

THE CORE

An Introduction to our
SALADS BUSINESS UNIT

A DAY IN THE LIFE OF SAFETY, HEALTH & ENVIRONMENT MANAGER

Neil

GREAT FOOD

Store cupboard recipe
from Northampton

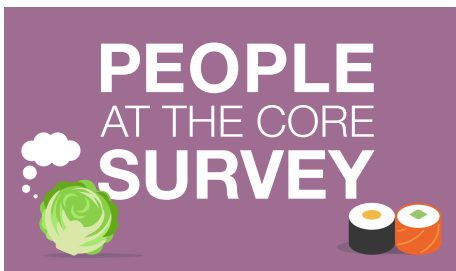
Health & Wellbeing
**SUPPORTING YOU
AND YOUR FAMILY**



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FOLLOW US ON SOCIAL MEDIA

Did you know that Greencore is active across social media? You can follow us, share our posts with your networks and tag @Greencore in your own social media posts about the great things you're doing at work.

Our social media accounts can be found at:

-  facebook.com/greencoregroup
-  linkedin.com/company/greencore
-  twitter.com/GreencoreGroup
-  instagram.com/greatfoodtgw

When sharing your news, tag @Greencore or use our hashtags #Greencore #GrowwithGreencore #PeopleattheCore #TheGreencoreWay

We post new stories to our 60,000+ followers every day, so why don't you follow us too?

Colleagues can also access wellbeing materials and business information on our intranet or via: www.greencore.com/colleagues

A Word from the Editors

Welcome back to the second issue of *The Core*— our Greencore colleague magazine.

Thank you for all your feedback about our first issue – it wasn't the big launch we'd planned due to the coronavirus, but we are thankful so many of you got to read it and hope even more colleagues get to read this issue.

We've been sharing lots of the great things you've been doing over the last three months across our communication channels. In this issue, we share more stories about our food heroes – that's all of you, that have been instrumental in keeping our people safe, keeping Britain fed and protecting our business. Read more on pages 14 – 17.

On pages 4 & 5, you can read about how we've dealt with the coronavirus across our sites, from our Group Head of Health & Safety, John Boyle.

Health and wellbeing are now more important than ever, so on pages 20 & 21, we focus on keeping you and the people around you safe and well.

You can also read about our People at the Core survey results, Our Head of

Food at Northampton, James Campbell's favourite store cupboard recipe, developing shopper trends and be in it to win it by taking part in our quiz.

We love to hear about the fantastic things you're involved in, the goings on in your business unit, the exciting things happening locally at your site and the inspiring work teams have been doing within the community. Share your news with us so we can share it with others!



We'd also love to hear your feedback about the magazine – what do you like? What more do you want to hear about? What do you have to share with us?

Send your ideas and thoughts to colleague.communications@greencore.com, give one of us a ring or text us on **07971 140954**.

Enjoy the read!



Abi & Ruth

Talk2Us: Our Confidential Colleague Support Service

This month, we've launched our peer to peer wellbeing service, to support colleagues through the current coronavirus pandemic.

The service provides emotional support to all colleagues who need someone to talk to for general advice, a listening ear and additional care.

Whether you're working on the front line, working from home or are currently furloughed and would benefit from connecting confidentially with another Greencore colleague, send us an email at Talk2Us@greencore.com or call us on **01246 385290**.

Service available Monday to Friday, 8.30am – 4.30pm





Social Distancing team take action at Spalding

As part of ongoing work to keep colleagues safe, our team at Spalding are carrying out daily site audits, to ensure that the social distancing measures that have been put in place are working. Lots of our other sites continue to do similar exercises across the business.

The initial audit to set these up was undertaken across the whole site, from intake to despatch and included the offices, canteen and smoking areas. It involved a lot of planning including:

- Drawing plans of every area of the business which included current state – where we are now and what is working
- A future state map – what it should look like to comply with Health & Safety Executive (HSE) standards
- Best practice – speaking to other sites to see what was working – e.g. within 24 hours of talking to colleagues at our Wisbech site, PVC screens were installed between packers

With the above in place, the first audit was completed, and the team achieved a fantastic 96% compliance to standard. The site then looked at what more they could do to reach 100%, making it everyone's responsibility to play their part in keeping each other safe. Teamwork across the site led to seven excellent new ideas being generated by our colleagues within the factory to help us improve further.

Following an increase in coronavirus cases in the Lincolnshire area, the HR and Business Improvement team at site also worked collaboratively to build a track and trace tool. This has been a huge benefit when implementing contact tracing and a tool that has since been deployed across the Group.

Tim Jackson, General Manager at Spalding, said: "It was a cross functional group of colleagues, including the union and operators checking our performance against future state of social distancing that helped us get measures in place so quickly.

"It really was inspiring to see the urgency of our team to put measures in place to keep our people safe. They put together a model of what good looks like, did a walk of all areas, talked to colleagues across site and ensured that the idea was completely followed through. It really is a huge team effort! Thank you to everyone at Spalding for your patience and support as we continue to do all we can to keep our colleagues safe."



Our packing team at Spalding, separated by the new PVC screens that have been installed



PATRICK'S UPDATE

So much has changed in our lives since I wrote my update for our magazine just three months ago. At that stage, COVID-19 had only just reached the UK and Ireland - none of us could have predicted the impact it would have on so many fronts.

I'm hugely impressed by how we've navigated our way through the pandemic and stayed true to our three priorities – keeping our people safe, keeping Britain fed and protecting our business.

I want to say a huge thank you to every single one of you. Whether you've continued working on the frontline producing food to feed the nation, been working from home or supporting us on furlough – your contribution is vital to our future success. You are all our food heroes.

Social distancing means we've had to make significant adjustments in all our sites – these have been managed, implemented and applied thoroughly. Not only do these measures help reduce the spread of COVID-19, we also hope they provide reassurance to colleagues.

We've seen changes to demand across many of our product ranges – read more from our Business Units on pages 6, 7 & 8. We have managed this in a co-ordinated way, with pace – increasing volume where needed and suspending production where demand has decreased. I'm also immensely proud of the charitable work we have been involved in providing food and donations across our local communities.

Our financial performance has of course, like most other businesses across the UK, been impacted. However, the cost saving initiatives we have undertaken and the way we have worked together to protect the business, mean we are now in a strong position to recover quickly as the lockdown continues to be lifted.

The next few weeks and months will remain tough for many of us. Please continue to stay safe and support one another. I hope you enjoy reading this issue and finding out more about our business.

Patrick Coveney,
Group Chief Executive Officer

Navigating through COVID-19 to keep our people safe



The coronavirus pandemic has been a new experience for all of us. It has led to significant change in our home and our work lives. Helping us to navigate through this as a business, and leading the decisions we have had to make, has been the task of Group Head of Health & Safety, John Boyle. Here *The Core* spent some time with John to find out more...

What is COVID-19?

It's part of a common family of diseases called corona viruses. COVID-19 is a new strain of the virus which originated in China in 2019 and has since spread globally. It's a lot more contagious than other strains which makes it more dangerous, with currently no medical defence for it. It's transmitted by respiratory droplets, particularly through coughing and sneezing.

How did we know what to do as a business?

I always keep an eye on external threats to see what might have an impact on Greencore. In January, I started to become concerned by what was happening in China. We started gathering information from reliable sources and international emergency agencies.

At the beginning of February, we set up a steering group to discuss it's potential impact on the UK and our business. This started as a focus on supply of raw materials from China to the UK. It quickly became apparent it was going to impact much more than this. We started by putting in place travel restrictions, so our colleagues weren't putting themselves at risk.

Our steering group initially met twice a week. These sessions soon widened out to a bigger group and became daily. We still meet as an executive team daily now.

Where did we go for best practice?

We pulled together information from many sources and used that to allow us to make decisions with the best insight (outside of the media). We quickly developed strong links with the Government – DEFRA, Public Health England, the Department of Health, trade associations and other companies like us so we were sharing facts, ideas and best practice.

How did we implement that across sites?

We provided instructions and a policy from the central team and then worked with teams across our sites and functions to put the required actions in place – our Safety, Health and Environment (SHE), Technical and HR colleagues have had a huge role to play in this. We have regularly communicated with everyone to ensure they have the facts and are clear on any actions they have needed to take, to keep themselves safe.

How have we adapted to the pace of change?

The rate of change at the start was significant and we were treating it as a crisis. We had to

adapt very quickly. I had to let go of some of my normal day-to-day work, delegate that to our SHE teams so that I could focus on ensuring I was focused on our response to COVID-19, 100% of the time.

I have had to ensure we've had the best possible information to support us in making the right decisions at the right time. Everyone across Greencore showed their support with what we needed to do.

It's testament to everyone in the wider Greencore team how people have picked this up and adapted. I'm aware that everyone has had to change how they work. It was like a small company attitude with many people doing things they hadn't done before. Everyone reached out to me and supported me too and this gave me strength.

How have we ensured consistency across sites?

From day one, we have issued very clear guidelines, policy, instructions and

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Screens and social distancing floor markings installed across our sites to ensure colleagues are kept safe

communication. We've also identified that one size doesn't fit all and particularly in terms of social distancing, sites have had to adapt and put measures in place that are relevant to them within the guidelines set.

What has been most difficult during this pandemic?

The uncertainty and the fact it is new to everyone – making sure we made the right decisions in the right way based on the right evidence. The nature of the virus meant that no matter what we did, we were likely to see some cases. It's been hard for a function like mine that cares for people and tries to eliminate harm to see this – our focus has, and continues to be on reducing the amount of risk the virus can cause. We've worked hard to ensure that colleagues haven't been negatively impacted by being in work.

What have the last three months meant to you?

It has really reinforced to me that people really are at the core in Greencore and this now resonates even more with me. We have taken very strong action to ensure our colleagues safety has been our number one priority. It has been a rollercoaster of a time – at times I've been running on pure adrenaline, at others I've felt low. I've had great support from colleagues across the business – all checking in that I'm okay – it's created a family feel.

What are the key learnings so far?

This type of crisis really tests your systems and processes. I genuinely think we have responded really well. We can always learn but our forward-looking planning on this enabled us to be as well prepared as possible. We can do a lot as individuals, more as teams and even more as Greencore.

Are there things we have put in place that you think we will continue to do once we return to normal practice?

We have made big learnings in terms of emergency planning – we now have a much more structured way of doing this. I wouldn't want all the principles of social distancing to remain but many of the good practices like regular hand washing etc are definitely here to stay.



Temperature checking introduced as colleagues arrive at site



Production areas after social distancing was implemented

IT HAS REALLY REINFORCED TO ME THAT PEOPLE REALLY ARE AT THE CORE IN GREENCORE AND THIS NOW RESONATES EVEN MORE WITH ME.

I also want to see us keep a strong focus on colleagues' health and wellbeing. It's great to know that the safety and health of our colleagues is taken so seriously, and I know this will continue. I also think the cross working across functions should continue and making sure we have a collective view on how and when things should be done. Continuing to work in this way will make Greencore unstoppable!

What are you going to do when this is all over?

I think, like many of us, I'll need to ensure I take some time out. I might not get away on holiday anywhere, but I will take time to be with family and loved ones. This has been a tough time and we've showed our resilience but it's also important we get adequate rest and a break. I won't stop for long though - there is lots more work to be done as we continue to improve health and safety further across the business, so I'll be picking up work on this very soon.

John Boyle
Group Head of Health & Safety



In the first issue of *The Core*, we introduced four of our five business units. Our fifth - Salads - went live on 1st April 2020. We recently spent some time with Business Unit Director, Simon Ball, to find out more about his first three months at Greencore.

INTRODUCING OUR: | Salads Business Unit

Simon joined the business in February from Marks & Spencer, where he headed up their produce and horticulture trading team and worked on the transformation of their bakery. He had previously worked closely with Greencore as a supplier, when he was Managing Director of Jacksons Bakery, who supply most of our bread. He has also worked closely with Co-op - one of our Salad's business key customers - during his time as Managing Director at both Hazeldene Foods and Jacksons.

SIMON, TELL US MORE ABOUT SALADS

The Salads business unit was created by joining our Spalding business, which until recently was part of Food to Go, with the business we purchased last September - Freshtime - which is now Greencore Boston.

Our Spalding site specialises in producing side of plate salads such as coleslaw & potato salads, ready to eat salads, like couscous, and deli sandwich fillers, such as coronation chicken and egg mayonnaise.

Boston specialises in made up prepared salads, that in most instances include a combination of protein, pasta, grains, salads, a cold blend dressing and sometimes chargrilled vegetables. They are produced in a very similar process to how we make our sandwiches. Boston also produces a range of food to go prepared vegetables and fresh and healthy ready meals.

HOW HAS BUSINESS BEEN DOING THROUGH THE COVID-19 CRISIS?

Like many of our other business units, our current volume has been reduced. However, due to the mix of products that we produce, the impact has been different across each category. For example, our food to go products, like ready prepared salads, have been impacted the most amongst our ranges and demand has significantly dropped; this has clearly had quite an impact at our Boston site.

With more people cooking at home, prepared vegetables on the other hand have continued largely in line with where we would expect demand to be at this time of year. Sales of products like coleslaw and potato salad have mostly held up too.

WHAT WILL BE YOUR FOCUS AS WE COME OUT OF COVID-19?

Continuing to keep every member of our team safe will remain our primary priority as we now turn our attention to recovery.

Our other key focus is recovering the volume that we've temporarily lost and ensuring we bring it back in a controlled and fully co-ordinated manner. Our commercial team is not just in daily discussions with our customers but also with lots of our internal teams, including colleagues in planning, purchasing, production, technical, finance and HR; it's a real team effort!

“ THE PACE THAT WE TOOK ACTIONS, AS A TEAM, TO PROTECT OUR BUSINESS HAS BEEN NOTHING SHORT OF AMAZING AND I'M CONFIDENT WE WILL NOW DO THE SAME AS WE COME OUT THE OTHER SIDE ”

As these plans develop and we understand how our volume will build, we'll then form a clear plan for bringing back colleagues who have been furloughed. The pace that we took actions, as a team, to protect our business has been nothing short of amazing and I'm confident we will now do the same as we come out the other side so that we can thrive in the post COVID-19 world!

WHAT HAVE YOU BEEN MOST IMPRESSED WITH IN THE TEAM?

Collaboration, positivity, pace, desire and commitment are just some of the words I'd use, remarkable would be another!

We've all had so much to deal with that we've never experienced before and the team has demonstrated just how powerful teamwork is; all our colleagues have played a huge part in this which is why we are coming through it the way we are; in control.

Juggling would be another word I'd use as I know many of our team have had to manage work with childcare, home schooling and



Our prepared salads, produced in Boston



Our Greencore site in Boston

caring for loved ones as lots of our normal support networks haven't been there. I have so much respect for those that have navigated their way through this.

WHERE DO YOU THINK THE BUSINESS UNIT CAN IMPROVE?

There are always areas we can improve and over the three months since I took up this role, I think the appetite our team has shown for doing that has been demonstrated on a daily basis. We've improved processes, shift patterns, how we social distance, communication, teamwork and I could go on...

WE'VE ALL HAD SO MUCH TO DEAL WITH THAT WE'VE NEVER EXPERIENCED BEFORE AND THE TEAM HAS DEMONSTRATED JUST HOW POWERFUL TEAMWORK IS

I know this approach will now continue as we prepare, together, to thrive ahead of our competitors as we come out the other side.

WHAT'S YOUR MESSAGE TO THE SALADS TEAM?

Quite simply - thank you!

This has been, and continues to be, a challenging and, for many, worrying time. The way our colleagues have approached it, on a daily basis, has been phenomenal and every single one of you should feel immensely proud of the role you've played. Whether working on one of our production lines, working from home, or whilst on furlough, you have helped us deliver and keep delivering on the three priorities - you've kept each other safe, continued to help feed the nation and protected our business; so many thanks again to each and every one of you!



A side of plate salad, produced in Spalding



Our Greencore site in Spalding

Read an update from our other four Business Unit Directors on [page 8](#)

More about *Simon*

What's a typical day like in your role?

Typical right now isn't very typical as I'm working from home, but I've tried to maintain a routine. I get up at 5am, go for an hour's walk, then have a video call with my mum and dad to check they're ok, grab a bit of breakfast and then have a series of Skype or Zoom calls across the day with members of my team, customers and colleagues from other business units too. I aim to be in bed for 10pm. Repeat the next day!

What do you most enjoy in your role?

At the moment I can't really do the bit of my role that I enjoy the most. I'm a people person so I really miss the opportunity of being alongside the team in the business or with suppliers or customers. I'm looking forward to getting back to doing this as soon as I can.

If you could change anything at Greencore, what would it be?

Other than changing the current situation, I'm not sure I can add much more at this stage. I'm just itching to get into the business and start meeting and getting to know members of our team and the wider Greencore team.

How would you describe Greencore?

Fast paced, collaborative, amazing people orientation, ambitious, uncomplicated, respected and admired by customers and set up well for long term success!

What has been your greatest achievement since joining Greencore?

I think it's a bit early to start talking about any achievements as my focus right now is getting us through the current climate safely and successfully so that we're ready to thrive. If you ask me in a year, I'd like to say "look what we achieved going into it, going through it, recovering from it...our success today is largely down to how we came together as a team through that period." That would be my greatest achievement!

What other Greencore roles appeal to you?

I've still got lots of friends at Marks & Spencer, so I'm always interested to see what our colleagues at Northampton are doing.

What do you enjoy doing when you're not at work?

Time with family and friends, cooking (and eating) and watching sport! I'm a big Liverpool fan so it's been a nervous time during the past few months!

What is your favourite Greencore product?

Please can I choose two?
Coop Truly Irresistible Smoked Tandoori Chicken, Chick Pea & Tabbouleh Dahl Salad and M&S Best Ever Ham and Cheese sandwich...both deliver wow!





In the last issue of *The Core*, we introduced four of our Business Unit Directors. Here, each of them gives an update on what has been happening in their area over the last three months.



Catherine Bradshaw

BUSINESS UNIT | Selby

In Selby throughout the crisis, our volumes in ambient cooking sauces have been in high demand, due to more people eating at home, with restaurants and pubs closed. The initial three weeks of lockdown significantly peaked demand and reduced our average stockholding from seven weeks to two, as panic buying cleared the retailers' shelves.

Since the initial peak, sales volumes have remained steadily above our normal levels. To cope with demand, increase efficiency and help us replenish stock levels, we reduced the number of different products we were making by around 50%. We are now reintroducing ranges for each customer in line with demand.

The Selby team have been exceptional, operating at capacity with the safety of the team at the forefront of all plans. New ways of working, social distancing and working from home have been successfully implemented. The operational team has also introduced a weekend shift for 12 weeks to maximise output as we continue to build stock levels.



Performance has been exceptional during this period - strong communication, high service levels, good customer feedback, positive colleague feedback and a record-breaking production week of 5.6 million units – I want to say well done to all at team Selby!



Fred Lea

BUSINESS UNIT | Prepared Meals

We have experienced varied performance since the COVID-19 outbreak began. I'm extremely proud of the way in which we responded to the initial increase in volumes and the subsequent slow down, especially of our general managers and front-line colleagues - thank you just isn't enough.

We are now moving into the third phase of the pandemic. Our attention is firmly turned towards 'Ramp Up.' Although we haven't seen decreases in demand aligned to Food to Go or the uplifts in Selby, we've seen numerous changes in the way consumers have been shopping within our categories. As households have had more time to cook, we have seen less of a reliance on the convenience-based categories and a rise in people cooking from scratch.

As the economy begins to open and households become busier again, we expect to see a return to pre COVID-19 volumes. We are planning for that now; taking all of the insight we have gathered, to work closely with our customers, ensuring we are ready to win, in an environment that we expect to remain with continued social distancing, with more households under increased financial pressure. Themes around online, better value and 'Big Night In' are central to our growth plans with customers.



Andy Parton

BUSINESS UNIT | Food to Go

Our ramp up plan in Food to Go is both exciting but also challenging in equal measure.

To lead us through this crisis, we adopted an approach to guide our thinking and actions. Horizon one was dealing with the immediate crisis and the reduction we saw in volume. Horizon two is about our fight back and recovery, and we've certainly moved into this phase.

We are planning an ambitious but also thoughtful way to ensure as our volumes grow, so do our profits, keeping our colleagues safe being our number one priority. The task ahead is to accelerate and co-ordinate these plans with over 20 customers, prioritising which products we reintroduce and when, from over 400 products currently rested. Our New Product Development team is key to this work. We need to do this as well as looking at how we safely restart operations at sites where we suspended production and bring colleagues back from furlough to support this.

Success rests on our whole team working in a truly cross functional, collaborative and co-ordinated way. I know we can and will do this because I've already seen how well we've navigated through this unprecedented crisis so far.



Andy Atherton

BUSINESS UNIT | Northampton

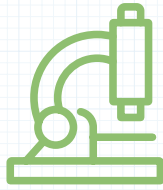
At Northampton, we saw a significant reduction in volume in the very early stages of the lockdown as office working in the cities and travel almost completely stopped. The temporary closure of Marks & Spencer (M&S) cafés also had an impact on volume.

We re-sequenced the production from five units into just two for a time and agreed a smaller range with M&S. This has been no small feat so a huge thank you to the whole Northampton team.

As we now look to increase volume and ranges, we have agreed a clear plan with M&S to do this in a controlled way. With strong focus on our three priorities, we continue to implement and strengthen our social distancing across both operational and non-operational areas. We have also taken the opportunity to reset our units so that the products are made in the best location for our future strategy.

Since the relaxation of the lockdown was announced, we have started to see customers return to M&S stores, which is in turn building our volume. We are starting to bring back our teams to increase our production capacity and also restart our sushi and salads ranges this month. It is wonderful to see more of our team back on site – we have missed you!





UNCOVERING INSIGHTS



How we're responding to the coronavirus

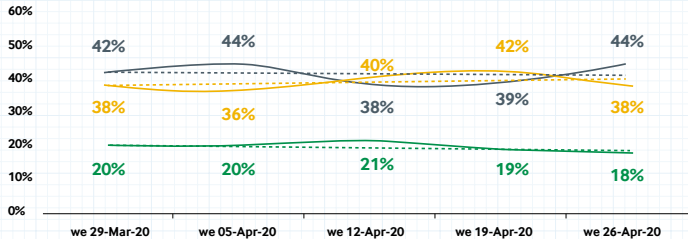
Did you know that we have a dedicated Insight team that focuses on customer behaviour and what this means for Greencore? *The Core* took time out with Mark Whalley, Insight Controller at Prepared Meals, to hear more about what the team have uncovered during the recent COVID-19 pandemic.

"These are scary times. And when we are anxious and worried, we tend to look for things that make us feel safe. Home comforts and traditional favourites become priorities. Experimenting can wait.

"It's no surprise then that amongst everything else, the virus has changed how we shop, and how we eat.

"Firstly, we prepared our "bunkers". As lockdown approached, and with growing numbers of us working from home (or not working at all), we supercharged our shopping to make sure our fridges, freezers and cupboards were full. The week before lockdown, on average, each of us visited more than four different stores for groceries – the highest in history.

Changing working situations have placed more of us at home



Source: Greencore OnePulse

"As a result, March 2020 was the largest ever month for supermarket sales. Close to £11 bn was spent in total – over £2bn more than a year ago.



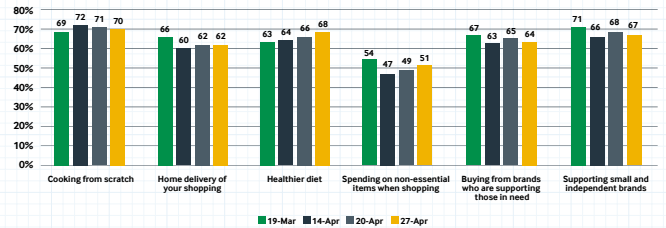
"The moment lockdown began, and our freedom to nip to the local convenience store for a pint of milk disappeared, we went back in time to the "weekly big shop" – a staple of life a few decades ago, but not the way many of us have shopped in recent years.

"Online shopping has surged – with many people buying their groceries over the internet for the first time. Thousands of people have been hired by the big supermarkets to cope with the extra demand, and Tesco announced in April that it had more than one million orders placed in a single week.

"We've seen cooking behaviours change – with more time at home to cook and fewer distractions, more of us are scratch cooking. Those of us who've been disappointed to see empty flour shelves will already know that home baking has become an extremely popular escape for people.

Consumer attitudes Averaged score out of 100 on the influence of each attitude

COVID-19 impact on consumer attitudes



Source: VYPR

Question: in the context of coronavirus, how do you expect your habits to change?

Method: Each consumer attitude rated separately on a fifteen-point scale marked "decrease" to "increase". This averaged to a score out of 100; 50 is a neutral score

Based on 3098 nationally-representative responses obtained on 27 April 2020

"Treats have become an important part of keeping morale high, and more of us are following our dinners with dessert.

"To cope with the loss of pubs and bars, we're spending over £50m a week more than normal on alcohol (though there are mixed reports about whether Corona Beer has suffered from its unfortunate name association)!



"For Greencore, as we move forward, there are so many questions we need to answer. Questions such as:

- How many more people will start shopping online?
- What will people change if they want to save money?
- Is plastic still seen as an enemy of the environment or do people now want it as critical marker of hygiene?

Most importantly: which of all the changes will be temporary and which will be permanent?

"It's the responsibility of our Insight team to monitor the mood of the nation and provide answers to these questions. We have set up several projects to do so, including weekly surveys and getting people to fill out diaries.

"This event is really showing us who we really are – not simply as 'consumers' or 'shoppers', but also as individual human beings. As time goes by, we will no doubt learn a lot more."

WHAT YOU TOLD US!

THANK YOU FOR
YOUR FEEDBACK

In February, we launched our 2020 People at the Core survey and asked for your feedback on what it's like to work at Greencore. Your views are important to us, so we were delighted that almost 9,300 colleagues took time to share them. What you told us has helped us to see what we're doing well at Greencore and where we make improvements to ensure we do better.

Chief People Officer, Guy Dullage said: "I want to thank everyone who responded to the

survey and openly shared their feedback. Our overall results this year show some significant improvements on our 2019 survey and are something we should all be proud of.

"Areas where we achieved a specifically strong increase in score centre around how we communicate with colleagues, their sense of belonging and their likelihood of recommending Greencore as a place to work. There was also an 8% increase in colleagues seeing positive change as a result of our last survey which is a reflection of the work many of you have done supporting our improvement actions.

"There are of course areas where we haven't seen such big improvements – colleagues have told us that as leaders we can still do more to show that they're important and to empower them to make decisions. Several colleagues have also told us that they would like us to do more to help them develop their skills and to provide more opportunities for them to develop their careers at Greencore."

"Similarly, while there has been a small increase in colleagues thinking we support their health and wellbeing, it's an area where

we can still do more. This is something we've been particularly mindful of during the current COVID-19 crisis and hopefully you've found the wellbeing support we've provided, useful.

"This year as well as having access to and sharing our Greencore-wide results, every manager who had more than five members in their team respond to the survey, has also received their own personal set of results. This is enabling us to take more specific action across different areas of the business.

"Since the survey closed in March, we have all been busy responding to the current crisis and therefore we haven't done a lot to share the results of the survey or create action plans. However, now as we start to look more to the future, it's imperative we act on what you have told us and use your feedback to help make every day at Greencore as good as it can be for colleagues.

And you don't have to wait until the next survey to tell us how you feel working for Greencore! Please continue to give us feedback on a regular basis on what we're doing well and where we can improve."



OVERALL GREENCORE RESULTS

80% RESPONSE RATE ACROSS THE BUSINESS

OUR OVERALL ENGAGEMENT SCORE WAS 69% (3% INCREASE SINCE LAST YEAR'S SURVEY)

OUR OVERALL MANAGER SCORE WAS 69% (5% INCREASE SINCE LAST YEAR'S SURVEY)

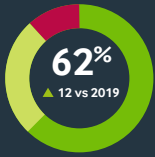
SCORES IN ALL BUT ONE QUESTION INCREASED SINCE THE LAST SURVEY

OUR OVERALL ENGAGEMENT SCORE IS ABOVE THE INDUSTRY NORM

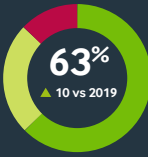


QUESTIONS WHERE WE'VE MADE THE MOST IMPROVEMENT

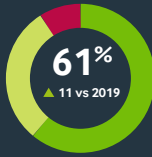
My colleagues make decisions that support the Greencore way



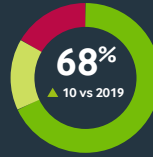
I feel like I belong at Greencore



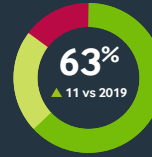
Greencore makes a positive impact in local communities



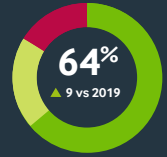
Relevant information is communicated to me



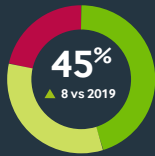
I would recommend Greencore as a place to work



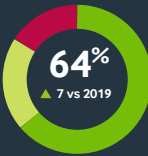
My manager helps me get better at my job



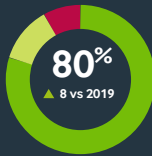
I have seen a positive change as a result of the last survey



Greencore is always working to improve the work environment

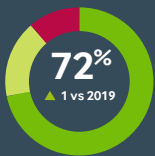


I feel safe at work

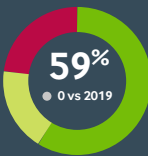


QUESTIONS WHERE WE DIDN'T SEE AS MUCH IMPROVEMENT

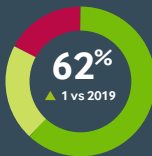
My manager trusts me to make decisions*



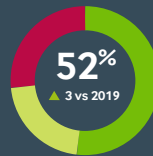
In Greencore, teams work well together



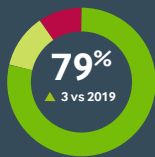
Greencore supports my health and wellbeing



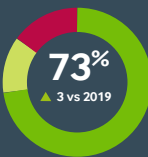
Senior leaders show that we're important



My manager acts on any concerns about safety



My manager shares relevant information to help me do my job



SOME OF THE NEW QUESTIONS THAT WE COULDN'T COMPARE TO PREVIOUS YEARS

My manager thanks me when I've done a good job



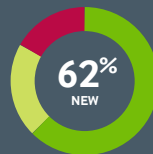
My manager and I talk regularly to each other



I know what standards of work and behaviours are expected of me



My manager cares about me



I understand how my role impacts on food safety and quality



I know what to do if I see a food safety or quality issue



I'm aware of the career development opportunities available to me



WHAT NEXT?

Senior managers at each of our sites and within each of our functional areas have received details of their local results. If they haven't done so already, they will be sharing these with you shortly.

We are taking action – at both a Greencore level and locally – to ensure we continue to make progress in lots of the areas we asked about in the survey. Some examples include:

- Continuing to help our colleagues grow with Greencore, Group-wide/company-wide by advertising all vacancies internally, continuing the role out of our Line Co-ordinator Framework and ensuring as many colleagues as possible have personal development plans
- Putting in place processes to maintain the high level of communication that colleagues have received during COVID-19
- Building more resources in our Line Manager Framework to support colleagues with their development
- Developing a Group-wide sustainability and community strategy to support our work in this area
- Developing The Greencore Way and what it stands for so it accurately reflects our business
- Providing more health and wellbeing support to colleagues across the business

Many of you will be involved in supporting these actions and we'll share regular progress through future issues of *The Core*.



*Percentage shows the number of colleagues who agreed or strongly agreed with each question.



A Day in the Life of SAFETY, HEALTH & ENVIRONMENT MANAGER *Neil*

With the coronavirus at the forefront of all our minds, with guidance on health and safety measures changing daily, we wanted to speak to a colleague whose role has been central to keeping our colleagues safe.

In this issue of *The Core*, we share 'A Day in the Life' of Neil Shawcross - Safety, Health and Environment (SHE) Manager at our Manton Wood site.

7:00AM A day for Neil starts before he leaves the house, with a check of his emails and a catch up on the night shift operation reports to see if anything has happened that needs responding to.

He likes to have those things in his mind before he drives to work to give him the chance to start thinking it through. If it has been a quiet shift overnight, then the stereo gets turned up!

8:00AM Neil arrives at site and will normally get stopped by a colleague, before he gets to his desk, who needs some advice or would like him or his team to support them with a safety issue. Neil likes that people feel they can approach the SHE department with any concerns.

8:50AM Neil attends the morning review meeting. This is a chance for functional representatives across the site to run through their key performance indicators (KPI's) from the previous 24 hours and generate any actions that the team need to follow up. It's normally Sarah Griffin, Neil's SHE Advisor who contributes and leads in this meeting, but Neil likes to keep in touch with what's going on, as it's a good early morning overview of how the site is doing.

At the moment, with the current pandemic, all these site meetings are taking place via Skype, which the team have all just about got the hang of. The mute button, however, is still proving a challenge!

9:30AM Neil attends the site Senior Leadership Team (SLT) meeting for the team to discuss various KPI's and agenda items with Manton Wood's General Manager, Cara Adams.

9:45AM Neil has a call with the SHE Managers of the other Food to Go sites. It's a good opportunity for him to catch up with them and share any issues or good practice. It's always good to have that network available to call on or help, if you can.

10:00AM Neil hosts a short SHE department meeting with his team; SHE Advisor Sarah Griffin and SHE Co-ordinator Natalie Mitchell. In this meeting, the team catch up on what they are working on and make Neil aware of any support they need.

10:30AM Neil heads to the changing area to get his Personal Protective Equipment (PPE) on and then goes into the factory or does a walk round an area of the site. This might be to follow up on an accident or



Social distancing in place in our production areas at Manton Wood

near miss to get more detail, to help ensure the issue doesn't occur again. Or it could be a proactive walk to support one of the management team from operations or hygiene on something they think we can improve on.

At the moment, much of this time has been spent looking at ways the site can improve on coronavirus response and social distancing measures, whether that is social distancing screening design in production, floor markings in 'The Street' (Manton Wood's main communal area) or implementing temperature checks of colleagues as they come onto site.

MIDDAY Lunchtime – Neil tries to get away from his desk and use the canteen when he can. He finds it a good place to catch up with people (even at a 2 metre distance)!

1.00PM Neil continues work on compiling a report for the Environment Agency (EA), reporting on our environmental permit requirements. As a large manufacturer, Manton Wood has a site permit issued and regularly need to update the EA on performance, against various measures.

Sometimes they might have questions on some of the detail around the numbers that we have to submit or it might be to share details of our future plans.

2.00PM Neil attends a meeting about social distancing and productivity by Skype. This meeting includes other members of the Manton Wood team, including David Hadfield, Engineering Controller and colleagues from the Business Improvement (BI) team, to pull ideas together on how best to tackle the new challenges facing them in these uncertain times. There has been some really good collaborative work going on with the aim of making things better for the safety of our colleagues.

3.00PM Neil attends a Greencore Engineering Excellence session which involves spending more time with colleagues from the BI team to understand progress on new innovations for the site, particularly around new machinery and equipment. The Manton Wood site has gone through a big transformation in Hall 1 assembly hall recently, with new equipment and movement of production lines, to make the hall a more efficient setup. Neil sees his SHE team's involvement as key to making sure this work happens safely. The team can also help to iron out any problems and ensure the best outcome for colleagues.

4.00PM Neil takes time to catch up on some emails (insurers, Environment Agency, other site departments and any requests for information from the central Health & Safety team). When he gets those sorted, it's time to head home after a busy day at site.



Some of the social distancing work that has been implemented at Manton Wood



Neil (right) talking to a colleague through the new social distancing screens which are in place

More about Neil

WHAT DO YOU ENJOY MOST ABOUT YOUR ROLE?

For me it's probably two things; the variety the role gives me and the interaction you get to have with people.

The SHE role, while being a specialist role, allows you to be involved in so many areas of the site – in reality, you have to know the whole operation. And that means you rarely have a day that is like any before. Especially on such a busy site like Manton Wood, there is always something new going on.

WHAT DO YOU ENJOY LEAST ABOUT YOUR ROLE?

If I'm honest, it's probably audits. It's something I've learnt over time to get the most out of.

I like to be spending my time improving what we do and supporting the business. Sometimes audits can feel like they get in the way of that. I'm sure there are colleagues, like those in our technical teams, who can also relate to that. That said, they're important so we make time to do them.

HOW WOULD YOU DESCRIBE GRENCORE?

I really enjoy working at Greencore. Having started with the business back in 2008 and starting my SHE career here, I have grown with the company. It's a really supportive place to work; always open to new ideas and ways of working. There is genuine support from all areas of the business to look out for our people and keep them safe.



#FOODHEROES

Here at Greencore, we are known for coping well in a crisis. But as the coronavirus pandemic took hold, each and every one of our colleagues stepped up to support their teams, the NHS, charities and the local community across the UK.

Here are just a small example of the extraordinary things our teams have done to keep our people safe, keep Britain fed and protect our business.

NHS

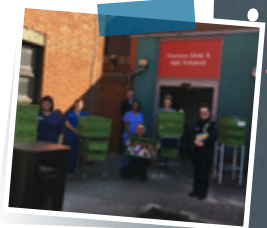
Members of our Direct to Store team in Hatfield donated food to go lunches to the NHS staff on the COVID-19 ward at several hospitals. The NHS teams were very appreciative of Greencore's support and told us it would go a long way to help keep the frontline staff in good spirits.

Adam Chittenden, Transport Manager at our Hatfield depot said: "Since the pandemic started, we have delivered close to **10,000** food to go products to local hospitals affected by the coronavirus outbreak. **Watford General, Hemel Hempstead, St Albans, Lister (Stevenage) and Queen Elizabeth II (Welwyn Garden City)** hospitals have all received deliveries.



Thank you and well done to **Robert Swan**, Business Development Controller, **Paul Gowen**, Zone Manager, and the rest of the team at Northampton mobile stores for providing over 3000 sandwiches to a number of hospitals throughout March and April.

Colin Lowe, Depot Manager and **Michael Harrison**, Transport Co-ordinator, from our Manton Wood Direct to Store team delivered sandwiches, salads and fruit pots to the staff at **Bassetlaw Hospital** in Worksop. The team were really happy with the donations which they distributed between their staff working on the wards and in A&E.



LIASING WITH THE RESPECTIVE NHS TRUST CO-ORDINATORS, WE'VE BEEN ABLE TO MAKE A HUGE DIFFERENCE

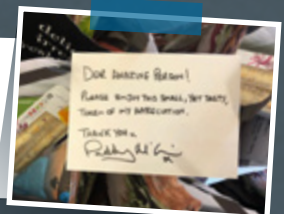
Adam Chittenden, Transport Manager - Hatfield Direct to Store

"Liasing with the respective NHS Trust co-ordinators, we've been able to make a huge difference in ensuring the hard-working nurses and doctors had a free lunch for the day. Staff had found it hard to get time away from the wards to get a meal and it makes us proud as a site to help ensure lunch was delivered directly to the front line."



Our **Warrington Direct to Store depot** delivered sandwiches for the staff at Warrington and Halton Hospitals at this incredibly challenging time for all our NHS staff.

Our **Northampton** site donated 4000 sandwiches to **Bolton & Macclesfield Hospitals**, organised by Paddy McGuinness. He organised "Paddy's Packed Lunch" to show his gratitude to the NHS staff at hospitals local to him. The hospitals were thrilled with their lunches and M&S were very grateful for our support.



COMMUNITY

Food boxes have been delivered to those most vulnerable, advised to stay home during the coronavirus pandemic, with the support of our Selby team.

Following advice from the NHS, 1.5 million vulnerable people are staying at home for a minimum of 12 weeks, to be protected from COVID-19.

The UK Government is working in partnership with the food industry to ensure that essential items can be delivered to those who need it the most.

Our Selby team is proudly supporting this initiative by producing **220,000** jars of Piazza Bolognese sauce a week, to be included in the food parcels.

Nathan Mills, Commercial Director at Selby, said: "At the start of the crisis, we were all clear on the need to ensure that Greencore played its part in keeping the nation fed.

"In the space of just seven days a cross functional team collaborated to create a range of products, designs and artwork which were simple for the factory to plan and produce efficiently. We've sold these product to retailers who needed support on their core range, but the majority of the product has gone to the Government food parcels which include other essential items such as toilet roll, pasta and rice."

IN THE SPACE OF JUST SEVEN DAYS A CROSS FUNCTIONAL TEAM COLLABORATED TO CREATE A RANGE OF PRODUCTS, DESIGNS AND ARTWORK WHICH WERE SIMPLE FOR THE FACTORY TO PLAN AND PRODUCE EFFICIENTLY.

Nathan Mills, Commercial Director - Selby

Nathan went on to explain it's the strong relationships we have with our customers that enabled us to deliver this initiative: "We pride ourselves on our relationships with our customers – the company the Government is using to supply the food parcels picked the phone up to us to ask if we could support with this. I am so proud of the hard work and dedication of the team at Selby who did this. It's great to know that we have supplied in excess of 2.5m jars of sauce to vulnerable people across the UK who needed help."

THANK YOU to our Direct to Store team in Peterborough who delivered food to go items to the staff at Peterborough City Hospital to help support them, as they battle COVID-19.



THANK YOU to our Direct to Store team in Stonehouse for delivering food to the hardworking NHS staff at Cheltenham & Gloucester Hospitals.



Our Bristol site was left with a large quantity of surplus soup when customers closed their in-store cafés. The team were keen to ensure that this food was made available to support the most vulnerable in their community, donating it to local charities, including The Matthew Tree Project.

Alison Helstrip, Technical Manager at Bristol said: "I first heard of The Matthew Tree Project when listening to Radio Bristol before Christmas – the advert caught my attention, as unlike other local charities, they can safely store and distribute chilled and frozen food with their mobile food store, so are not restricted to long life grocery products.

"When instore Cafés closed due to Government guidelines in March, we were left with a large stock of surplus chilled soup that we were able to distribute to Bristol families in crisis through The Matthew Tree Project's Mobile Foodstore. Since then, we have made further donations, including surplus cheese sauce and cooked chicken that were made into family meals by local restaurants for similar distribution. It's great to be able to support the community through this difficult time."

COMMUNITY

Thank you to **Nicola Broadhead**, Depot Administrator, **Thomas Fullwood**, Transport Planner and **Sally Coleman**, Operations Support Manager from our newly opened distribution centre in Tamworth, for distributing food to three homeless charities across Birmingham, at a time when they are more in need than ever.



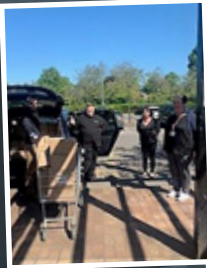
To support the local community, the team at our Heathrow site delivered fresh ingredients to The Felix Project in London.

The Felix Project is a food redistribution waste charity that was set up to support **1.5 million** adults struggling to afford to eat every day and **400,000** children who are at risk of missing their next meal.

The Felix Project continues to re-distribute ingredients to the elderly, homeless and those who are vulnerable to COVID-19 in isolation during the crisis.

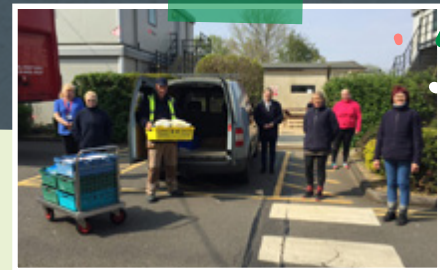
During the COVID-19 pandemic, colleagues at our **Warrington** site have been fundraising on a weekly basis to support charities in the local area. They've raised over £750 which has been shared with the following charities: Station House Foodbank, Longbarn Residents Association, Y Project @ the YMCA, The Bridge and Fearnhead Community Centre.

Alongside the monies raised, they've also donated several thousand meals to help the vital work that these charities are undertaking – supporting those vulnerable people in society who've been impacted by COVID-19.



Our team in Bow have delivered surplus food products to Veteran's Aid, who run a centre, currently housing 60 veterans, in London. These items come at a challenging time and were very much appreciated.

Dr Hugh Milroy, CEO of Veterans Aid said: "I cannot thank Greencore enough for thinking about us – the food you have donated is a life-saver. Veterans Aid is frequently described as the frontline for veterans – never has that been truer than now. Our heartfelt thanks to everyone at Greencore for your support."



Our team in Wisbech generously donated food to the **Ferry Project**, a local organisation that provides food parcels for the homeless and those most in need in the area. The Ferry Project has 88 bed spaces and supports over **300** clients each year. Our team has committed to donate food on a weekly basis.

Moira Pollard, Operations Manager at The Ferry Project said:

"Greencore are a fundamental part of providing us with provisions for those who need it the most. Without the kindness and generosity of your organisation, we would be unable to achieve our aim of providing basic necessities to those most vulnerable. The relationship we have established with Greencore is a critical part of the work we do. Thank you so much for your support."



The Employee Forum at our Boston site chose to donate funds to support a charity leading work in getting the correct PPE to the local hospital in Boston, local care homes and other key workers. A big thank you to everyone involved in supporting this great cause!



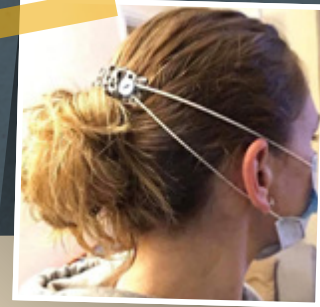
THANK YOU to Greencore colleagues at our Plymouth depot who donated trays of food to hospital staff at Derriford Hospital. The staff were so grateful, particularly supporting the Plastic Surgery & Trauma teams.



HEROES



Here's a snapshot of our **Direct to Store** vehicles, playing a critical role out on the road during the coronavirus pandemic, ensuring that our food products are reaching stores in order to help feed the nation. Each arrow represents one of our vehicles. Thank you to all our drivers for your hard work and dedication.



Thank you to **Laura Chapman**, Talent Acquisition Specialist at our site in Spalding. Laura was keen to do her part during the crisis and has designed and produced more comfortable and safer face mask bridges for front line NHS and care workers..

Laura has made and delivered 786 bridges to 77 different addresses throughout the UK - a fantastic achievement!



Thank you to **Daiva McCartin** and **Mandy Wright**, New Product Development Kitchen Assistants at Spalding who have been helping to keep spirits up at site. The ladies have distributed store cupboard recipes, made immune boost juices, set up a cupcake station and found ways to ensure that the vending machines are full for both day and night shift colleagues as well as supporting teams across the site with day-to-day tasks.

Kirstie Thompson, Restaurant Manager at our Kiveton site, has played a huge role in promoting overall health and wellbeing in the two years she has been at Greencore.

Kirstie's passion has been even more evident during this challenging period. She contacted her suppliers and organised a way for colleagues to order essential items from site, for them to avoid having to visit a supermarket. Essentials including fresh fruit, vegetables, milk, bread, flour and pasta were then collected by each colleague. Kirstie contacted other Greencore sites to set up similar arrangements, with 13 other sites now using an essentials delivery service for their colleagues. Thank you for your hard work and determination to support our colleagues across Greencore Kirstie!



HERE AT GREENCORE, WE ALL HAVE A HELPING HAND IN CREATING AND DELIVERING GREAT FOOD!

Did you know we create approximately 1,155 new products every year across Greencore? In this issue, *The Core* has caught up with James Campbell, Head of Food at Northampton.

HERE WE FIND OUT MORE ABOUT
JAMES AND HIS TIME AT GREENCORE

WHAT ATTRACTED YOU TO GREENCORE BEFORE YOU JOINED?

Having worked with Greencore before from a customer point of view, I knew what a great business it was. I couldn't wait to get started.

WHAT DO YOU ENJOY MOST ABOUT YOUR ROLE?

I love the challenge and ambition to come up with great food and working with such a passionate team. I feel very lucky to work for a business with such great ethics and commitment to great product development.

TELL US WHAT A TYPICAL WORKING DAY IS LIKE IN YOUR ROLE?

After my casual 65-mile jaunt into the office, I spend most of my day working on strategic projects with our customer M&S and supporting my team as we work through our product development projects. I get involved as much as possible with the creation of our new products. I love working alongside my amazingly creative team and seeing the output of all the hard work they put in.

HOW WOULD YOU DESCRIBE GREENCORE TO SOMEONE WHO DOESN'T WORK FOR US?

A people first company that truly lives its values through the Greencore way and provides great opportunities for talented people.

WHAT HAS BEEN YOUR GREATEST WORK ACHIEVEMENT SINCE JOINING GREENCORE?

Galvanising and leading the team with the existing projects we are working on. As well as working on some exciting new projects!

WHAT IS YOUR FAVOURITE GREENCORE PRODUCT?

Tough one this. It would have to be... M&S Chicken and Bacon sandwich.

WHAT DO YOU ENJOY DOING WHEN YOU'RE NOT AT WORK?

I love cooking, so I cook a lot. Also, the gym (when I can go) and listening to music.



James Campbell, Head of Food



JAMES' BOOK
'JAPANESE PATISSERIE'

“ I FEEL VERY LUCKY TO WORK FOR A BUSINESS WITH SUCH GREAT ETHICS AND COMMITMENT TO GREAT PRODUCT DEVELOPMENT. ”

James joined Greencore five months ago, having spent the last seven years working for Marks & Spencer, starting as a Product Developer in the Chilled Desserts category and progressing to Head of Product Development.

James also spent three years at Waitrose setting up and running their cookery school in north London and previous to that was a Patisserie Chef for 20 years. James's career highlights include writing his own book on Japanese Patisserie in 2017, heading up five Michelin starred restaurants in total, working as Group Head Pastry Chef for Gary Rhodes in his restaurants around the country and being Head Pastry Chef at the Mandarin Oriental Hotel in Knightsbridge.

JAMES' STORE CUPBOARD RECIPE

Bacon, Tomato & Chilli Pasta WITH GREMOLATA

With the coronavirus pandemic in mind, James's recipe is a cook from your cupboard pasta dish, using up things you are likely to already have at home, instead of having to go to the shop especially for fresh ingredients.

INGREDIENTS:

- 200g dried spaghetti - or any other dried pasta (I've used linguini as that is what I have at home)
- 80g drained sundried tomatoes - keep the oil for later
- 100g smoked bacon - either back or streaky, you can use unsmoked bacon and if you don't have bacon, use any other pork based meat like ham, chorizo or salami etc. For a vegetarian/vegan option, use your favourite vegetable meat replacement here
- 1 large red chilli or chilli flakes
- 2 tbsp cheese, parmesan or mature cheddar-vegan cheese if you are going for a vegan option
- Handful of any other inclusion you fancy, jarred veg such as artichokes or olives (optional)

FOR THE GREMOLATA

Quite an essential part but again you can improvise

- 2 good handfuls of flatleaf or curly parsley - if not available you can use other soft herbs
- 1 large clove of garlic
- 1 lemon to zest

HARDWARE YOU WILL NEED

- Sharp chopping knife
- Chopping board
- Pan for boiling the pasta
- Tongs or a sieve to strain
- Fine grater for the lemon zest and cheese
- Frying pan
- Bowl to serve



METHOD:

- 1 In a pan of boiling water, cook the pasta – for spaghetti this should take 8-10 mins

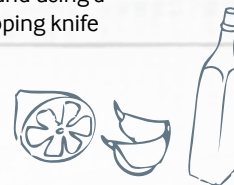


- 2 Chop the bacon into small chunks, then chop the tomatoes and artichokes (or whatever veg you are using) and the red chilli, leaving the seeds in



- 3 For the gremolata, chop the parsley and purée the garlic by grinding with a little salt and using a pestle and mortar or the flat of a chopping knife

- 4 Mix together the garlic, lemon zest and a glug of olive oil. Set aside



- 5 In a frying pan, fry the bacon until crispy in a little of the leftover tomato oil. Then add the tomatoes, artichokes and chilli. Add in the drained cooked pasta and toss through the gremolata



- 6 Finish with a squeeze of lemon juice and add the grated cheese.



Enjoy

Your Health & Wellbeing

HOW TO GET SUMMER READY

Hi all, as we all continue to adjust to a new way of life due to the COVID-19 pandemic, it's more important than ever for us to look after our health and wellbeing. Take a look at our support and guidance on all aspects of your health, to support you in staying fit and well. Take time to look after yourselves and each other.

— Julie



Julie Routledge,
Head of Occupational Health

SUN AWARENESS

We all need some sun exposure. When skin is exposed to the sun, our bodies make vitamin D, which helps the body absorb calcium for stronger, healthier bones. But too much unprotected exposure to the sun's rays can cause skin damage, eye damage, immune system suppression, and skin cancer.

Skin cancer is the most common form of cancer in the UK and rates are still rising.

Protect yourself and your family with the six S's of staying smart in the sun:

Did you know that at least **100,000** new cases of skin cancer are diagnosed each year, and the disease kills over **2,500** people every year in the UK?



SLIP on sun protective clothing that covers as much of your body as possible



SLOP on SPF (sun protection factor) 30 or above, to dry skin at least 20 minutes before going in the sun. Reapply every two hours



SLAP on a broad brimmed hat, that shades your face, neck and ears



SEEK good quality shade and reduce ultraviolet (UV) exposure



SLIDE on a pair of sunglasses with UVA and UVB protection to protect your eyes from the harmful rays. Your optician will be able to help



STAY well-nourished and hydrated – eat little and often, limit the consumption of alcohol and drink plenty of water

DID YOU KNOW...

UV rays are strongest when your shadow is shorter than you?



GET ACTIVE

Get outside and get moving. It's one of the fastest ways to improve your health and happiness. Whether that's around your local area or out in your garden, if you have one.

- **Exercise** is one of the easiest ways to lose weight and become healthier
- **15 minutes of brisk walking** can help you build stamina, burn excess calories and make your heart healthier
- **Connecting with nature** has shown to lower stress, blood pressure and heart rate, while boosting your mood
- **Fresh air** and being active can promote better sleep quality
- **Spending time outdoors** can improve short-term memory, concentration, and focus by up to 20%
- **Exposure to fresh air** can help strengthen your immune system and fight off nasty bacteria

WHY NOT:



Go for a walk – get some fresh air and stretch your legs. It will help clear both yours and your family's minds. Map out a different route and explore your local surroundings



Go for a run – running will increase your endorphins and improve overall mood



Go biking – with less traffic on the road, it's the best time to teach your kids how to ride a bike



Online workout classes outdoors – with so many free online classes available, why not change the environment and enjoy the outdoor space



Camping in the garden – encouraging utilising all spaces and helping you sleep soundly at night

NUTRITION & HYDRATION

Staying hydrated isn't easy.

Warning signs of dehydration include headaches, dizziness, feeling tired, dry mouth, feeling lightheaded and struggling to concentrate. Some tips to stay hydrated include:



Carry a water bottle around with you



Try adding fruit and ice to water bottles to add flavour



Drink a glass of water as soon as you wake up



Switch caffeinated or sugary drinks with water or herbal tea



Hydrate after exercise and in hot weather



Drink calorie-free or low-calorie drinks as often as possible



Set an alarm on your phone to remind you to drink



Eat plenty of fruit and vegetables as these contain water

What we eat is often overlooked when we think about protecting ourselves from the sun. But there are certain foods that can boost protection from harmful UV radiation. These include:

1. Tomatoes - Loaded with lycopene and flavanols, tomatoes can increase sun protection



2. Soy - Due to isoflavones, soy products, such as tofu, edamame, soy milk and tempeh, can boost collagen in the skin, delay onset of wrinkles and protect against cancer

3. Leafy greens - Spinach, kale and Swiss chard are bursting with free-radical fighting antioxidants that can protect you from the sun.

4. Fruits high in vitamin C - Vitamin C can prevent cancer cells from forming and can boost collagen production in the skin, helping to delay signs of ageing



5. Green and black tea - High in polyphenols that can protect against UV radiation

6. Broccoli - And other cruciferous veg, like cauliflower, Brussels sprouts, cabbage and bok choy, contain sulphoraphane, which can provide anti-cancerous benefits and protect skin cells

7. Omega 3s - Salmon, walnuts, flax, chia seeds and lettuce can lower the risk of skin cancer and help keep skin safe from free radicals.

REST AND RELAXATION



Be kind to yourself, you're not alone in how you feel.



Try to maintain a routine as best you can to help keep a sense of normality.



Practice relaxation techniques.

When we feel stressed it throws our nervous system off balance; practice meditation, deep breathing and yoga which can all help put back in the balance.



If you can socially distance yourself from others safely, get out in nature. Sunshine and fresh air will do you good.



Staying active will help relieve stress and anxiety and manage your mood. There are many things you can do to exercise, even using your own bodyweight. The internet is a handy tool for researching what works for you.



Make time to do activities you enjoy, watch a movie, read a book or do a creative activity.

There are many techniques you can use to cope with feeling of anxiety. You will have good days and bad days and learning to cope takes practice. At some point you will find the right coping techniques for you and your worries and anxieties will become less frequent.

GET SUPPORT FROM
GROCERY AID



GroceryAid has announced new services that will enhance the previous offering, available through their 24/7 confidential helpline and website.

Enhanced services now include:

- Immediate Access to Counselling Support
- Enhanced Counselling Services
- Cognitive Behavioural Therapy (CBT)
- Woebot – Artificial Intelligence Counsellor
- Telephone Information Specialist Advice
- Management Consultancy

Emotional and practical support is available to colleagues, their partners and dependents, regardless of the length of service within the food manufacturing industry. At a time where things are so uncertain, GroceryAid is here to help colleagues in need of support.

GroceryAid Helpline is available 24/7, 365 days a year: Freephone Helpline 08088 021 122 www.groceryaid.org.uk

You can access more advice and information on supporting your health and wellbeing on the intranet under People at the Core or via www.greencore.com/colleagues.

More information on Talk2Us, Greencore's confidential support service, can be found on Page 2.

SUPPORT AND GUIDANCE WHEN IT'S NEEDED THE MOST

Navigating through recent weeks hasn't been easy for any of us. Many of us are working in a different way, lots of us are balancing home schooling and we've all missed having regular face-to-face contact with friends and family members. Often situations like this can increase stress, worry and concern and leave us feeling at a loss in terms of what to do.

The Core spoke to four individuals who have been involved in or made use of resources provided by Greencore to help colleagues find a way through the tricky path we've all been navigating. All these resources are available through our Line Manager Framework — which isn't just for managers!



Attendees at one of our Bereavement workshops, before the COVID-19 pandemic, including Ashley Booker (Second from left at the front)

Bereavement Workshop

This workshop, which is run by a company called The Bereavement Coach, aims to give leaders an understanding of the impact grief can have on our colleagues and on those of us who are managing these people. It equips attendees with the techniques to support colleagues through the grieving process, from the initial conversation to maintaining performance in work in the longer term.

Ashley Booker, Site Trainer at Kiveton attended the workshop earlier this year. He said: "Bereavement can be a dark topic to discuss but the content is really informative and the professional trainers who run it ensure it is light-hearted and personal – they even bring humour into it! You work in small groups and learn hints and tips for coping with grief as well as learning how to help team members or other colleagues who are going through bereavement. Many of us know of individuals who have been impacted in some way by COVID-19, so in the current climate, I'd highly recommend it."

We've recently created a shorter version of the full day workshop and are delivering this online. If you would be interesting in joining, speak to your local HR team for more details.



Purchasing Excellence Controller Adam Thomas helped create the remote homeworking guide

Quick Guide to Managing a Remote Homeworking Team

Over recent months, many people have been required to work from home, which brings some challenges for leaders in how they manage and support these colleagues. Purchasing Excellence Controller, Adam Thomas worked with our Talent & Development team to create a useful guide to help our leaders who are in this position.

He said: "Initially I wanted something to help my team, so I approached Learning and Development Specialist Amy Joiner and together we built the content. We used some basic principles I'd created in my team. We usually have a lot of structure with a weekly team meeting on a Monday and then quick check-ins daily. In these sessions, we look at how much work we all have on.

IT'S GREAT TO SEE THESE THINGS NOW BEING USED ACROSS THE BUSINESS – IT'S REALLY HELPING PEOPLE TO PRIORITISE AND MANAGE WORKLOADS.

"That's easy to do when you're all working in an office but much harder to do when working remotely. We saw other teams without as much structure struggling a bit so took what we were doing and what was working well and put this together to support others. It's great to see these things now being used across the business – it's really helping people to prioritise and manage workloads."

The guide has been shared with all our leaders and is also available on the Line Manager Framework via our intranet.



Commercial Director David Macklin found our webinars really useful

Leading Through Disruption webinars

Our Learning & Development team recently joined up with the NeuroLeadership Institute - world leaders in applying the science of the brain to real life practical leadership. They provided our leaders with a series of short webinars aimed at helping colleagues to better understand how we can remain effective given the current challenges we face. The sessions focused on ensuring managers continue to make good decisions and help their teams to do the same. Three key topics were covered in the sessions – ‘Find your Focus’, ‘Focus Together’ and ‘Deliver what Matters’.

Food to Go Commercial Director, David Macklin joined all three webinars and found them particularly useful. He said: “COVID-19 has meant big change for all of us – not just in how we live our own lives but also in how we work with and manage our teams. These webinars covered very relevant topics and shared insight, practical tools and examples to help attendees navigate the uncertainties we face. One of the key learnings I took was how we should stay focused on the things that are within our control and use prioritisation skills to help us balance workload.”

“COVID-19 HAS MEANT BIG CHANGE FOR ALL OF US – NOT JUST IN HOW WE LIVE OUR OWN LIVES BUT ALSO IN HOW WE WORK WITH AND MANAGE OUR TEAMS.”

Recordings of the three webinars, guidance, activities and research summaries are available to everyone on our Line Manager Framework.

Have a look at the resources and tools available to support your development at managers.greencore.com



L&D Co-ordinator Sue Litchfield is supporting colleagues as they return to work

Induction for colleagues coming back from furlough

Recently a lot of colleagues across the business were furloughed. As we start to see demand increase, many are now coming back to work. While they’ve been away, many things around their site will have changed, including the social distancing measures that have been implemented to help keep people safe. To help support these colleagues, our Learning & Development team created a short ‘mini’ induction to help reintroduce these colleagues to Greencore. Learning and Development Co-ordinator, Sue Litchfield has been involved in developing the induction material and delivering it to colleagues at Northampton.

She said: “We created a range of materials, including a video to help show colleagues what has changed while they’ve been away. While people are generally pleased to be coming back into work, many feel a little apprehensive, so the induction is great at helping them to readjust and feel more at ease.

“We’ve made many changes across our sites to support social distancing and being able to share details of these has provided colleagues with reassurance. Running the mini induction also enables us to find out how colleagues are feeling and helps them settle back in. If needed, we can provide colleagues with access to our Occupational Health team and we can also arrange for them to have an individual 121 with their manager.”

If you’re currently on furlough, we’ll make sure that when you return to work, you also get the opportunity to go through a similar induction.



WORKING TOGETHER TO TACKLE FOOD WASTE



1 Around a third of all food produced for human consumption is lost or wasted at some point from the farm to the fork.

To help tackle this issue, Greencore has signed up as a Sustainable Development Goal Champion to help meet the United Nations Sustainable Development Goal 12.3 to halve food waste by 2030.



2 Our Sustainability team maintains a surplus food tracker to capture all of the Greencore products that are donated to charity or redistributed. The information held on this tracker is what we use to add into our annual group sustainability report.



3 In 2018/19, Greencore redistributed over 950 tonnes of surplus food. This is equivalent to 2.3 million meals.



4 Over the past three years at Greencore, we have managed to reduce food waste by 14%. This success has been achieved as a direct result of our colleagues across the Group driving initiatives to help tackle food waste.

Supporting those in need

At Greencore, our sites support the redistribution of food in a wide range of different ways. Our Glasgow Direct to Store depot is one example where they regularly support food banks – playing a huge part in helping those affected in the local area.

Two of the food banks the team work closely with are the Lodging House Mission and Help the Homeless, Glasgow.

The Lodging House Mission has been helping those who are in need and affected by homelessness and social exclusion for over 100 years. They provide a warm and safe environment for over 100 people daily. Food is a large part of their operation, serving over 34,000 main meals each year. The charity receives no formal government funding so are solely reliant on the charitable donations of others.

Stephen Mitchell, Manager at the Lodging House Mission, said:

“We are very grateful for the great kindness and generosity of Greencore for their regular support of our mission. The constant supply from Kevin Bell, Area Depot Manager, and his team of donated sandwiches, lunches, salads, snacks, cakes and fruit is invaluable and enables us to offer such a good variety of free food options. We are greatly blessed to have Greencore as one of our key supporters.”

Help the Homeless Glasgow (HTHG) is a community group formed three years ago to assist people experiencing homelessness in the city. Their dedicated volunteers meet regularly to hand out a range of hot, home cooked meals, sandwiches, sleeping bags, clothes, shoes and other essential items that rough sleepers need. We partnered with HTHG last year and since then have regularly supported them by donating and helping distribute our surplus food for those in need.

Anton Reilly & Helen McMillan at the charity said:

“The ongoing donation from Greencore has become a vital part of our operation, without which we would struggle to feed as many people as we currently do. The range of products and choice is fantastic and caters for everyone. Any leftover food that we have after an outing gets distributed amongst our city’s temporary

WE ARE VERY GRATEFUL FOR THE GREAT KINDNESS AND GENEROSITY OF GREENCORE FOR THEIR REGULAR SUPPORT OF OUR MISSION.

Lodging House Mission, **Stephen Mitchell**

homeless accommodation services so everything is given to those who need it the most. We cannot thank Greencore enough for their assistance – your ongoing support is phenomenal, and we truly appreciate everything you do to support our homeless community.”



Those in need receiving food parcels from Greencore (these photo's were taken prior to social distancing measures being put in place).

Read more examples of how we've been supporting local food charities during COVID-19 on **pages 14 to 17.**



Happy Birthday GDPR!

On 25th May 2020, GDPR was two years old.

The General Data Protection Regulation (GDPR) is a law which oversees how organisations can use information relating to individuals, known as personal data. It ensures that personal data is processed lawfully, kept securely and gives severe penalties for any organisation or person that doesn't comply with it.

Grencore takes the protection of personal data very seriously, especially the protection of our colleagues' information, including yours. We have a number of data protection policies and procedures that must be followed and provide training to colleagues to help with compliance.

When it comes to your personal data, there are also steps that you can take outside of work to help protect it. Here are some true or false statements and tips for keeping your personal information secure.

TRUE OR FALSE?

A hacker can break a password of a name in 0.29 milliseconds

TRUE!

Hackers use sophisticated software which can try a combination of passwords in milliseconds, making it possible to crack a seven-letter password in 0.29 milliseconds. However, it could take nearly 200 years to crack a 12-character password with a mix of upper and lower-case letters, numbers and special characters.

There are some websites that will tell you if your passwords are strong enough

TRUE!

Go to www.passwordmeter.com

There are also some websites that can tell you if your email password is easily compromised. If it is, then the following website will tell you the first three characters of your password—quite scary. If it is easily compromised, we strongly advise that you change it straight away:

Go to www.ghostproject.fr

Your smart phone has a secret record of everywhere you've been

TRUE!

Smart phones track all locations that you have visited, as well as how often, to learn what places are significant to you. It uses this data to provide more personalised services to you such as internet advertisements. Every phone make has different settings but to find what data your device holds about you, and/or to disable this function, search 'how to stop your smartphone from tracking your location' on the internet for instructions.

You can register your telephone number to reduce the number of unsolicited marketing calls that you get

TRUE!

You can register your telephone number(s) with the Telephone Preference Service which means that you are expressing your refusal to receive marketing telephone calls. This can make it illegal for unsolicited marketing companies to call your registered telephone number.

Go to www.tpsonline.org.uk

You can request details from any organisation who has information about you

TRUE!

GDPR gives several rights to individuals in relation to their personal information, one of which is to request access/copies of what information is held about them. This applies to any organisation that holds personal information about you.

If you need any help or support, please speak to your local HR team.

This issue's quizzes are created by our NPDP Team in Prepared Meals and Selby Business Unit Director, Catherine Bradshaw. See how you do and send us your completed entries to win a prize!

TAKE A BREAK

FOODIE QUIZ

1. Which type of beans are used to make baked beans?

H _____



Shirley, Ailsa Craig and Mr Stripey are all types of what? T _____

What is the UK's bestselling cereal?

W _____



What is the most expensive spice in the world by weight? S _____

What is the world's spiciest curry? P _____

What is the main flavour of aioli? G _____

What type of pasta has a name meaning "little worms"?

V _____

Which pastry is used to make Baklava? F _____

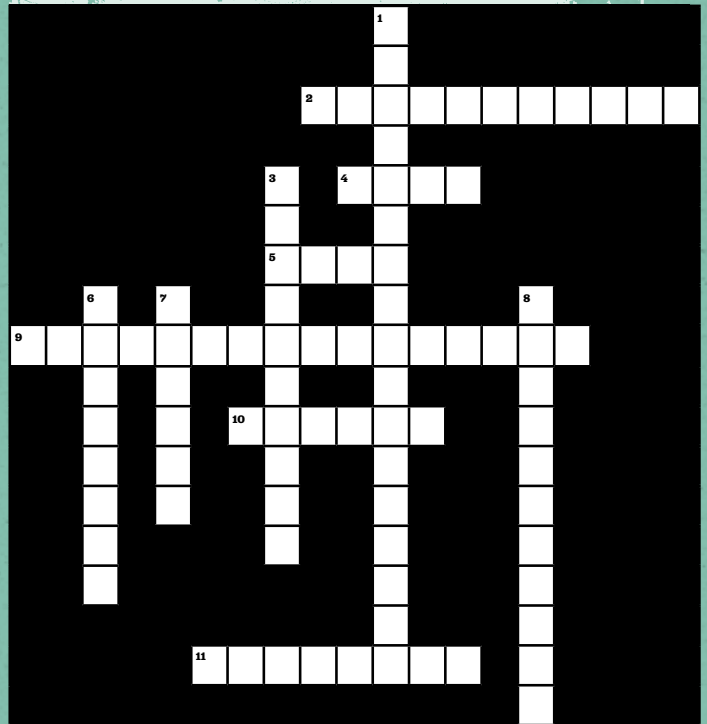
Which country invented Gin? H _____

Which of these chocolate bars do not contain nuts in its ingredient list?

- a) Snickers
- b) Double Decker
- c) Picnic
- d) Toblerone



Greencore Crossword



Across

- 2 Different (11)
- 4 In the military its messy (4)
- 5 Central part of the earth (4)
- 9 Member of the group (11) with money worth (5)
- 10 Time Inc. Publication (6)
- 11 Grand tactic (8)

Down

- 1 The one who's always right (8) gets the gist of it (9)
- 3 High Quality (10)
- 6 Monopoly game need (4) a Rappers Rhythm (4)
- 7 Beginning of an old cassette tape (6)
- 8 Maintain balance (11)

WINNER

Well done to Zenia Souza, Operations Trainer at Park Royal for winning the competition in our Spring Issue! A goodie bag will be on its way to you soon!

Win a
**Greencore
Goodie Bag**

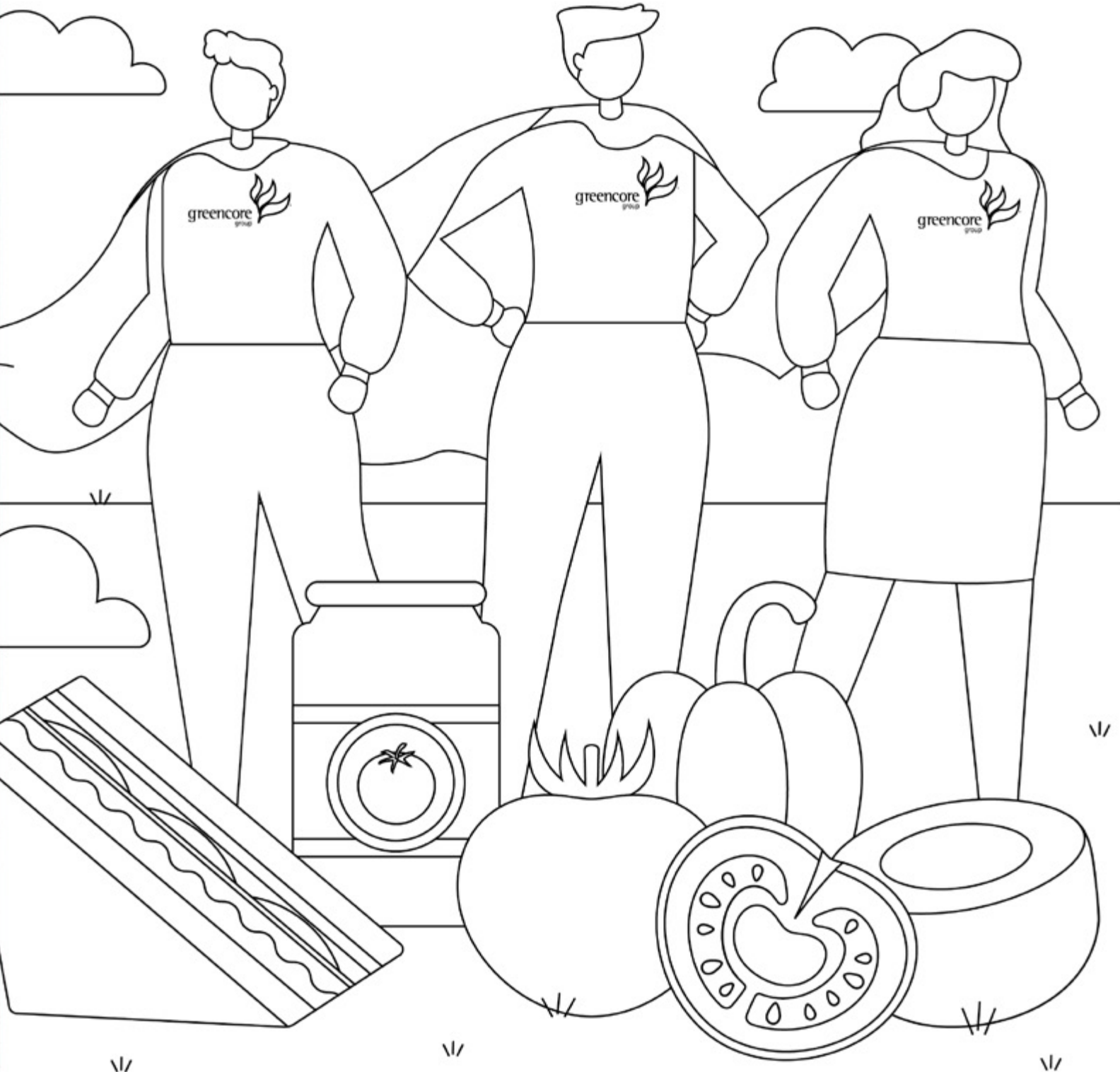
To enter either of the above, send a scanned copy or photo of your completed entry to colleague.communications@greencore.com or give a copy to your local HR team by 30th July 2020.

GREENCORE SUPER #FOODHEROES COLLAGE

All our colleagues at Greencore are Food Heroes! Get your children to colour in this Greencore Food Hero poster or create one of their own. Take a picture of your completed drawing and send it to **colleague.communications@greencore.com** or **hand a copy to your local HR team.**

Please include the name and age of the artist too!

All pictures will then be created into a Food Hero montage! Prizes to be won for the best colouring/drawing.





#feedingthenation

Thank you
to all our #foodheroes

