oil:** 99.7% UK-sourced palm oil from RSPO segregated sources.
- **Timber:** 100% from sustainable (PEFC or FSC) sources.
- **Beef:** 100% sourced from low deforestation-risk origin.

100% cage-free eggs by 2025 in the UK and Group-wide, by 2027

- **UK:** 100% – achieved a year early
- **USA:** 92%
- **China:** 6%

Animal welfare

Bakkavor supports the need for adequate health, welfare and wellbeing of animals used in livestock production. Our Animal Welfare Policy outlines our approach and specific requirements for all farms producing chicken meat for Bakkavor UK products.

Bakkavor has committed to sourcing 100% cage-free eggs by 2025 in the UK and Group-wide, by 2027.

In 2024, we achieved this target a year early in the UK, as 100% of our egg products come from barn or free-range farms.

In the US this proportion is 92% and in China where cage-free eggs are less commercially available, our sourcing proportion is currently 6%. We have plans in place to increase this proportion in 2025.

Further information



DATA

- Deforestation Commitment Progress Report (online)



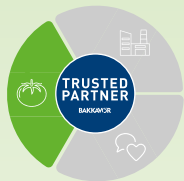
RELATED POLICIES AND DOCUMENTS:

- [Animal Welfare Policy](#)
- [Supplier Code of Conduct \(UK\)](#)
- [Deforestation Policies: wood pulp, soy, palm oil, cocoa](#)
- [Deforestation and Conversion Free Soy Policy](#)

Relevant SDGs:



¹ Covers palm oil, soy, carton board-based packaging and beef with a 2020 cut-off date. The cut-off date is based on the Accountability Framework Initiative definition. This means that clearance of natural forest after this date renders the affected area or production unit, and the commodity produced there, non-compliant with no-deforestation or no-conversion commitments.



RESPONSIBLE SOURCING IN OUR SUPPLY CHAIN

Supply Chain Human Rights

Bakkavor’s supply chain is international and multi-tiered. As such, we have a responsibility to work with our suppliers to protect the rights and welfare of workers and eliminate all forms of exploitation.

Human rights risks are not static, and we must constantly reevaluate our position and strive for continuous improvements in order to ensure we are best placed to respond and mitigate risks.

Our Ethical Trade and Human Rights Policy and our Supplier Code of Conduct formalise our expectations and are based on international standards and frameworks including the UN Guiding Principles on Business and Human Rights (UNGPs).

We communicate our standards and clear expectations through supplier onboarding and ongoing engagement. Where required, we undertake targeted, direct conversations, to ensure that our requirements are met.

Supply chain engagement

Our supplier engagement approach is based around our Supplier Code of Conduct. This covers a number of human rights topics including modern slavery, migrant labour, working hours and discrimination.

In 2024, we refined our human rights risk assessment approach to combine our Code of Conduct with a number of other intelligence sources. The findings, combined with other risk factors such as location, goods supplied and business size, have enabled us to prioritise our highest risk suppliers and identify areas for focus.

To effectively engage with our suppliers on human rights and other topics, we distribute Self-Assessment Questionnaires (SAQ) designed to evaluate compliance with the Code of Conduct.

All direct suppliers to Bakkavor UK are expected to show progress towards compliance. We are committed to working closely with our suppliers to address any breaches. Where gaps are identified, our approach is to ‘retain and engage’ through corrective action plans; however, we reserve the right to terminate supplier agreements in serious cases.



In addition, we use the online ethical trade platform Sedex and ask our suppliers to link to Bakkavor, to enter their data onto the system, and to update the Self-Assessment Questionnaire every 12 months. As of the end of 2024, 76% of suppliers linked to us had completed the latest SAQ, supporting increased visibility on risk and ethical practices for us and our customers. Sedex also enables transparency of audit results and labour practices, which in turn supports ongoing improvements.

We focus on suppliers based in countries considered ‘high risk’ by FNET – the Food Network for Ethical Trade. These amount to approximately 6% of direct suppliers (by volume) to our UK business. Of these, 69% have a recent SMETA (ethical trade) audit and the remainder have linked to Bakkavor on Sedex, which ensures we have visibility of their overall risk scores and their management control scores, which reflect actions the supplier has taken to mitigate their risk.

Enhancing oversight and due diligence

To meet Bakkavor’s expectations, suppliers must establish strong foundations in risk assessment, policies and procedures, monitoring, verification and governance.

In 2024, Bakkavor engaged an expert third-party company to conduct a pilot programme assessing the human rights and employment practices of 22 key suppliers, representing 33% of our procurement spend across various categories. The programme focused on evaluating how these suppliers manage risks in their product and labour supply chains, as well as within their own operations.

Suppliers received tailored feedback, including performance assessments and recommendations for improvement. Bakkavor plans to scale up the programme in 2025 and is currently reviewing the findings, along with participant feedback, to shape the next phase.

This initiative aims to address growing stakeholder expectations and emerging regulations around human rights risk management and mitigation, while demonstrating Bakkavor’s commitment to continually enhancing the quality of our supplier selection and management processes.

Further information



DATA

- [Supplier Code of Conduct \(UK\)](#)
- [Ethical Trade and Human Rights Policy](#)
- [Modern Slavery Statement](#)

Relevant SDGs:





Sustainability and Innovation

in our operations

Bakkavor operates 43¹ sites across three countries, producing c. 3,500 products across meals, salads, pizza & bread and desserts. We are committed to continually improving the environmental impact of our sites and products.



READ MORE:

Climate and Net Zero [pg 10-12.](#)

Food Waste [pg 13-14.](#)

Impact of Packaging [pg 15.](#)

Sustainable and Healthier Products [pg 16.](#)

Water Use and Management [pg 17.](#)



Management approach, systems and tools

Group carbon emissions and UK food waste are two of our key non-financial KPIs. Food waste is reported monthly to the Senior Executive Team and carbon emissions on a quarterly basis. Both are reviewed quarterly by the ESG Board Committee, and also reported to the Group Board.

In the UK, we use an Environmental Management System based on ISO 14001, which includes risk management standards, guidance, and tools.

Policies and documents



SEE MORE ONLINE:

- [Environment Policy](#)



SEE MORE ONLINE:

[CDP](#) [external]

¹ As of December 2024.



★ STRATEGIC PRIORITY



SUSTAINABILITY AND INNOVATION IN OUR OPERATIONS

Climate and Net Zero

Bakkavor considers climate change not only the most significant sustainability challenge facing society, but a material business risk with the potential to impact our future resilience. Simply reducing our own emissions is not enough. We must support broad decarbonisation through our operational activities and in our relationships with suppliers, customers and other stakeholders.

In 2023, the Science Based Targets initiative (SBTi) formerly verified our targets for all scopes as net zero aligned, meaning that they support scientific consensus to minimise planetary warming to 1.5°C, and the latest standard in climate ambitions.

This means that we aim for net zero across all scopes by 2050 and have specific targets along the way, that will ensure we make significant reductions, quickly.

Despite facing a more challenging year in 2024 in our operational progress (see page 12), we remain on track to meet our first target milestone – a 42% reduction in scope 1 and 2 emissions by 2030.

Embedded climate action into everyday operations

To ensure accountability for decarbonisation, Bakkavor uses net operational carbon emissions (scopes 1 and 2) as a non-financial KPI. This means that it is tracked and communicated at Senior Executive Team and Board level through the ESG Committee. Calculated on a quarterly basis, we are able to monitor and respond to trends quickly.

-20.9%

reduction in net operational carbon emissions since baseline (2021).

Since 2023, progress against our climate targets has formed part of our Long-Term Incentive Plan (LTIP), providing an incentive appropriate to management-level colleagues who have the most ability to support and influence results.

Building our transition plan

In practice, achieving our goals will require a wide range of tactics.

For operational (scopes 1 and 2) emissions we have mapped our primary and secondary utilities usage and have targeted plans for heat and fuel, refrigeration and electricity, which collectively make up 98% of our baseline scope 1 and 2 emissions.

Reducing utilities usage in manufacturing through operational efficiency and innovating new manufacturing technologies has always been a business priority. Our Engineering and Operational Excellence teams lead programmes to reduce energy consumption and associated carbon emissions. This often includes upgrading machinery to more efficient options as it nears its end of life and/or installing technologies such as heat recovery that utilise waste energy, or electrification for other fuel-dependent processes.

At a glance

At a glance: our net-zero science-based climate targets (2021 baseline)

Overall

- Net-zero greenhouse gas emissions across the value chain by 2050.

Energy and industry:

- Near-term: Reduce absolute scope 1 and 2 emissions by 42%¹ by 2030, and absolute scope 3 emissions from purchased goods and services by 42% by 2030.
- Long-term: Reduce absolute scope 1, 2 and 3 emissions by 90% by 2050.

Forest, Land and Agriculture (FLAG)

- Reduce absolute scope 1 and 3 FLAG GHG emissions² by 30.3% by 2030 from a 2021 base year.
- Reduce scope 1 and 3 FLAG GHG emissions² 72% by 2050.
- No deforestation across our primary deforestation-linked commodities, by the end of 2025.

Further information



DATA

- Data [pg 26-27](#)



RELATED POLICIES AND DOCUMENTS:

- [TCFD report \(within our 2024 Annual Report\)](#)
- [Environment Policy](#)
- [CDP Climate questionnaire](#)

Relevant SDGs:



¹ The target boundary includes land-related emissions and removals from bioenergy feedstocks.

² Target includes FLAG emissions and removals.



STRATEGIC PRIORITY



SUSTAINABILITY AND INNOVATION IN OUR OPERATIONS

Climate and Net Zero

We have a significant focus across all our regions on emissions from refrigeration ("F"-gases). In the UK, we plan to phase out all high global warming potential (GWP) gases by 2030. When complete, this is expected to eliminate the equivalent of 9% of our UK operations' baseline (2021) emissions.

In the UK, we purchase 100% renewable energy through guarantee of origin certificates. In China, a proportion of our electricity is sourced through International Renewable Energy Certificates (I-RECs) and in addition our solar installation at our Beijing site in 2024 produced almost 592 MWh of clean energy for the site. A renewables strategy will be a priority for our decarbonisation process in our USA operations.

Scope 3 emissions

Scope 3 indirect emissions are those associated with the operation of the business that are not under our direct control, ranging from the production of raw materials, transport, packaging, employee commuting as well as the use and disposal of our products. Scope 3 accounts for 88.9% of our Group footprint with the vast majority (82.5%) coming from category 1 'purchased goods and services' (see [page 27](#)).

Calculating scope 3 emissions is complex and evolving due to a reliance on secondary data sources. To date, the majority of our scope 3 reductions have come from product mix shifts and packaging reductions – areas where we have more direct influence.

Continued →

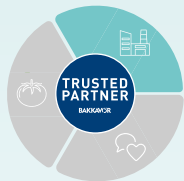
1 From purchased goods and services.

2 Forest, Land use and Agriculture. Includes a fraction of scope 1 FLAG emissions that originate from the China farm.





STRATEGIC PRIORITY



SUSTAINABILITY AND INNOVATION IN OUR OPERATIONS

Climate and Net Zero

To make further reductions, we will need to use our influence in the value chain through our Responsible Sourcing and procurement strategies; progress on our deforestation commitment; and engage our suppliers to measure and act on agricultural emissions.

Agricultural emissions are one of the world’s largest sources of GHG emissions, and as a food manufacturer we account for these in our Forest, Land and Agriculture (FLAG) emissions. These are almost all (>99%) scope 3 emissions associated with the land impacts of producing the raw materials we use, with the remainder as scope 1 emissions originating from our small salad farm in China.

For detail on our Responsible Sourcing approach and commitments, see pg 7.

A significant proportion of our scope 3 footprint will be challenging to address on our own. We must support collective action alongside our customers, peers and suppliers to address our shared dependencies; from transport, agricultural fertilisers to the shift to more sustainable diets. Bakkavor is part of the BRC Mondra Coalition, which is working to

standardise product environmental footprinting and better account for impacts at different stages of the life cycle and in particular at the agriculture stage.

2024 performance across the Group

As a Group, Bakkavor saw operational emissions increase in 2024 by 2.9% market-based and 3.0% location-based. This was driven engineering challenges in the US, where refrigeration upgrades resulted in a significant increase in F-gas emissions, primarily at one site, following several years of low or no emissions. All other sources of emissions in the US were reduced during the year.

Bakkavor’s UK operations reduced by 0.1% and in China they reduced by 6.9% (market-based).

Since our target baseline year of 2021 we have reduced scope 1 and 2 emissions by 20.9%, meaning the Group is approximately halfway to our target of 42% by 2030.

Despite the overall increase in 2024, the carbon efficiency of our business has improved as our Group intensity ratio (gross emissions per £m reported revenue) reduced by 1.0% to 62.4 tCO₂e/£m reported revenue.

2024 performance across the Group (scope 1 and 2)

	tCO ₂ e	vs. 2023
Group gross (location-based) carbon emissions	143,128	3.0%
Total net emissions (market-based)	107,276	2.9%
UK net emissions	62,487	-0.1%
US net emissions	18,043	38.6%
China net emissions	26,746	-6.9%

Reducing emissions from refrigeration will continue to be a priority for the Group – especially in the US and China where they make up a larger proportion. A challenge we face is the regional differences with regards to suitability of lower Global Warming Potential (GWP) alternatives. In the UK, we have been transitioning to only low or no GWP options for some time, to be prepared for legislation that phases out all high GWP sources. The US business is exploring options to convert refrigeration systems to a lower GWP gas, which could reduce potential emissions by up to half.

Emissions from heat and fuel sources remain the largest contributor to our operational emissions. In 2024, those from natural gas reduced by 3.3% across the Group.

In China, where electricity is a larger contributor, emissions decreased by 8.7% due to the closure of one of our sites in April. In China, we procured a proportion of our electricity through I-RECs (International Renewable Energy Certificates). On-site solar panels at our factory in Beijing produced almost 592 MWh of clean energy.

We responded to CDP’s Climate questionnaire for the sixth time, scoring a B.

Scope 3 emissions from purchased goods and services maintained very similar levels in 2024 compared to 2023 (0.1% decrease), which is a positive step considering the overall increase in volume. FLAG emissions increased 8.5% driven by increased volumes, however, the current nature of calculating FLAG emissions relies on secondary sources, meaning that our footprint does not accurately reflect interventions made during the year such as our progress towards zero deforestation in our sourcing practices.

Full data can be found on [pages 26-27](#).

Further information



DATA

- Data [pg 26-27](#)



RELATED POLICIES AND DOCUMENTS:

- [TCFD report \(within our 2024 Annual Report\)](#)
- [Supplier Code of Conduct \(UK\)](#)
- [Environment Policy](#)
- [Deforestation and Conversion Free Soy Policy](#)
- [Deforestation Commitment Progress Report](#)
- [CDP Climate questionnaire](#)

Relevant SDGs:



1 From purchased goods and services.
2 Forest, Land use and Agriculture. Includes a fraction of scope 1 FLAG emissions that originate from the China farm.



★ STRATEGIC PRIORITY



SUSTAINABILITY AND INNOVATION IN OUR OPERATIONS

Food Waste

According to the UN Food and Agriculture Organisation¹ (FAO), approximately 14% of food is lost or wasted before it even reaches retail. Food waste is a major global challenge, contributing to climate change, resource depletion and food insecurity. When food is wasted, so are the resources used to produce and transport it, and waste in landfill generates harmful greenhouse gases.

At Bakkavor, tackling food waste is a key strategic priority to reduce carbon emissions, support communities and drive operational excellence. As part of our Trusted Partner ESG strategy, we seek partnerships and innovation, and share best practices to further minimise it across our business. By reducing waste and prioritising redistribution of surplus, we lower our environmental impact while ensuring more food reaches those who need it most.

Towards halving food waste by 2030

Since 2018 we have been part of the industry initiative Champions 12.3, which mobilises action on the UN Sustainable Development Goal 12.3 and the objective of halving food waste by 2030.

Each of our UK sites measures food waste using the Food Loss and Waste Accounting and Reporting Standard. Since 2022 this has been reported monthly as one of our business's non-financial KPIs to senior leaders, and updates are shared and challenged at Senior Executive Team and Board level through the ESG Committee.

This focus and scrutiny of progress has been a significant contributor to our strong progress against our target in recent years.

2024 progress

In 2024 we continued making positive progress in reducing food waste and are on track with our commitment to halving food waste by 2030.

During the year, the operationalisation of our food waste taskforce that began in 2022 resulted in our most significant progress yet, reaching 6.0% net food waste, down from 6.6% in 2023 and 8.1% in 2022.

As we rolled out our real-time waste tracking measurement to all our sites in 2024, our teams were able to visualise in real time the biggest contributors to waste and link it to specific products or processes. This information allows us to make the adjustments required and directly and quickly assess improvements.

Overall, we have reduced food waste tonnage by 44.2% since 2017 – equivalent to more than 22,000 tonnes.

In 2025, we will continue building on our positive progress, driving further efficiencies in our manufacturing processes and identifying other innovations to eliminate waste in the product development stage.

Increasing redistribution and recycling

Bakkavor follows the food waste hierarchy which means that we first prioritise reducing waste to begin with. When surplus occurs and is suitable for human consumption we prioritise redistribution through our staff shops, local charities and redistribution partners such as FareShare.

In 2024, we more than doubled the proportion of food redistributed to charities thanks to a number of new redistribution projects such as the Coronation Food Project (see [page 14](#)).

Where surplus is not suitable for human consumption, we maximise recycling opportunities by sending suitable products to be used as animal feed.

Some highlight initiatives that have driven progress can be found on the next page.

Further information



DATA

- Data [pg 27](#)

Relevant SDGs:



¹ FAO: <https://www.fao.org/3/ca6030en/ca6030en.pdf>.





STRATEGIC PRIORITY



SUSTAINABILITY AND INNOVATION IN OUR OPERATIONS

Food Waste

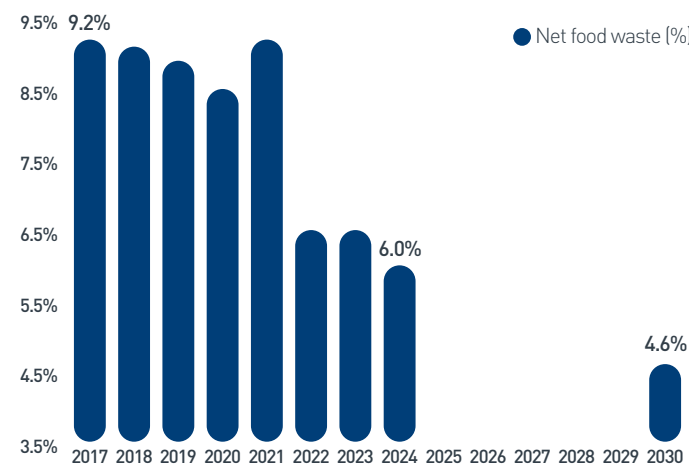
Data driving dough efficiency

In 2024, we saw significant improvements at one of our pizza sites in Holbeach. Using our live tracking data, we saw dough waste initially averaged 51,348kg per week.

After reworking CCTV and factory systems, repurposing excess dough and creating operational confirmation checklists, our average waste dropped to 44,331 kg per week – a reduction of 7,017 kg or 13.6% per week.



Our food waste reduction progress



Collaborating for the Coronation Food Project

In November 2023 we joined the Coronation Food Project, an industry-wide initiative inspired by King Charles III to create a systemic approach to surplus food redistribution and tackle food insecurity in the UK.

Bakkavor has pledged to contribute 500,000 meals to support the Coronation Food Project and is supplying Chicken Tikka meals through food banks and a bulk pack Tomato and Basil sauce, that is distributed along with pasta for use in community kitchens that serve meals to those in need in local communities.



940

tonnes of surplus food was rescued in 2024

Staff Shop transformation project – phase two

Our Staff Shops are designed to provide colleagues and their families with access to a wide variety of healthy, affordable Bakkavor products using surplus. In April 2024, we launched phase two of our Staff Shop Transformation Project, focusing on increasing product availability, upgrading facilities and rebranding.

Our new supply chain transportation model also allows for weekly deliveries of 10 products from nine factories, with these nine factories producing +1,400 cases of Bakkavor products per week. This allowed us to distribute more than a million discounted meals.



Working with FareShare and food charities

FareShare is a national food redistribution charity. In 2024 we worked with them and other charity partnerships and more than doubled the amount of food sent to charities.



Donated

207

tonnes of food to charities, equivalent to over

490,000

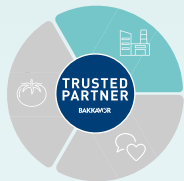
meals.
(Based on a 420g portion).

Optimising processes in desserts

Bakkavor successfully eliminated all sponge trim waste in the production of disc sponges for small trifles at our dessert site in Newark. By reviewing circular sponge manufacturing processes across the food industry, we collaborated with an established equipment manufacturer and successfully trialled and implemented a new machine.

By depositing circular batter discs directly onto a hot oven band we have eliminated waste (320t p.a.) and improved efficiency.





SUSTAINABILITY AND INNOVATION IN OUR OPERATIONS

Impact of Packaging

Bakkavor’s in-house packaging experts ensure our fresh prepared food maintains the highest standards of food safety and quality. Their innovation has allowed us to reduce our use of plastic by 23.9% since 2021, without compromising shelf life to reduce waste.

Bakkavor UK’s Packaging Forum is a working group formed of packaging technologists, specialists and procurement. The group discusses challenges and cross-pollinates ideas so that we apply outcomes and developments to all our departments and accelerate innovations in packaging to our customers and sectors.

Packaging design must consider product quality, appearance, shelf life, consumer use and sustainability. This means that we use a variety of formats and materials depending on the product.

Plastic is a valuable packaging material as it is food safe, lightweight, provides options for recyclability and is relatively low cost. Whilst plastic with recycled content is increasing, it is not biodegradable or typically fully circular. Therefore, we develop product packaging designs to reduce our plastic usage as far as possible, incorporate more recycled content and prioritise consumer recyclability.

The 2025 goals of the UK Plastics Pact have guided progress in improving the sustainability of packaging for our UK business, and we have made strong progress in recent years.

Our progress in achieving the UK Plastics Pact’s targets

Eliminating problematic or unnecessary single-use packaging

Since 2021, our use of plastic in the UK has fallen by 23.9% – equivalent to 4,868 tonnes. We do not use any items on the UK Plastic Pact’s ‘Problematic and Unnecessary’ Roadmap list.

100% reusable or recyclable plastic packaging

As of 2024, 99.7% of our UK packaging is recyclable including flexible plastic films now considered recyclable through collections at large stores.

30+% average recycled content in plastic packaging

In 2024, the average recycled content of our plastic packaging was 50.7%, down slightly on 2023 (52.9%) but still well above the target of 30% which we have achieved every year since 2019.

As well as the goals of the UK Plastic Pact, we set our own stretch target in the UK to remove 185 million pieces of plastic from our packaging formats by the end of 2024.

In 2024, our investment in a new hoomous production line helped to remove 68.7 million pieces of plastic, equivalent to 317 tonnes. Between 2021 and 2024 we removed 228 million pieces, therefore exceeding our target.

Beyond plastic

Cardboard is also an important packaging material, for uses like sleeves and trays. It forms part of our deforestation commitment (see [page 7](#))

As part of this commitment, we source only wood pulp certified to FSC/PEFC (Forest Stewardship Council/Programme for the Endorsement of Forest Certification) standards in both our primary and secondary packaging.

	2024	2023	2022	2021	2020
Plastic usage (t)	15,460	15,994	17,899	20,328	21,032
Recycled content (%)	50.7	52.9	52.9	45.6	43.4

Driving circularity through partnerships

The stringent hygiene and food safety requirements in fresh prepared food manufacturing mean that identifying opportunities for increased circularity of plastic content in packaging presents a number of challenges.

In 2024, Bakkavor worked with food packaging supplier Faerch, waste management companies and retail customers in a trial to transform UK household-collected food trays back into new tray packaging in a fully circular process, maintaining the crucial high-quality, food-grade characteristics.

Bakkavor worked with Faerch and Tesco to advise on the required qualities of the circular trays. The Central Packaging and site teams conducted rigorous testing through various manufacturing processes to ensure suitability through the supply chain and for consumers.

The success of the trial means that, in future, this material will become a viable packaging stream, therefore reducing reliance on bottle-based recycled material, and enabling this to be made back into bottles, whilst reducing emissions and advancing circularity in manufacturing. To support this, all of our ready meal trays now contain 40% Tray rPET using material sourced from the Faerch recycling plant in The Netherlands until such time that UK production can be established.

Further information



DATA

- [Data pg 28](#)



RELATED POLICIES AND DOCUMENTS:

- [Environment Policy](#)
- [CDP Forests questionnaire \(pulp and paper\)](#)
- [Deforestation Policy: Wood pulp](#)

Relevant SDGs:





SUSTAINABILITY AND INNOVATION IN OUR OPERATIONS

Sustainable and Healthier Products

Providing consumers with a wide range of exciting and delicious food that is nutritionally balanced, sustainable and affordable has always been a business priority.

Bakkavor makes more than 3,000 different fresh prepared products, ranging from meals, pizza & breads, salads and desserts supporting different lifestyles and occasions.

Fresh prepared food can enable consumers to eat well and around busy lifestyles. Most (58%) of our UK products are considered 'healthier options'¹ and 27% contain at least one portion of fruit or veg.

As an own brand manufacturer, our development teams collaborate with our retail customers to continually improve nutritional qualities through product reformulation as well as new product development. As such we have committed to working with them to meet their nutrition targets on salt, sugar, saturated fat and overall calories.

Bakkavor is part of the IGD's Nutrition Forum where businesses share best practices in improving health through nutrition and more sustainable diets.

By monitoring consumer trends, we use insight to guide new product development. For example, in 2024 we saw increased demand amongst UK consumers for healthier snacking options, so we worked with key strategic customers to launch new ranges of fresh-cut fruit and vegetable pots, accompanied by tasty yoghurt dips.

We also expanded our food-to-go offering with high-protein and gut-friendly salad ranges for two of our customers and in the US we developed a range of Mediterranean-inspired ready meals that are health-focused and shareable, responding to consumers' preferences for fresh, high-protein and functional foods.

We continued developing plant-based products for our customers' dedicated vegan and mainstream ranges, providing lower-carbon meal and protein options at various price points to support the accessibility of more sustainable diets.

In a collaboration with M&S in the UK, Bakkavor ran rigorous tests in our Analytical Services laboratory to ensure a new vegan, cauliflower-based meal met strict protein content requirements for product declarations.

In 2024, 71% of our UK products were vegetarian and 14% contained no meat or dairy.

Bakkavor is part of the BRC Mondra Coalition along with many of our UK retail customers and peers. It aims to standardise product carbon footprinting using AI and best practice research on environmental impacts. In 2024, we began interrogating Life Cycle Assessments for some of our products with two customers.

UK product portfolio

71%

of our products are vegetarian

92%

compliant with FSA's salt reduction targets for 2024

58%

of our products are 'healthier options'¹

27%

contain at least one portion of fruit or veg

14%

of our products are plant-based



Further information



DATA

- Data [pg 28](#)

Relevant SDGs:



¹ As defined by the UK's Department of Health UK Nutrient Profiling Model.



SUSTAINABILITY AND INNOVATION IN OUR OPERATIONS

Water Use and Management

As a food manufacturer, access to a clean and consistent supply of fresh and potable water is critical to our direct business operations and supply chain.

All of our sites have had requirements for fully functioning, safely managed water, sanitation and hygiene (WASH) services for all workers as part of ongoing business operations for safe operating food hygiene standards.

We will always require a consistent supply of good quality freshwater, as it is essential in enabling us to maintain our high standards of food hygiene and quality products, which is incorporated into our Group Health, Safety and Environmental policies.

Our approach

100% of our manufacturing sites have on-site water treatment plants, where usage is reported internally each quarter. Water withdrawals are monitored monthly to ensure compliance with regional and global water quality standards and food safety procedures. This is in line with our consent to discharge and/or environmental permits to ensure we are compliant with local, regional or national water quality standards and regulations.

Wastewater is tested and monitored for the standard parameters such as pH, Biochemical Oxygen Demand (BOD) and Total Suspended Solids (TSS) in order to apply the appropriate treatment where required.

As Bakkavor sites handle fresh agricultural produce such as salads, vegetables and grains, we also monitor our wastewater for agricultural chemicals, pesticides and fertilisers that could be transferred into wastewater via the washing process.

We have conducted a water risk assessment of our global operations using the WRI Aqueduct Tool. Six of our UK sites (those around the Thames basin), one of our US sites (Carson, California), and three of our China sites (Beijing, Xi'an and the Shanghai head office) are within basins considered to be at high risk, based on the ratio of total water withdrawals to available renewable surface and groundwater supplies.



Whilst we have not experienced detrimental impacts due to water availability at these or other sites, we have committed to optimise operational water intensity by monitoring usage and exploring machinery upgrades that increase efficiency, whilst maintaining our rigorous hygiene standards to ensure product quality and integrity.

Water stewardship is a core concern environmental sustainability in our supply chain. We recognise that water-related risks can be both chronic and acute. We manage this through our Responsible Sourcing steering team who have access to global intelligence sources to prioritise suppliers for specific engagement (see [page 7](#)).

We report our water consumption and management for the UK and China through CDP's water questionnaire (www.cdp.net). Our 2024 submission received a C disclosure score.

This is based on 2023 data, which showed a very similar level of water consumption to 2022 (2023: 3714 ML, 2022: 3,715 ML) reflecting broadly similar production levels.

Data for 2024 will be in our 2025 CDP submission.

Further information



RELATED POLICIES AND DOCUMENTS:

- [Environment Policy](#)
- [CDP Water questionnaire](#)

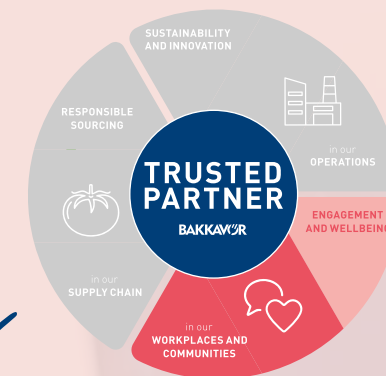
Relevant SDGs:





Engagement and Wellbeing

in our workplaces and communities



Our colleagues are our greatest asset. Creating a safe and inclusive environment where everyone can thrive and develop is central to our success.



READ MORE:

Colleague Wellbeing, Health and Safety [pg 19](#).

Inclusive and Diverse Workplaces [pg 20](#).

Engagement, Development and Retention [pg 21](#).

Responsible Recruitment [pg 22](#).

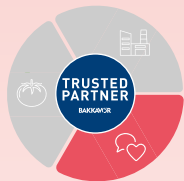
Local Causes and Community Engagement [pg 23](#).

Management approach, systems and tools

UK accident rates and employee turnover are two of our non-financial key performance indicators (KPIs). These, alongside the same metrics for our operations in the US and China, are reviewed at each Board meeting and closely monitored by management on a monthly basis.

We achieve our goals through collaborative workstreams, including a Wellbeing Committee, Inclusion and Diversity Forum and a Human Rights and Ethical Programme.

Additionally, we have established Global Health & Safety Management Principles, which set out standardised best practices for all our sites.



ENGAGEMENT AND WELLBEING IN OUR WORKPLACES AND COMMUNITIES

Colleague Wellbeing, Health and Safety

The health, safety and wellbeing of the people who work for us is our biggest priority. Providing a safe workplace and making continuous improvement part of our culture drives our focus for our thousands of colleagues.

Manufacturing operations still involve physical risk and zero harm will always be our goal. Even though we have outperformed industry safety averages for many years, safety can never be taken for granted, and there are always opportunities to learn and improve.

Every site has Health and Safety specialist teams who monitor compliance with our systems, report performance and implement corrective actions, as required.

As one of our principal risks, health and safety is reported monthly through regional risk committees, the Senior Executive Team and at the Audit and Risk Committee on a quarterly basis, which reports to the Group Board on the effectiveness of the Group’s risk management process and internal control systems.

Bakkavor’s Group Health & Safety Management Principles are based on based on ISO 14001 and help us set consistent standards across all sites.

Bakkavor believes that just physical controls and management systems are not enough, we need to empower our colleagues to make safer decisions every day.

In 2024 our >7 day lost-time accident rate in the UK decreased by 3.9% to 249 per 100k employees (2023: 259). The Health and Safety Executive food industry benchmark¹ average is 886. In the US and China >7 day lost-time accidents per 100k employees also decreased, by 9% and 36% respectively.

Major accidents in the UK also decreased by 56.3% to 21 per 100k employees². There were no majors in the US or China and there were no fatalities in 2024 across the Group.

Following the success of our UK Meals sector’s Safety Week in 2023, which involved around 9,500 colleagues across eight sites, in September 2024, we expanded it UK-wide, refreshing how we embed and drive our Health & Safety culture in a fun way through competitions, quizzes, health checks, talks and accident investigation scenarios.



In October, our approach and controls were recognised for excellence at the Institute of Occupational Safety and Health (IOSH) Awards as ‘Driving excellence in occupational safety and health culture change’.

A holistic approach to employee health and wellbeing

As well as personal safety, broader physical, emotional and financial wellbeing has been a core element of our People Plan since 2022. Led by our cross-functional Wellbeing Committee, in 2024 we aligned our Occupational Health & Wellbeing team and continued to promote a range of support for our colleagues’ wellbeing.

For the second year, we ran a UK-wide Wellbeing Month which covered a wide range of topics. To help everyone keep an eye on their health, we installed and promoted Health Check Machines in our offices and sites and offered a new personalised health check app service to all employees. Our 120 site-based Wellbeing Champions continue to help

drive positive change in this area, providing a point of contact for colleagues, and are able to help signpost both internal and external resources available, such as our Wellbeing Toolkit, GroceryAid, Employee Assistance Programme and digital wellbeing offering.

Our Mental Health at Work Commitment

In 2023, Bakkavor signed up to the Mental Health at Work Commitment. To continue to build on the pledge in 2024, we developed and delivered a new mental health awareness training course across the business. Starting with the leadership team and Senior Managers, we then rolled it out to all UK salaried and team leaders, with over 7,000 colleagues trained in total.

Further information



DATA

- Data [pg 29](#)



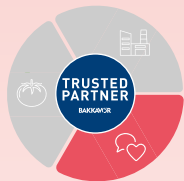
RELATED POLICIES AND DOCUMENTS:

- [Mental Health at Work Policy](#)

Relevant SDGs:



1 UK HSE industry averages: hse.gov.uk/statistics/tables/index.htm#riddor.
2 Number of ‘major’ accidents and specified injuries as defined by the UK Health and Safety Executive.



ENGAGEMENT AND WELLBEING IN OUR WORKPLACES AND COMMUNITIES

Inclusive and Diverse Workplaces

Diverse experiences, opinions, and backgrounds inspire us and contribute to a better business. So too does having an engaged workforce where we all feel included, valued, and free to be ourselves.

We aim to attract and retain talent that reflects society around us. Our commitment is to promote an inclusive working environment, where differences are valued and individuals feel they can be themselves, without judgement.

Our values and what we believe

We will always make hires based on merit, qualifications and ability, whilst encouraging greater diversity in social and ethnic background and cognitive and personal strengths.

The Bakkavor Code of Conduct – available to all employees – makes our policy around equal opportunities clear. That is, that we believe everyone has the right to be treated without discrimination regardless of their age, sex, race, disability, pregnancy or marital status, sexual orientation, gender identification or religious background.

‘Respect and trust each other’ is one of the four Bakkavor values that guide everything we do. It emphasises how we treat each other, and we celebrate the shining examples of living these through our ‘Proud to Be’ Awards.

Bakkavor’s Inclusion & Diversity Forum steers a programme of work to drive our objectives, and our I&D Policy outlines our commitment to upholding and promoting an equal workplace.

In 2024 we further evolved our policies, highlighting our Family Leave Policy which combined previous family policies to streamline and make more inclusive and non-biased, including clearer guidance around Bakkavor’s support for adoption and surrogacy.

Building a balanced business

In 2024, the I&D Forum continued driving our objectives through the theme of ‘balance is better’ – targeting more equal gender balance in underrepresented functions; Manufacturing, Finance and IT. This included rolling out a job share scheme in these functions to increase the attractiveness and flexibility of key roles.

For Women’s Month in March we highlighted female career stories and created a Grow Your Career webinar, led by female senior leaders.

Bakkavor’s Female Network Group again provided an effective sounding board for our engagement and leadership programmes.

In 2024, Bakkavor continued efforts to gather ethnicity data amongst our colleagues, in order to understand our status and in preparedness for ethnicity pay reporting. Bakkavor will produce an ethnicity pay gap report in 2026 which will analyse our position and outline plans to address any gap.

Celebrating Bakkavor’s cultural diversity is one of the most popular employee engagement events on our calendar. In recent years we have grown the event from marking World Day for Cultural Diversity to a week and then in 2024 a month-long Culture Month in October. The celebration included site and online events encouraging colleagues to open up about their personal journeys and heritage and share how this has shaped their values whilst reclaiming narratives. We shared external resources and training on implicit bias, highlighted personal inspirations and also connected to Black History and Hispanic Heritage events.



Culture Month included a particular focus on the power of language, celebrating the 54 languages spoken and signed and serving as a reminder that we can always be more inclusive and accessible in how we communicate. Each language spoken or signed represents a unique perspective and story, and as such, they contribute to the openness that is needed to build a culture that values everyone’s contribution.

For Pride Month, we continued to highlight the values of the Pride movement, In 2024, we had a particular focus on the importance of everyone being able to come to work and be seen, heard and recognised for who they are and what they bring to the Company, regardless of gender, ethnicity, nationality, age or sexual orientation. Our dedicated e-learning platform includes a number of inclusion courses and self-development opportunities.

Further information



DATA

- Employee data [pg 29](#)
- Gender pay [pg 30](#)

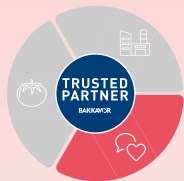


RELATED POLICIES AND DOCUMENTS:

- [Inclusion and Diversity Policy](#)

Relevant SDGs:





ENGAGEMENT AND WELLBEING IN OUR WORKPLACES AND COMMUNITIES

Engagement, Development and Retention

Bakkavor depends on the skills and knowledge of our c. 18,000 colleagues and they are our greatest asset. Attracting, retaining and developing our talent makes us a stronger and more resilient business for the future.

Employee engagement at Bakkavor centres on creating an environment where our colleagues feel engaged, included and able to develop and grow in their careers.

We track our performance on this through a number of ways. UK employee turnover is one of our Group KPIs, reported on a monthly basis at senior leadership and quarterly to the Group Board.

Our annual Employee Engagement Survey (EES) is vital for informing our people priorities and tracking progress. It is shared with all our colleagues globally and available in all relevant local languages, and outcomes are shared across functions and teams and inform year-on-year action plans for improvement.

In the UK, we have locally elected Group Employee Forum (GEF) and Site Employee Forum (SEF) representatives that pay a vital role in creating open and two-way channels of communication between colleagues and management. They are also central to rolling out a wide range of

campaigns at a local level including wellbeing initiatives, increasing awareness of our benefits and charity fundraising.

Sanjeevan Bala is Bakkavor’s dedicated Independent Non-executive Director for Workplace Engagement. During the year he visited sites and attended GEF events, feeding back directly to the Group Board on the topics raised. Read more in our Annual Report, [page 98](#).

Positive progress on engagement

We recognise the importance of listening and acting on our colleagues’ feedback. In 2024 we saw strong improvements across our engagement indicators, with a 3.3% improvement in engagement results in the EES across all regions to 75.1% and a 7.3% improvement in UK employee turnover, which reduced to 18.9%.

The EES maintained a strong response rate of 89% (up from 88% in 2023) and showed improved results across all areas, particularly in our ESG performance, which saw the largest increase. Notably, 75% of Bakkavor colleagues agreed that the Company is actively addressing key social and environmental issues.

By holding regular pulse surveys and ‘You said, we did’ briefing sessions, we demonstrate how we are making accountability part of our culture.

Developing talent and opportunities

Bakkavor aims to continually improve the range and number of opportunities available to colleagues to learn and grow in their careers, at every level.

Our award-winning Early Careers programme continues to grow year on year. In 2024, we welcomed 72 apprentices, 18 graduates and 17 placement students across our UK sites. As part of our efforts to create a more balanced workforce, we highlighted the career stories of women in traditionally male-dominated roles such as finance and engineering. This initiative helped increase the proportion of females in graduate and placement programmes to 40%.

Bakkavor was again named TheJobCrowd’s top company for graduates and apprentices in FMCG for the fourth year running – an award based entirely on employee feedback.

Following the success of our female mentoring programme, in 2024 we extended our mentoring activities to all salaried colleagues, regardless of gender, function or seniority. The programme is already proving popular, as we doubled the number of mentees in 2024.

To offer still more opportunities for growth, we introduced three additional leadership programmes, meaning that the schemes available range from Foundational Leadership – for new team leaders and managers – to Operational Management and emerging senior leaders.

Celebrating values, driving positive behaviours

Our values remain core to delivering our People strategy. We celebrate examples of behaviours that live these values through monthly site-based and discretionary awards for colleagues. Our annual ‘Proud to Be’ Awards recognise innovations and exceptional delivery of projects across the Group that demonstrate our values in action.

Our values guide everything that we do:



Respect and trust each other

We have a culture of collaboration, openness and honesty, ensuring that we treat all colleagues with equal respect. Our values are people-focused and the foundation of our culture. They guide our behaviours, reflecting who we are today and aspire to be tomorrow.



Keep the customer at the heart of what we do

Our customers and suppliers remain at the core of how we operate. We value and protect our partnerships, maintain our commitment to the highest standards of food safety, integrity and quality, innovate to help customers stay ahead, and work together to anticipate future needs.



Get it right, keep it right

It is important that we establish and maintain correct standards, stay safe and look after ourselves and each other. We take responsibility for the impact of our actions on the environment and in our communities.



Be proud of what we do

We take pride in our work, inspire others to act with passion and enthusiasm, and look for ways to improve the way we work.

Further information



DATA

- Employee data [pg 29](#)
- Engagement in Action, (Annual Report, [pg 98](#))

Relevant SDGs:





ENGAGEMENT AND WELLBEING IN OUR WORKPLACES AND COMMUNITIES

Responsible Recruitment

Bakkavor is often a major employer in our local communities, and we are clear about our responsibilities and the example we must set on ethical employment in our own operations.

Driven by our values, our business will never condone any form of modern slavery. We have high standards and guiderails to minimise the risk, but to remain always vigilant, we have clear governance structures, work with external experts, conduct audits and continuous training, and maintain clear policies.

Our tools and approach

Our internal human rights programme is co-ordinated by a specialist internal ethical trade team comprised of a nominated Head of Human Resources, two Senior HR Business Partners and an external ethical trade specialist. Framed around the UN Guiding Principles on Business and Human Rights (UNGPs), and reviewed annually to reflect emerging best practice, the team reports directly to the Chief People Officer. For our human rights approach in our supply chains, see [page 8](#).

At the core is Bakkavor's Human Rights and Ethical Trading Policy which specifies our requirements and principles, including our support of the UN Guiding Principles and meeting the Ethical Trading Initiative (ETI) Base Code.

Additionally, our employee Code of Conduct applies to all Bakkavor businesses and colleagues and outlines our standards for employees on modern slavery, anti-bullying and harassment, human rights and respect for our local communities among other topics.

Sedex – the online ethical supply chain platform – is a tool that supports increased transparency across supply chains at multiple levels. We link our UK operations to our retail customers and suppliers to Bakkavor UK are expected to link to us.

Our sites update their Sedex data every six months and complete the Self Assessment Questionnaires (SAQs). Combined with a site characteristic risk score, the results produce an overall risk score. As of December 2024, all Bakkavor UK sites are classified as low risk.

As ethical recruitment and employment is a systemic issue, external partnerships are a key element to our programme. In particular, Bakkavor partners with Stronger Together, a multi-stakeholder initiative working on the issue of modern slavery, in order to collaborate and continue to build on human rights and ethical employment practices.

2024's ongoing progress

In 2024, Bakkavor's internal human rights and ethical trade programme continued to progressively reduce our modern slavery risk and strengthen our controls:

- **Training:** 193 colleagues across functions were trained in human rights risks by our external ethical trade specialist, achieving 75% completion against targets across our UK sites. A further 18 colleagues attended the external Stronger Together training.
- **External validation:** For the fifth consecutive year, Bakkavor maintained Stronger Together's Business Partner Advanced status – the only large business to hold this. We also achieved the Responsible Recruitment Advanced Business Partner status for the second year, which demonstrates that we have implemented tools and processes to support the elimination of exploitation in recruitment practices.
- **Auditing:** In 2024 we completed third-party audits of external labour providers. All but one were rated 'Compliant' or 'Leading'. The one non-compliant relates to a pay and benefits policy which Bakkavor continues to try to resolve through senior level discussions. We have ensured that colleagues working for Bakkavor through this labour provider will receive this benefit in full.
- **Support:** In 2024 we continued our partnership with Bright Future, a co-operative that supports the victims of modern slavery with a pathway to paid employment and reintegration into society.

Whistleblowing Policy

Bakkavor's Group-wide Whistleblowing Policy provides a mechanism through which individuals can raise concerns on illegal, unsafe or inappropriate activities, including discrimination or harassment in the workplace.

It provides access to 'Speak Up', a free and independently monitored and confidential reporting hotline, available 24 hours a day/365 days a year and in 15 languages. Cases logged in 2024 were investigated thoroughly and escalated where required. Whistleblowing is also regularly monitored by the Group Board.

Further information



RELATED POLICIES AND DOCUMENTS:

- [Ethical Trade and Human Rights Policy](#)
- [Modern Slavery Statement 2024](#)
- [Freedom of Association Policy](#)
- [Supplier Code of Conduct](#)

Relevant SDGs:





ENGAGEMENT AND WELLBEING IN OUR WORKPLACES AND COMMUNITIES

Local Causes and Community Engagement

Bakkavor believes in giving back to the communities in which we operate. We support two Group charity partners – GroceryAid and Natasha Allergy Research Foundation through fundraising and raising awareness. In 2024 we donated over £130,000 to these charities.

We are proud to partner with and raise awareness of the work of Natasha Allergy Research Foundation – a charity aiming to prevent and end allergic disease through pioneering allergy research, policies and education.

During Allergy Awareness Week, we ran campaigns internally to increase understanding of the experiences of those living with allergies and to reinforce our duty of care to protect the health of the consumers that eat our products.

We have also benefitted from the partnership to strengthen our own allergen controls, undertaking an Allergen Management assessment, reviewing our approach to allergen risk and evolving our standards. We had positive engagement from all sites with the Central Technical team visiting each of our factories over the course of five weeks to review current processes.

GroceryAid is an industry charity providing a range of support to those working in the sector. Their services include financial assistance, legal and health and wellbeing advice, as well as counselling and addiction support.

This year, we donated over £88,000 to GroceryAid, and we were awarded Gold status in recognition of our support for the fourth year in a row. We promoted their cause through events including the 'Big Bakkavor Walk' event to promote awareness of the charity and our colleagues' wellbeing.

Supporting families amid the cost-of-living crisis

In 2023 we joined the Coronation Food Project, an initiative inspired by King Charles III to tackle UK food waste and food insecurity across the UK. The project aims to access surplus food and redistribute it to those needing it most, whilst utilising operational opportunities in food manufacturing, to produce food efficiently and at scale.

The project involves working with some of our customers and peers, alongside food redistribution charities FareShare and the Felix Project, to manufacture and distribute our nutritious meals to people in need promptly and efficiently.



READ MORE about our contribution to this project on [pg 14](#).

Further information



RELATED POLICIES AND DOCUMENTS:

- Charity and Political Donations Policy (Annual Report, [pg 77](#))

Enabling local causes and fundraising

Bakkavor is committed to supporting the communities in which it operates, and this includes financial support to registered local and national charities. Bakkavor has committed to set aside funds in each financial year to match or top-up employee fundraising efforts for local and national charities and good causes under the Bakkavor Matched Giving Scheme.

Bakkavor's Matched Giving Scheme matches each site's local fundraising up to £2,500 a year and in 2024 sites supported 29 different charities.

We encourage and empower our sites to partner with local causes and support them in their creative and diverse fundraising activities including as fun runs, bake sales, and sponsorship events. Our Charity and Political Donations Policy sets out the appropriate channels for philanthropic fundraising and has been cascaded to employees on our intranet 'MyBakkavor'. We do not give financial donations or other support to political individuals, representatives, parties or causes in any country where we operate.





Additional information

Additional information

Management and governance of ESG at Bakkavor	25
ESG data	26-30





Management and governance of ESG at Bakkavor

ESG materiality


Trusted Partner is based on a double materiality assessment first conducted in 2019. It was updated in 2022 to ensure that our ESG strategy focus areas remain relevant and address the topics that are most important to our stakeholders. We considered the needs of our business for long-term resilience alongside those of our stakeholders, society and the external environment. For details on the process used to determine these issues, please see our 2022 ESG report.

At Bakkavor, we have continued accountability for ESG within the business through a clear governance structure.

We have established Board-level responsibility for ESG since 2022. The ESG Committee met three times in the year to review progress and ensure oversight of Trusted Partner. In addition, the Committee received training on decarbonisation and climate transition plans. Detailed activities of the Committee can be found in our Annual Report.

Incentivising ESG performance

To further drive performance, Bakkavor has two ESG-related incentives. Since 2024, progress against our UK food waste target is a measure within our Short-Term Incentive Plan (STIP) and progress in our carbon reduction pathway has formed a component of the Long Term Incentive Plan (LTIP) scheme since 2023.

 **READ MORE** [pg 127-130](#) in the 2024 Annual Report.

GROUP BOARD

Overall oversight and responsibility of progress and implementation of ESG. Reviews Group policies and commitments, progress and approach.

ESG Sponsor: until November 2024: Ben Waldron, CFO and Asia CEO. November 2024 onwards: Lee Miley, CFO.

ESG COMMITTEE

Dedicated Board Committee for ESG. Provides guidance to the ESG team as well as providing recommendations to the Group Board.

Chair: Umran Beba, Independent Non-executive Director.

SENIOR EXECUTIVE TEAM

Oversight of ESG issues and performance. Receives updates from the ESG function on performance and progress. Directs strategic implementation of capital allocation.

ESG Sponsor: UK Finance Director (until November) and CFO (November onwards).

ESG FUNCTION

Provides overall direction of the Group's Trusted Partner ESG strategy, reviewing and steering performance. Includes regional ESG committees for the UK, China and the US. Advises SET on ESG considerations, risks and opportunities of major strategic plans and identifies resources required to meet targets.

Chair: Lee Miley, UK Finance Director (until November) and CFO (November onwards). Includes regional ESG committees for the UK, China and the US.

Acronyms and abbreviations

ETI	Ethical Trading Initiative
FLAG	Forest, Land and Agriculture
FNET	Food Network for Ethical Trade
FSC	Forest Stewardship Council
GWP	Global Warming Potential
I-REC	International Renewable Energy Credit
PEFC	Programme for the Endorsement of Forest Certification
RSPO	Round Table for Responsible Palm Oil
RTRS	Round Table for Responsible Soy
SAQ	Self Assessment Questionnaire
SBTi	Science Based Targets initiative
SMETA	Sedex Members Ethical Trade Audit
UNGP	UN Guiding Principles on Business and Human Rights
VDCF	Verified Deforestation and Conversion Free



Sustainability and Innovation in our Operations

ESG Data

Greenhouse gas emissions, Group

tCO₂e, for the period 1 January 2024 – 31 December 2024

	2024	Change	2023	2022	2021
Scope 1					
UK	58,576	0.5%	58,293	59,855	70,336
US	12,388	72.8%	7,168	8,386	11,264
China	5,108	-3.9%	5,315	9,029	17,754
Total scope 1 emissions	76,072	7.5%	70,776	77,270	99,354
Scope 2					
UK	39,200	0.7%	38,915	39,121	44,012
US	5,655	-3.3%	5,848	6,052	6,495
China	22,201	-5.2%	23,417	21,592	23,375
Total scope 2 emissions (location-based)	67,056	-1.6%	68,180	66,765	73,881
Green tariff	35,852	3.4%	34,687	32,836	37,544
Total scope 2 emissions (market-based)	31,204	-6.8%	33,492	33,929	36,337
Total gross emissions	143,128	3.0%	138,956	144,035	173,235
Total net (market-based) emissions	107,276	2.9%	104,269	110,106	135,691
Intensity ratio (gross tCO ₂ e/£m reported revenue)	62.4	-1.0%	63.1	67.3	92.6

Annual energy consumption, Group

MWh, for the period 1 January 2024 – 31 December 2024

	2024	Change	2023	2022	2021
Scope 1 (MWh)	311,742	-3.4%	322,710	338,883	352,728
Scope 2 (MWh)	246,586	0.3%	245,785	257,698	265,077
(Of which, on-site generated renewable consumption)	631	1.2%	623	–	–
Total energy (MWh)	558,328	-1.8%	568,496	596,582	617,805

Greenhouse gas emissions, UK

tCO₂e, for the period 1 January 2024 – 31 December 2024, Bakkavor Foods Limited (UK)

	2024	Change	2023	2022	2021
Scope 1	58,576	0.5%	58,293	59,855	70,336
Location-based scope 2 emissions	39,200	0.7%	38,915	39,121	44,012
Green tariff	35,289	1.7%	34,687	33,928	37,544
Market-based scope 2 emissions	3,911	-7.5%	4,227	5,193	6,468
Total gross emissions	97,776	0.6%	97,208	98,976	114,348
Total market-based emissions	62,487	-0.1%	62,521	65,048	76,804
Intensity ratio (gross tCO ₂ e/£m reported revenue)	50.2	-4.4%	52.5	55.5	71.8

Annual energy consumption, UK

MWh, for the period 1 January 2024 – 31 December 2024, Bakkavor Foods Limited (UK)

	2024	Change	2023	2022	2021
Total non-renewable energy consumption (MWh)	467,688	-0.1%	468,018	501,953	521,885
Total renewable energy consumption (generated) (MWh)	–	–	–	–	–
Total energy consumption (MWh)	467,688	-0.1%	468,018	501,953	521,885

Totals may not reflect sum of values shown due to rounding.



Sustainability and Innovation in our Operations

ESG DATA CONTINUED

Greenhouse gas emissions – scope 3 energy & industry, Group

tCO ₂ e	2024	Change	2023	2022	2021
1. Purchased goods and services	707,224	-0.1%	707,662	873,932	840,486
2. Capital goods	9,265	-34.2%	14,078	13,896	18,025
3. Other fuel-and-energy-related activities	27,539	-12.1%	31,167	32,136	35,764
4. Upstream transportation and distribution	6,017	2.6%	5,867	5,945	4,682
5. Waste generated in operations	5,871	19.3%	4,922	5,177	5,240
6. Business travel	405	-44.7%	733	266	160
7. Employee commuting	20,920	-6.8%	22,449	22,329	22,240
9. Downstream transportation and distribution	9,599	23.1%	7,801	7,980	6,200
12. End of life treatment of sold products	70,453	-1.2%	71,303	64,748	57,682
Total scope 3 emissions, energy and industry	857,294	-1.0%	865,981	1,026,409	990,481
% of total footprint	88.9%		89%	90%	88%

Greenhouse gas emissions – scope 3 FLAG, Group

tCO ₂ e	2024	Change	2023	2022	2021
1. Purchased goods and services	1,497,393	8.5%	1,379,749	1,463,947	1,401,968
Scope 1 FLAG emissions from farm in China	280	-1.5%	284	345	406
Total FLAG emissions	1,497,673	8.5%	1,380,033	1,464,292	1,402,374

Food waste, UK

Food waste (UK)	2024	2023	2022	2021	2020	2019
Food waste as percentage of food produced	6.0%	6.6%	8.1%	9.2%	8.5%	8.9%
Food waste (tonnes)	27,836	30,404	38,364	44,382	41,625	43,913
Food waste avoided						
Recycled as animal feed	35,513	33,744	25,255	21,265	24,752	27,520
Redistributed to people through FareShare and local charities (meal equivalents ¹)	492,976	226,452	364,286	412,643	189,095	165,550
Redistributed to people through secondary markets (meal equivalents)	2,058,714	790,333	1,139,905	955,405	1,538,643	989,190
Redistributed in Bakkavor staff shops (meal equivalents)	1,274,786	1,454,238	1,833,333	1,419,667	1,332,143	1,771,800

¹ Meal equivalent based on a 420g portion.

All our UK sites send zero waste to landfill.



Sustainability and Innovation in our Operations

ESG DATA CONTINUED

Water

	2023	2022	2021	2020
Water withdrawals (mains) usage (megalitres)	3,714	3,715	3,562	3,735
Water discharges (megalitres)	3,177	3080	2,901	2,871
Total consumption (megalitres)	537	635	661	864
Intensity ratio (total withdrawals in megalitres per £m revenue)	1.7	1.7	1.9	2.1

We report our consumption and management of water through CDP's water questionnaires (www.cdp.net). Due to CDP reporting timelines, the latest available data is for 2023.

Packaging, UK

Packaging use (UK)	2024	2023	2022	2021
Total primary packaging in products sold (tonnes), of which:	50,987	54,598	56,565	62,825
Total made from recycled and/or renewable materials	42,660	46,425	47,434	51,033
% from recycled and/or renewable materials	83.7%	85.0%	83.9%	81.2%
Total packaging that is recyclable, reusable and/or compostable ¹	50,338	53,958	56,565	62,726
% that is recyclable, reusable and/or compostable	98.7%	98.8%	99.9%	99.8%

Packaging use by material

Plastic (tonnes) ²	15,460	15,994	17,899	20,328
PE / HDPE / LDPE / LLDPE	380	377	372	319
PET, of which:	10,870	11,376	13,317	14,271
rPET (recycled)	7,685	8,307	9,362	9,269
Average recycled content	70.7%	73.0%	67.7%	64.9%
PP	3,561	3,568	3,589	5,639
Virgin PP	3,508	3,507	3,490	n/a ³
Recycled PP	53	61	99	n/a ³
Laminate films	649	673	106	99
Average recycled content, all plastics	50.7%	52.9%	52.9%	45.6%
Paper-based packaging (tonnes)	34,829	37,964	37,973	41,764
Other primary packaging materials, e.g. aluminium	698	640	693	733

Sustainable and healthy products, UK

% UK product portfolio

	2024	2023	2022	2021
Plant-based products	14%	15%	19%	19%
Vegetarian products	71%	73%	52%	50%
Meeting 'healthier' criteria (lower in fat, sugar, salt than alternatives) ⁴	62%	58%	62%	62%
Meeting the Food Standards Agency's 2024 target for salt	90%	90%	83%	83%
Contain at least one of the recommended five portions of fruit or veg	27%	26%	>390 SKUs	>400 SKUs

Notes:

- 1 2024 data for Total and % packaging that is recyclable, reusable and/or compostable has been restated to reflect reclassification of lidding film as non-recyclable by OPRL during 2023.
- 2 Bakkavor does not source PVC or PS (polystyrene) plastic.
- 3 2021 data for virgin and recycled PP is not available due to data collection procedures at that time.
- 4 As per the Department of Health's UK Nutrient Profiling Model.



Engagement and Wellbeing in our Workplaces and Communities

ESG DATA CONTINUED

Regional health and safety data

UK	2024	2023	2022	2021
Major ¹ accidents per 100k employees	21	48	39	57
>7 days lost-time accidents per 100k employees	249	259	321	334

China	2024	2023	2022
Major accidents per 100k employees	0	0	0
>7 days lost-time accidents per 100k employees	288	447	448

US	2024	2023	2022
Major accidents per 100k employees	0	108	103
>7 days lost-time accidents per 100k employees	1,780	1,946	2,775

1 'Major' accidents and specified injuries are defined by the UK Health and Safety Executive.

Our international businesses additionally report health and safety data as per local legislative requirements to the relevant authorities.

UK employee turnover (%)

	2024	2023	2022	2021
Turnover (excluding fixed-term contracts and redundancies)	18.9%	26.2%	28.1%	27.8%

Employee data

By location	2024	2023	2022	2021
UK	14,473	14,689	15,863	16,356
US	899	925	875	808
China	2,492	2,497	2,205	2,125
Continental Europe (Spain, Italy)	25	25	29	29
Total	17,889	18,136	18,972	19,318

By function	2024	% of total	2023	2022	2021
Production	14,675	82%	14,906	15,578	15,938
Management and administration	2,321	13%	2,345	2,521	2,488
Sales and distribution	893	5%	885	873	892
Total	17,889		18,136	18,972	19,318

By gender, Group	2024	% of total	2023	2022	2021
Female	7,953	44%	8,247	8,450	8,654
Male	9,936	56%	9,889	10,522	10,664
Total	17,889		18,136	18,972	19,318

By gender, UK	2024	% of total	2023	2022	2021
Female	5,923	41%	6,184	6,612	6,888
Male	8,541	59%	8,505	9,251	9,468
Total	14,473		14,689	15,863	16,356

By gender, US	2024	% of total	2023	2022	2021
Female	429	48%	429	440	419
Male	470	52%	496	533	465
Total	899		925	973	875

By gender, China	2024	% of total	2023	2022	2021
Female	1,577	63%	1,618	1,291	1,405
Male	915	37%	879	718	800
Total	2,492		2,497	2,205	2,125

By gender, Continental Europe	2024	% of total	2023	2022	2021
Female	15	60%	16	19	14
Male	10	40%	9	12	15
Total	25		25	31	29



Engagement and Wellbeing in our Workplaces and Communities

ESG DATA CONTINUED

Gender pay reporting (UK)

	2024		2023		2022		2021	
Median gender pay gap	4.9%		6.4%		9.3%		7.3%	
Mean gender pay gap	10.2%		9.3%		9.6%		9.3%	
	2024		2023		2022		2021	
	M	F	M	F	M	F	M	F
1st quartile (lower paid)	49.8%	50.2%	47.1%	52.9%	40.9%	59.1%	49.3%	50.7%
2nd quartile	58.9%	41.1%	56.9%	43.1%	62.0%	38.0%	58.6%	41.4%
3rd quartile	62.1%	37.9%	65.4%	34.6%	66.1%	33.9%	63.0%	37.0%
4th quartile (highest paid)	67.0%	33.0%	67.8%	32.2%	67.8%	32.2%	67.4%	32.6%
	2024		2023		2022		2021	
Median gender bonus gap	10.4%		18.2%		12.1%		15.2%	
Mean gender bonus gap	33.4%		31.9%		20.9%		17.0%	
	2024		2023		2022		2021	
	M	F	M	F	M	F	M	F
Proportion of males and females receiving a bonus	9.0%	7.9%	9.2%	8.0%	9.3%	7.6%	9.9%	7.8%

**READ MORE:** Gender pay report www.bakkavor.com/en/esg/esg-reporting.

Senior leadership by gender

	Group Board		Senior Management ¹		Senior Executive Team		Senior Leadership ²	
	Number	%	Number	%	Number	%	Number	%
Female	3	27%	5	33%	2	33%	14	26%
Male	8	73%	10	67%	4	67%	40	74%
Total	11		15		6		54	

Senior leadership by ethnicity³

	Group Board		Senior Management ¹		Senior Executive Team		Senior Leadership ²	
	Number	%	Number	%	Number	%	Number	%
Of white European heritage	10	91%	12	88%	4	67%	46	85%
Of Black, Asian or minority ethnic heritage	1	9%	3	13%	2	33%	8	15%
Total	11		15		6		46	

¹ Refers to the definition within the Companies Act 2006 s414C (8)-(10).² Refers to the Senior Executive Team's direct reports as per the FRC's 2018 UK Corporate Governance Code Provision 23.³ Reflects the Parker Review methodology. Totals may not sum to 100 due to rounding.



PROUD TO BE BAKKAVOR



Respect and trust
each other



Keep the customer at the
heart of what we do



Get it right,
keep it right



Be proud of
what we do

PROUD TO LIVE OUR VALUES

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Nothing in this report should be construed as a profit forecast. Where relevant, some numbers and period-on-period percentages have been rounded or adjusted to ensure consistency with the financial information for the latest financial reporting year unless otherwise stated.