

# THE CORE

Making every day taste *better*

**A focus on  
our functions:**  
Purchasing  
and Technical

The Great  
Grencore  
Bake Off  
**Vote for  
your winner**

## MOVING FORWARD WITH PURPOSE

AN INTRODUCTION TO OUR PURPOSE AND EVOLVED GRENCORE WAY

PULLOUT  
PURPOSE  
SUPPLEMENT  
INSIDE



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**40 years  
in the life of**

Production Shift Manager, Ady Moore



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**Grencore,  
the Military & Me**

Life in the Navy with Kiera Nazarin



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**Need help with your  
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How Grencore can support you

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Our social media accounts can be found at:

- f facebook.com/greencoregroup
- in linkedin.com/company/greencore
- t twitter.com/GreencoreGroup
- @ instagram.com/greatfoodtgw

When sharing your news, tag @Greencore or use our hashtags #Greencore #thegreencoreway #growwithgreencore #peopleatthecore #greatfood #excellence #sustainability #futureinfood #makeeverydaytastebetter

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

Colleagues can access business information and wellbeing materials on our intranet or via: [www.greencore.com/colleagues](http://www.greencore.com/colleagues)

## A word from *the editors*

A big hello and welcome to our autumn edition of *The Core* magazine. Thank you to everyone who has sent us ideas and content for this issue.

This is a bumper copy including a special pullout supplement introducing our exciting new purpose, evolved Greencore Way and refreshed brand identity. Hopefully your leaders have been sharing more about this with you in recent weeks.

On page 4 & 5, you can hear from Ady Moore, our Production Shift Manager at Selby who talks to us about his 40 years in the business.

Martin Ford, Technical Director and Alwen Hill, Purchasing and Supply Chain Director introduce you to their functions and the role they play on page 8-10 and 14-15.

We are committed to keeping our people safe and on page 18-20 you can hear first-hand from our colleagues and our charity GroceryAid on the help that's available to all our colleagues to support their wellbeing.

You can also read about Kiera Nazarin and her experience of being in the Navy, vote for your meal of choice in the Great Greencore Bake Off with the Prepared Meals team, see what's being happening around our business and take part in our competition – with a prize up for grabs!

We'd love to hear your stories – what have you got to share with us that can feature in the next issue? What do you think of our new purpose and brand? Send your ideas, thoughts and feedback to [colleague.communications@greencore.com](mailto:colleague.communications@greencore.com), give one of us a ring or text us on **07971 140954**.

We know it's a bit early, but we wish you a happy end to 2020 and we'll see you with issue 4 in early 2021!



*Abi & Ruth*

## Raising Concerns

Sometimes things happen at work that you're not happy about. You may experience something yourself or see something that makes you feel uncomfortable.

We encourage an open culture where concerns can be raised and resolved quickly and informally, and we always encourage colleagues to talk openly with each other. We understand however that sometimes this isn't possible, and a more formal approach is needed.

If you feel uncomfortable discussing a concern in person and wish to do so anonymously, we provide an independent 24/7 service. Navex Global will take details of your concern, which will then be raised with senior management at Greencore who will investigate sensitively, objectively and based on the facts available to resolve the issue.



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## Making every day taste *better*

This is a phrase that many of you have hopefully now heard across the business. It's much more than a phrase – it's our new Greencore purpose. Leaders will be sharing more about this locally but here we give you a bit more detail on what it's all about.

It's becoming more and more important for businesses to be purposeful. Not just to have a strategy, not just to have a financial model, but actually to be clear to everybody on why we exist and what we are about as a business. We want all 12,000 colleagues who work for Greencore to understand and share the sense of mission and purpose for what we're trying to do together.

It matters to our customers; they need to know what we stand for as well. It matters to our investors; what kind of business are we, what do we stand for? What are we trying to create and achieve? Not just in terms of strategic or financial outcomes, but the contributions we're making to the wider community, to the environment and how we're looking after our people.

Purpose is important for all businesses but it is especially important for us at Greencore. What we've learnt over the last six years through the Greencore Way, has evolved how we lead the business. But also we've learned through COVID-19, by running our business with three very simple priorities – keeping our people safe, keeping Britain fed and protecting our business - the power a strong purpose can have.



Colleagues across the business are attending sessions to learn more about the purpose and what it means to them

So, as we look forward to the next year, two years, three years... ten years from here, what you're going to see us do together with 'making every day taste better' is bring to life that purpose in all sorts of ways and help to make Greencore an even better business.

Our purpose will help us to navigate our way through the challenging times – like those we know we'll continue to face as the coronavirus pandemic continues – and will support us through the good times too once we see these return again.

Many of you might ask, what's the difference between purpose and the Greencore Way? Why are we being more explicit now about purpose and what does it mean for how we evolve the Greencore Way? What we've been doing for the last six years since we launched the Greencore Way has made a huge and positive difference in Greencore and we've learnt a lot as we've done that. Now what we're doing is taking that and adding a whole series of other things that are important.

We're building on the Greencore Way, complimenting it with purpose, and bringing it all together in a single, clear, integrated way in which we're going to lead the business from here. Read more about our purpose and evolved Greencore Way in the special supplement included in this issue of *The Core*.



## Patrick's update

When I wrote my last update for *The Core* in June, none of us expected we would still be living with the COVID-19 pandemic four months on.

The impact of the virus has been life-changing on us as individuals and also for Greencore as a business. We've had to make significant changes to how we manage our operations to ensure we've continued to keep our people safe, keep Britain fed and protect our business for the long term. Our financial performance has of course suffered in recent months, but we've worked together to minimise the impact.

Thank you again for the enormous role you have played through this period. I feel truly humbled to be the CEO of our business. I'm immensely proud of the commitment, skill, sense of team and focus that all of you have displayed this year. We've had extraordinary challenges, but we have stepped up to meet them.

Hopefully you've heard more from your local leaders about our new purpose and the evolved Greencore Way. These will help to guide us as we navigate and keep focus through these tough times and they will be there to support us when better times come next year and we are able to come back stronger than ever.

This issue is packed full of stories that help to share more about the different elements of the Greencore Way – be that about our great food, how our people truly are at the core of what we do, our focus on sustainability or the way we're delivering excellence to improve our business for the long term. As part of our purpose launch, we made six business commitments and over the coming months, I will be sharing more about each of these with you too.

The next few months are likely to continue to be challenging for all of us, so please look out for each other and stay safe as we work together to make every day taste better.

*Patrick Coveney*

**Group Chief Executive Officer**

## A Day in the Life of PRODUCTION SHIFT MANAGER

# Ady Moore

Throughout the coronavirus pandemic, ambient cooking sauces have been in high demand. This means the Selby team had to quickly adapt to new ways of working whilst maximising output to build stock levels.

In this issue of *The Core*, we spend (virtually) 'A day in the life' of Ady Moore, Production Shift Manager. Having just celebrated his 40th year at the Selby site, we are sure he's got some stories to tell...

### Tell us a little about your career history?

At the age of 16, I started work on the line four production line. Back then, this was a manual packing line and we needed to hand pack the jars and stack cases onto pallets. I soon moved onto factory duties such as changing shrink wrap reels and learning to use a motorised pallet truck. I was then given the opportunity to learn to drive a forklift truck. The role involved looking after our Kanban process, which is part of lean manufacturing and taking away waste. I then moved into pickle preparation which I carried out for several years before taking up a role as a Production Shift Manager which has grown to the job I carry out today.

### What has been your most memorable moment at Greencore?

There have been so many. One that made my family and I very proud at a young age, in the late 1980's, was having the privilege of being able to use the company BMW for the weekend after achieving 100% in a task I was asked to complete! I was able to take my family to Blackpool in style. Over the years, I have met many new

colleagues and managers – without question, this is what makes Selby a great place to work – people sharing their knowledge, experiences and making change, for the better. More recently, achieving 40 years of service at the Selby site has made me a very proud man!

### How has our Selby site changed over the years?

It's changed from being a mostly labour-intensive site to a much more automotive packing hall, with speeds in the 1980s of 100 jars a minute to 400 jars a minute today.

In 2000, the river Ouse burst its banks and the factory was flooded – this was devastating for the team. We were transferred by coach to other sites. I was given the opportunity of working at Pandora Foods in Oldham – this opened my eyes in the manufacturing world – knowing that the Selby site was the flagship for recipes and pickles.

The introduction of new equipment over the years as technology has moved on has been fundamental to the site's success – with the removal of our heat tube thermal cooking process in the factory to Terlotherm (a user-friendly

cooking system which helps maintain stability and profile of vegetables) along with Rotatherm on line six (a steam injection unit) as well as packing equipment such as S.M.I Auto collators removing the need to hand pack at 400+ jars per minute. This machinery helps us keep Selby producing 230 million jars and bottles of cooking sauces, dips, pickles and condiments a year.

### How has COVID-19 affected the factory?

We have needed to adapt to the rules and regulations of social distancing like every other site – this has gone really well. All colleagues have their temperature taken automatically via the camera on the one way system where we clock-in on arrival to site, we then follow the one-way system to gain entry to the office and then proceed along the one way system to the factory. We have also streamlined our meeting agenda and made them virtual meetings, where possible to ensure we do not have more than five colleagues in one room at a time.

### What do you enjoy most about your role?

Working in cross functional teams, coaching and supporting people and promoting people at the core. I live and breathe the Greencore Way.

### What do you enjoy least about your role?

Over the 40 years of experience I have at Selby, I don't have anything that I could say that I don't enjoy about my role. The only one thing I will say is, I'm confident the pickle side of the business slowed down my growth spurt!

### How would you describe Greencore to someone who doesn't work for us?

A great place to work – a workplace that you can achieve the goals you set yourself, a great leadership team that invests in people with a great sense of fun. It never stops, no two days are the same. That's what makes Greencore great, always moving forward, never standing still. We want Utopia. My goal is to be here over 50 years!

Ady receiving his long service award for 40 years service



## A day in the life...



### 5.00am

I get up in a morning with a spring in my step and it's off to work I go.

### 6.30am

I arrive at site around 6.30am. Firstly, I check my emails and read the updates on the previous night's shift reports. I look at any glass breakages in the zones or any mechanical breakdowns. Once I'm up to speed, I head to the factory, get into my personal protective equipment and go to see what support is required on any issues that have been raised. Today, we have a customer visit, so I ensure I check through the finalised agenda. We work closely as a cross functional team (technical, operations, sauce cooking, commercial and new product development) to ensure that the customer visit goes as smoothly as possible.

### 8.30am

I attend the taste panel to taste the previous afternoon's production against the quality assurance sheet.

### 9am

I attend the daily production meeting – this is currently held via Skype. This meeting has up to 18 attendees including the senior leadership team. It's led by business improvement. We cover off people at the core, health & safety, BSO (behavioural safety observations), technical, manufacturing performance attainment to plan, environmental and any other specific business items. Today, Mark Dineley, Operations Manager ensures the team are all ready for our customer visit to site. Mark has given us information prior to the Asda visit – focusing on the detail of the customer. We are audit ready every day, but we further prepare to ensure we show our visitors the specific areas that will be of interest to them.

Ady supporting our Selby site in distributing excess stock into the community during COVID-19



9.30am

I head back in to the factory from 9.30am onwards, reviewing where we are from the 9am meeting, reporting potential problems (if there are any), staffing issues, and offering support, where needed. I also ensure all colleagues that need to be aware of the customer visit are.

10am

Ken Flett, Interim Site Director does a walk around the factory. Ken regularly walks the factory; catching up with the team, ensuring he is close to the detail and the goings on at site.

11am

Our visitor from Asda arrives. I'm part of the 'meet and greet'. I then lead and conduct the tour, following the process flow of the factory and ensuring there's colleagues from across each area available to speak to our customer. We visit raw material intake (warehouse), sauce cooking intake into wet and then dry ingredients. Whilst walking, we talk through areas of the kit that are specific for that line area.

We then walk through bucket wash; this is a key area of the business; this is where we manage allergen control to ensure there's no contamination of ingredients. We then go to downstairs sauce cooking, into Plant D which feeds line six, Plant J which feeds line four, Plant A which feeds line seven and Plant C/C1 that feeds line eight or nine.

**LINE KEY**

**Line 4** – A fast line making Salsa, Sour Cream, Nacho Cheese, Mushroom Bolognese (300g, 500g running at 400–425 jars a minute)

**Line 6** – High selling fast line making products such as Bolognese, Lasagne sauces & Chilli (500-510g running at 400–425 jars a minute)

**Line 7** – Our plastic line – making table sauces and relishes (280g, running at 120–180 jars a minute)

**Line 8** – Plastic catering line making Sweet Pickle to Jalfrezi sauce (2.25kg, running at 28 jars a minute)

**Line 9** – Glass line, filling in any gaps for cooking sauces (from the high volume line) or any lower volume products (running at 140 jars a minute)

We also walk through D Box, which is where manual handling and unloading of veg from bag and box into bins takes place. We then walk upstairs to sauce cooking and look at the kits running the other lines.

From sauce cooking, we head to PCT (process control technician), where they analyse batch by batch product to ensure the correct PH, acid, salt, colour and taste. We then head from there to the zone or area that is of interest to the customer.

12pm

From midnight on a Sunday, and every three hours thereafter, we hold site SIC (short interval control) meetings with area process leaders from across the factory (sauce cooking, technical and warehouse.) These focus on the top three issues in the factory – any challenges, looking at what may affect us in the next three hours. We put together an action plan to mitigate risk and then delegate that action to the relevant person. We then catch up in the next meeting and do the same again.

1pm

I go for lunch in the site canteen and catch up with colleagues (currently at a social distance of course!)

1.30pm

I go back into the factory to ensure we are ready for the afternoon shift, checking materials are in place, colleagues are where they need to be and catch up on anything from the morning.

2.30pm

I go to the office to do a final catch up of emails to see what has come in during the day and then subject to all things going well, I'll leave site c.3pm. Another successful day done!



**An update from our Business Unit Directors**

Now that we're into a new financial year, we asked each of our Business Unit Directors to give a brief update from their areas to help everyone understand what's going on right across our business.



**Catherine Bradshaw**

**Business unit | Selby**

First, thanks to all our colleagues for their continued support during COVID-19. At Selby and across the business, we should be proud of what we have delivered, by effectively operating to continue servicing our customers.

Our focus over the next 12 months is to continue to build on volume momentum we have seen in 2020 and grow further business with existing customers. We really want to drive volume into the own label products that we make, whether that be through new ranges, new customers or online sales. We need to thoughtfully plan our capacity requirements to support our volume ambition.

Cross functional teams are already working hard to deliver on our excellence agendas across manufacturing, commercial and purchasing.

Alongside keeping our people safe at the Selby site, we have an exciting people agenda and are looking forward to rolling out our new purpose and the refreshed Greencore Way.



**Andy Parton**

**Business unit | Food to Go**

Since the last issue, the focus in Food to Go has been on continuing to recover volume. This has meant putting in place the right recovery plans with existing customers and also successfully landing a series of really important new customers. This has included going live with the McColl's convenience stores and the Nero chain of coffee shops.

As volumes increased, we successfully re-opened all our operational sites. It's been a fantastic collective effort from all our teams to have the right planning and control in place to manage this recovery, both in terms of service levels to our customers and also the financial control we've maintained. Our operational teams also deserve huge credit for continuing to keep our people safe.



It's clear we now face another challenging period, as COVID-19 cases continue to rise and we see the Government reintroduce measures to reduce the risk from the virus. We've already seen some negative impact on volumes again. It's important we keep the right planning and controls in place to successfully navigate the next six months just as we have since the beginning of the pandemic.



**Fred Lea**

**Business unit | Prepared Meals**

Prepared Meals has felt the ups and downs of COVID-19 like all Business Units. My overarching message is one of thanks to our amazing teams, most notably our colleagues at our manufacturing sites. Having visited a few sites in recent weeks, it really brings home just the incredible effort and commitment our dedicated colleagues have shown in the most challenging of circumstances.

FY20 was a game of two halves, great momentum in H1, which slowed through H2 as a result of COVID-19. Despite those challenges, there was still a significant step on in profitability year on year for Prepared Meals as we continue on our turnaround journey.

FY21 is all about continuing to build on that momentum, identifying and delivering profitable growth opportunities with new and existing customers. We have started well, which is encouraging and watch out for new launches in Co-op specifically with the new range of takeaway products.



**Simon Ball**

**Business unit | Northampton**

Whilst still continuing to operate in a challenging environment, with the ongoing backdrop of the COVID-19 outbreak we suffered at the site, our focus for the year ahead is to work towards realising our vision of becoming Marks & Spencer's largest and fastest growing, most profitable supplier.

By being brilliant at the basics, across all areas of the business and insight led, our ambition is to build on our core sandwich and sushi capability and also more towards being a centre of excellence for the broader food on the move category.

We also want to build on our retail and mobile store presence by further developing the channels in which we operate by growing our recently launched Ocado business and exploring other opportunities such as vending.



We're also extremely excited about embedding and living our new purpose across every area of Northampton. In summary you could say FY21 is about making every day taste better!



**Lee Ormrod**

**Business unit | Salads**

First of all let me start by saying how extremely proud I am of the way in which we have responded to the pandemic. In Salads we have seen a mixed level of recovery in sales but broadly we are in line with our expectations. Our attention is now firmly on winning with the customers we already supply and making the most of exciting new business opportunities that make the most of our strong relationships across Greencore. We are making some large investments at both Boston and Spalding that will underpin our strategy to grow and deliver technical excellence.

We're fully expecting the continuing restrictions across the country to impact on demand specifically in relation to our food to go products, but we are committed to mitigating the impact of this through our excellence initiatives.

All the teams are working tirelessly building the business and it is not going unnoticed. I am truly grateful for the commitment I am privileged to witness across Salads and our wider business.



# A focus on the functions

In each issue of *The Core*, we've introduced you to our Business Unit Directors and they've given an insight to their areas of the business.

In this issue, we're also talking to **Martin Ford**, our Group Technical Director and **Alwen Hill**, our Group Purchasing and Supply Chain Director - to find out more about what they and their teams do at Greencore.

**Up first is Martin...** Martin has been at Greencore for 12 years; this is stint number two after being Technical Controller at Manton Wood during the development of the new site. Prior to this, he worked in a wide range of technical roles for several other food manufacturing companies, including Northern Foods.

## Tell us a little about your function

We have colleagues who work in our technical teams across the entire business. The majority of these are based in our manufacturing sites with a supporting functional team of circa 40 colleagues based in our central technical team at our UK Centre office in Barlborough. This includes the central team of senior technical business unit leads, sustainability, subject matter experts, auditors, site support and central specification teams. We work very closely with all of the site based technical teams; it's so important that we all work towards the same goal of delivering a 'Sustainable Competitive Advantage to Greencore through Technical Excellence.' Our risk matrix and customer feedback are the overall scorecard for our performance. We have made ongoing improvements across the board in these areas. The customer feedback over the last 12 months has been excellent. I will come back to this.

## What has life been like for the technical function during COVID-19?

At site level, despite all the additional challenges, it has been a business as usual performance – that sounds easy, but I am acutely aware of the different challenges this has posed in each of the Business Units. That said, as an entire business, we've had no major issues with our customers due to any site incidents. We have dealt with supplier issues collectively and efficiently with our purchasing colleagues and turned potential reputational challenges into positive incident management. This exceptional

performance reflects on all our Greencore teams and has helped make my job easier dealing with senior technical counterparts at our customers. Those conversations have been so positive and I would like to say a big thanks from myself and my senior team for the hard work that has been delivered for our customers.

Obviously, our hygiene teams have taken on a lot of additional work including tasks like cleaning of office and ancillary areas. We've also worked hard supporting health and safety (H&S) colleagues with ensuring everyone has the right personal protective equipment (PPE) and ensuring colleagues who work in our manufacturing areas all have individual overalls.

When Food to Go sales declined at the beginning of the crisis, our team worked hard to salvage raw materials and ingredients to ensure this didn't just go to waste. This also helped us to deliver significant savings for the business. This was a combined effort of both our central and site teams.

**"A big thanks from myself and my senior team for the hard work that has been delivered for our customers."**

Our central team including our subject matter experts completely changed from being forward thinking to fully supporting the sites with the supply issues we had with products such as mayonnaise, dairy and protein. We worked with our purchasing colleagues to ensure we found suitable alternatives for our customers. Many will have seen on social media, we've also supported the redistribution of excess stock both across Greencore and within the local community.

## What's most impressed you about your team during the crisis?

My team, along with many other colleagues across the business, have shown a hugely positive outlook and phenomenal resilience despite all the ongoing challenges. Usually in a crisis, the technical function is right in the middle of it, but this time it's been our H&S colleagues at the fore and centre of the action – initially that was difficult for some of us as we've been used to leading in these types of situations. I was really impressed by how quickly we adapted and worked with our H&S experts to ensure we collectively provided the business with the support needed.



*Our hygiene teams have taken on additional work to support the deep clean of all factory and office areas during COVID-19*

The supplier audit team instigated a workstream on virtual audits of our supply base – this was implemented without any supply push back and has maintained our governance processes for new suppliers and existing suppliers. We will definitely use this approach for a new risk category going forward.

## What will be your focus as a function as we come out of COVID-19?

There are definitely some learnings about our engagement with suppliers and customers during the crisis that I want us to take forward. We have really developed these relationships to a new level – we talk to them so regularly now and not just when we need a formal meeting. We've built up some great partnerships and I'm keen, as are our customers to take these forward as we strive to establish 'earned autonomy.'

While we were in lockdown, customers weren't able to visit our sites, which made conducting things like audits really difficult. However, we worked with them and managed to gain approval to do a lot more audits in house. It's been great to see the increased trust customers have in our internal governance, due diligence, management, processes and controls and I hope this continues. Getting such recognition for our technical standards makes me incredibly proud.

## Can you tell us anything about your longer-term plans for technical?

Sustainability is a key pillar of our evolved Greencore Way and is an area where we'll all need to put more focus as we move forward. This team have been working really hard on our sustainability strategy and we're now ready to start delivering on this. We have a clear plan of where we want to get to on this and now need to start the journey to get there. We have three focus areas – sourcing with integrity, making with care and then feeding with pride.

Within the function, we also continue to have an absolute focus on our people development, and we are working hard to show technical colleagues how they can grow their careers within our function and also across the business.

I'm also keen to ensure we go beyond compliance in delivering for our customers and providing them with great food that helps us lead on taste and win on quality. To support this, we are starting work on two specific projects – one to look at allergen management across the whole business and the other to look at how we can best capture data electronically through robust system management. Almost every colleague in technical will be impacted by these pieces of work – they're both longer term projects but are fundamental to supporting our purpose of making every day taste better.

## What can the rest of us in the business do to support your function?

Working together as teams – not just in a crisis. It's been great to see how we've all pulled together across the business during coronavirus and I am sure this will continue. In terms of sustainability, we all have a role to play in this – whether that's the amount of electricity and water we use, what we do with waste or managing our use of carbon – reducing our impact on the climate is something that absolutely everyone can get behind.



**Martin Ford**,  
Group  
Technical  
Director



"When food sales declined during COVID-19, our team worked hard to redistribute excess stock within the local community to limit waste"

**"In terms of sustainability, we all have a role to play in this – whether that's the amount of electricity and water we use, what we do with waste or managing our use of carbon – reducing our impact on the climate is something that absolutely everyone can get behind."**

**If you could change one thing in Greencore, what would it be?**

We've been through a lot of change over recent years and of course through COVID-19 so it would be nice to have a period of stability!

**Describe Greencore in three words?**

Pacey, resilient and fun.

**What other Greencore roles appeal to you?**

I've always fancied doing a bit of marketing – I think I'd be really good at that! It would be a chance for me to bring out my locked in creativity.

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

I enjoy spending time with my family – I have a wife and two daughters – it's been great spending more time with them during lockdown. It has been fun catching up regularly with friends and wider family over Zoom but getting back to more old-fashioned social events will be something to look forward to. I also enjoy golf, running and cycling when I get the chance and as many colleagues know, I love football. I'm enjoying watching Coventry City being back to 'nearly' where we belong this season!

**What's your favourite Greencore product?**

My old favourites that some will remember were the Tesco Finest lamb shank meals made at Wisbech, but now as a family we eat less meat – our vegetarian meals are excellent including some of the new products made at Boston, eg. Bol meals. For a lunch time, I like a plain and simple sandwich.

To read about Alwen and the Purchasing function, go to [page 14](#)

**What do you most and least enjoy in your role?**

I most enjoy seeing people grow and develop in their roles and seeing them progress within Greencore. All of the senior technical team put a lot of focus into this area.

I least enjoy when things go wrong and we have to face challenges – although in these situations we're really good at rolling our sleeves up and getting stuck in. We're really good at dealing with suppliers and customers when things go wrong and usually come out with credibility and build positive perception with them. So, while I hope we don't have to face too many challenges – if we do, I know we can continue to do it in this way.

**What's the best thing about Greencore?**

I really enjoy the fast pace – the way we all pull together for the best outcome for the business.

**Using time out to help those in need**

Throughout the COVID-19 pandemic, many of our colleagues have spent some time on furlough. The Core took time out to speak to Cait Morgan, Category Executive in our Prepared Meals business about how she used this time to support her local community by volunteering at Food Works in Sheffield.



Cait Morgan, Category Executive

**Tell us a bit more about the experience**

I thoroughly enjoyed having a purpose. With several media stories criticising the concept of furlough, I found volunteering a haven from self-doubt.

I have learnt a lot about myself from my experience. Firstly, it is okay to ask for help when struggling mentally. Secondly, I for sure need to pay full attention when cutting up ingredients and not try and dance my way to the radio playing in the kitchen. The amount of vegetables I had to cut left me with some nasty scars with stitches having to be used in two of my fingers but it was worth all of that! Finally, appreciate the small things in life and cherish what you do for a living.

Essentially, be kind, be humble and be grateful (as well as being careful cutting carrots!)

**Why did you decide to volunteer during your time on furlough?**

I am very much a working bee and the concept of 'not having a purpose' for every day life was starting to dawn on me. Luckily enough, I have a great support network around me. During lockdown, one of my closest friends said that I would be able to volunteer at her work which turned out to be Food Works.

I had been to several of their events pre COVID-19 including a beer tasting evening which was achieved through the several partnerships they have made in the local Sheffield community.

**Tell us more about Food Works?**

Food Works is a social enterprise building fair and sustainable food for Sheffield. They want to see a world where food is produced and used sustainably; nourishing people and our planet.

**What did the volunteering entail?**

I volunteered in the 'cooked meals' section where we made a wide variety of dishes including mushroom bolognese, chicken and bacon cheesy pasta and several variations of curry. The team I worked with said my best dish was 'Chickpea Daal with Turmeric Rice'.



Cait with her colleagues preparing food for the community

**What were the people you worked with and supported like?**

The volunteers at Food Works – from chefs to pilots - made my experience so enjoyable and I'll keep in touch with many of them.

Food Works ensures that everyone can access food. Over the last six months, Food Works have adapted their operations to feed as many people across the

city as possible. They have partnered with housing associations, community projects and other local organisations to distribute grocery boxes and nutritious cooked meals. Since the start of the pandemic, Food Works has provided over 15,000 grocery boxes and over 10,000 cooked meals to the local community.

The main people that we delivered the meals to were NHS workers who were unable to find the time to cook and people who were self-isolating or struggling financially.

**What did you like most about the experience?**

I was able to do something which I love ....COOK! I also enjoyed trying different style of meals on a large quantity basis – it felt like something out of Masterchef.

**What can you bring back to Greencore from your experience?**

I'll be able to use the project management skills I picked up ( understanding the cooking timings of 30 chicken breasts proved to be a challenge!), being resourceful with the materials that are available and making sure that everyone is happy and well within themselves.

Greencore provides Food Works with food from several sites. They said:

**"Since the beginning of May, we have collected 1,297kg of food from Greencore - 268kg pasta and 929kg chilled products and soups. It's estimated that while with us Cait has chopped 7,836 carrots since the start of lockdown. We joke, but we do want to say thank you for all your hard work, humour and energy. Good luck in the next chapter!"**

Thank you

to Katherine Clarke at our Consett site who has made hundreds of face coverings for local hospitals. Wonderful work Katherine!



**Olympic gold medallist's winning BBQ sauce recipe**

Morrisons Bourbon BBQ sauce, made by our business unit team in Selby, has recently starred in an online video, featuring Olympic gold medallist, Greg Rutherford. Watch the video below to see long jumper Greg make Chilli Dogs, as part of Morrisons 'Making food that takes you places' campaign. Take a hop, skip and jump to Morrisons to buy your own Bourbon BBQ sauce to try this recipe at home!



Open your phone camera, hold your camera against this QR code and join Greg in making this delicious recipe!

**Tamworth colleagues support Holly's story**

Tamworth Depot friends and colleagues opened their hearts (and their wallets) to help trunker driver Darren Wilson and his young daughter Holly. Holly, aged 8, was recently diagnosed with a rare illness and is currently undergoing treatment. These are obviously very difficult times for Darren and his family. Kind colleagues from all departments pulled together to raise over £650 which was presented to Darren in September. We would like to send our very best wishes to Holly for a speedy recovery.



**Great Taste Award for Greencore**



Two of the BOL meals, produced by our Boston team have been awarded a Great Taste Award. The winners are:

- BOL Fire Roasted Cauli Tikka Masala
- BOL Thai Panang Coconut Curry

Chris Needle, Commercial Director at our Salads Business Unit said: "We are incredibly proud to have won these awards for our healthy, fresh, plant-based meals, with BOL. Our Fire Roasted Cauli Tikka Masala was one of the first BOL Dinner Boxes, and Thai Panang Coconut Curry recently added a great new flavour profile to the range."

Working with our partners at BOL, our product development team take a combination of in-house fresh vegetable preparation and our blend of unique processing skills, to really bring the flavours to life. We take humble plant-based ingredients and add value to them, to deliver bursts of flavour and textural contrasts that obviously win with the awards' judges – and customers too!"

Congratulations on winning this award!



Thank you

A big thank you from the Mayor to our Warrington team for their work supporting local charities in the area! Well Done team!

Thank you

to superstar Annette Noble who has made 700 pieces of PPE for the Manton Wood region's NHS and care workers

**Greencore win BIG at the Sammies!**



The British Sandwich Association has announced the winners of this year's industry awards, The Sammies.

**Winners include:**

- Daregal Gourmet Sandwich Designer of the Year Katherine McCloy, for her 'Sri Lankan Health Pot'
- Business Development Award: Co-op and Greencore with Co-op Festivals
- New Sandwich Award, Cold Category: Sainsbury's Beetroot & Turmeric Wrap
- En-Route Retailer Award, sponsored by Greencore: BP/Wild Bean Café

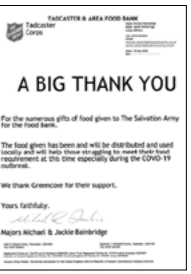


The Sammies – also known as The British Sandwich and Food to Go Industry Awards – provide the main event in the British Sandwich and Food to Go Association calendar and are open to everyone involved in the sandwich and food to go industry.

**Congratulations to all of our winners!**

**Leeds show support**

Our team in Leeds has donated over half a tonne of surplus food products, the equivalent of **1,356** meals, to FareShare, who in turn redistributed this to **32** community food members. Leeds is just one of the Greencore sites that supports FareShare. Greencore donate in excess of **900,000** meals to those in need each year. In addition to their donations to FareShare, our team in Leeds has supported other local charities with food – this includes Tadcaster and Area Food Bank through the local Salvation Army Corps.



**Colleagues support Macmillan Coffee Morning**

In October, sites and colleagues across Greencore held events to support the World's Biggest Coffee Morning for Macmillan Cancer support.

From cake sales and coffee catchups (socially distanced of course!) to virtual meet ups and quizzes – many of our colleagues dug deep to raise money for a worthy cause.

World's Biggest Coffee Morning is Macmillan Cancer Support's biggest fundraising event. Each year, people in the UK and worldwide host their own Coffee Morning. The donations received go towards Macmillan services.

Thank you to all our colleagues who got involved!



**25 Year Long Service Awards at Atherstone**

Eight employees at our Atherstone site have recently celebrated their 25 years working with us at Greencore.

Production Manager Louise Guild, Low Risk Manager Richard Cunningham, Production Operative Brenda Hatton, Despatch Operative David Turner, Operation Operative Lynda Challis, Goods-in Stock Controller Dawn Ford, Supply Chain Planner Karen Mortimer and Canteen Operative Tina Sheldon have all worked at the site since the year it opened a quarter of a century ago.

Gifts and long service award certificates were presented by Nick Davies, General Manager in a socially distanced event at site.

Nick, who spoke of the importance of the colleagues' work and what they have achieved at the event, said: "We are delighted to see eight of our colleagues reach this tremendous milestone. They have made a vast contribution during their 25 years with the company and we are immensely lucky to have them as friends and colleagues. We thank them for their years of service and loyalty and look forward to continuing to work alongside them in the years to come."



# A focus on the functions

**Alwen Hill,**  
Group Purchasing  
and Supply Chain  
Director



Alwen joined Greencore over 25 years ago as the Site Buyer at our Kiveton site.

Having spent six years studying Finance to realise she wasn't cut out to be an Accountant, Alwen worked her way up in Purchasing to eventually become Group Purchasing and Supply Chain Director.

Alwen has held several senior roles in the business and led the integration of both our Atherstone and Heathrow sites.

Prior to joining Greencore, Alwen worked in procurement at Northern Foods, and in manufacturing in the textiles industry.

## Tell us a little about your function?

We are responsible for buying all the goods and services the business requires. Our purpose is to deliver sustainable competitive advantage through Greencore Purchasing Excellence (GPE) in a cost-efficient way. Each year, Greencore spends hundreds of millions on ingredients and packaging, plus a significant amount on indirect goods and capital.

We have a team of around 70 and it is not just buyers, we have our GPE partners and the support team. Our success relies very much on teamwork both within the function but also across the rest of the business.

## What has life been like for the purchasing function during COVID-19?

Full on. Clearly COVID-19 had a big impact on Greencore but it has also had a huge impact on our suppliers and many have seen dramatic changes in their business. Strong communication and collaboration with them is now even more important than before.

## What's most impressed you about your team during the crisis?

I've been so impressed with my teams positivity and willingness to just 'crack on' and adapt. Their consideration, kindness, and support of others also shines through. They also have a great sense of humour - they are wicked.

**"I've been so impressed with my teams positivity and willingness to just 'crack on' and adapt. Their consideration, kindness, and support of others also shines through. They also have a great sense of humour - they are wicked."**

## What will be your focus as a function as we come out of COVID-19?

Brexit and the end of the transition period is going to be huge for us. A large proportion of the materials we buy are manufactured in the UK but we also rely on imports both from within the EU and from further afield.

Many of the ingredients we buy are not produced in the UK and we must make sure that come January 2021 we have resilient plans in place to minimise both supply issues and the impact of tariffs.

## Can you tell us anything about your longer-term plans for purchasing?

As with all areas of the business, we cannot stand still - we have to continually improve, and this often involves finding ways to do more with less. The demands continue to grow - new customers, suppliers and materials, innovation, Brexit, sustainability, legislation etc, so we must become more efficient and effective.

We rely very heavily on spreadsheets, SharePoint, etc, and we are working closely with IT to improve our processes and free up time to increase the breadth and depth of our remit.

## What can the rest of us in the business do to support your function?

Shout if you see an opportunity to save money, reduce waste, or generally improve. Help us to find innovative solutions to drive GPE initiatives with pace.

## What do you most and least enjoy in your role?

I still really love 'deal making', the strategy and tactics for a negotiation, the thrill of an e-auction, the identification of an opportunity and finding a solution to a problem.

What I least enjoy is probably not getting to do the above as much as I used to.

## What's the best thing about Greencore?

The best thing about Greencore is the people. I have found working from home tough and I'm looking forward to getting back to our sites but whenever I have been feeling low, an act of kindness, a chat, an email etc, has lifted my spirits. There is something very special about a Greencore person, so to all of you who have made me smile, THANK YOU!

## If you could change one thing about Greencore, what would it be?

I always have the view that if I want to change something enough then I can, it's just another problem to solve, so you just need a plan. So, my one thing to change now would need to be the share price and I understand the part I can play in that plan.

## How would you describe Greencore?

Fun, ambitious, driven, tough and challenging.

## What other Greencore roles appeal to you?

I already have the best job in Greencore, but I also really love being involved with acquisitions and integrations.

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

I 'enjoy' cycling and running. Pre COVID-19, I really enjoyed meeting up with my mates at the gym each weekend for a good catch up on all the local gossip; now this has to be done by Facebook and Whatsapp and it's just not the same.

## What's your favourite Greencore product?

Might sound boring but I love the simple cheese & onion sandwich, the mushed up one!



Alwen's purchasing team source our raw materials from around the world



**"Success as a team is the only option"**

# Greencore, the military and *me*

**Kiera Nazarin, Purchasing Excellence Partner and our Lead Buyer on Sauces, is a newly qualified Royal Naval Reserve Midshipman aboard HMS Sherwood. She takes time to tell *The Core* how she manages her exciting new reservist role alongside her full-time job at Greencore.**

## **Kiera, when did you join Greencore?**

I've been at Greencore just over two years now. I joined as a graduate, starting as a Business Improvement Coordinator at Manton Wood. Having enjoyed the factory projects and excellence programme, I moved into the Greencore Purchasing Excellence (GPE) team to learn more about the procurement side of the business. Recently I've also taken on the Lead Buyer Sauces role to further develop my purchasing knowledge.

## **What has been your most memorable moment so far at Greencore?**

In my GPE Partner role, I get to work

alongside some of our buyers from different categories. One great project has been working with the Cheese Buyer to really understand the details of the cheddar supply chain. Prior to the coronavirus pandemic, for research, we had to visit some of our suppliers, tour the factories and of course sample a huge amount of cheese!

## **What do you most enjoy about your role?**

I love the dynamic nature of our excellence programmes; with every project being different, there is always space for new ideas and innovation. I also enjoy the cheese tastings!

## **How would you describe Greencore to someone who doesn't work for us?**

We make food, and we're very good at it.

## **What training and development opportunities have you had during your time at Greencore?**

Working across different factory projects from material yields to labour, then into the purchasing of raw materials and packaging has opened my eyes to many aspects of Greencore in just a couple of years. I've also been on the Greencore Manufacturing Excellence (GME) and GPE Bootcamps which are both fantastic training courses.

**"Whether it's building a bridge across a river or building a dashboard in Excel, the approach is the same at Greencore as it is in the RNR: assess the situation, communicate the aim, manage the resources, mitigate risks, constantly review."**

## **What other roles in Greencore appeal to you?**

The recent opportunity to try lead buying has been a steep learning curve, but one that I've loved. I'd like to learn even more about purchasing within Greencore, and happily I will soon be taking on the Heathrow Site Buyer role.

## **How did you get involved in the Royal Navy Reservist role?**

I started at University; there's a society where you can start military training part-time alongside your degree. Studying Biomedical Sciences at King's College, London, I met loads of like-minded people who wanted to work hard during the week and go on adventures away from the city at the weekends, which was perfect for me! Once I started at Greencore, I decided to continue with the training and properly join the Royal Navy Reserves (RNR).

## **What training did you have to undertake?**

I train every Tuesday evening and about one weekend a month. Each year I go away for two weeks of more intense training, which this past year I used to go to Britannia Royal Navy College in Dartmouth to pass the final tests to become an Officer. It was a challenging



*The final day of three of the Dartmoor challenge*

fortnight of sunrise runs on Dartmoor, sleeping under ponchos and lots of muddy exhaustion but I loved it.

## **How is it managing your role at Greencore with your role in the RNR?**

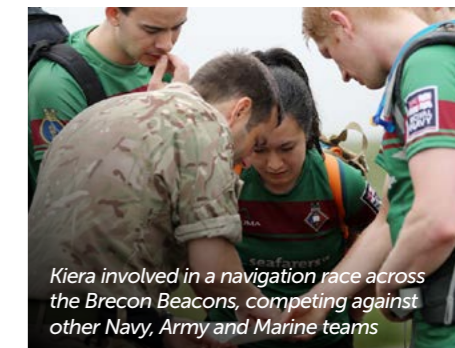
It usually works pretty well; I have to be quite organised and bring my uniform and dinner to work on a Tuesday so that I can go straight from the office to a training evening. I tend to get home around midnight, so need to have everything for work on Wednesday ironed, meal prepped and ready to go! Weekend training is often in Devon, so if I'm at a site with a canteen you'll see me having a full fish and chip lunch on a Friday so that I'm fuelled for the long drive after work.

## **How do your two roles complement each other?**

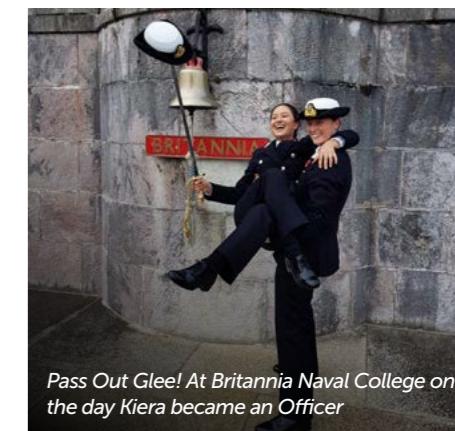
Teamwork, leadership, planning and success. In the Navy, these are things we actively learn and are assessed against. Our training puts us in deliberately challenging situations where the only way to succeed is through personal perseverance and collaborative teamwork. When I come back to Greencore on a Monday morning, these things are fresh in my mind; success as a team is the only option. Whether it's building a bridge across a river or building a dashboard in Excel, the approach is the same at Greencore as it is in the RNR: assess the situation, communicate the aim, manage the resources, mitigate risks, constantly review.

## **Tell us what a typical working day is like in your role at Greencore and RNR?**

Currently I'm working from home so I start with some porridge then take a coffee up to the small bedroom (where I've set up my office) to clear some emails. The GPE team kick off every day together at 8.45am and from then on it's into calls and emails. If the weather is nice I'll have lunch in the garden and look out for my favourite squirrel (named Lafayette for the Hamilton fans). I love



*Kiera involved in a navigation race across the Brecon Beacons, competing against other Navy, Army and Marine teams*



*Pass Out Glee! At Britannia Naval College on the day Kiera became an Officer*

having a few hours of quiet time to focus on the bigger projects, so I try and block out a bit of the afternoon for that if I can.

When away with the Reserves I wake up very early and make my bed immaculately, Hoover the room and clean the bathroom before I can even consider breakfast, which is often a hurried inhalation of scalding something. A full day can include exercise, lectures and training on anything from navigation to diesel engines to firefighting. Evenings are sociable and there is always pudding with custard after dinner.

## **What is your biggest achievement to date?**

I once (before the Navy) sailed across the Indian Ocean in a crew of four people. I was horribly seasick for days, pretty much every system on the boat broke – we even encountered pirates, but it was incredible.

## **What would you say to other people looking to do the same?**

Chase the development opportunities that excite you within Greencore! Do it. Join the Reserves or other organisation that gets you outdoors and with like-minded people? Do it. Sail an ocean with a broken boat? Think twice.

# It's okay not to be okay

## Take time to talk

Dear colleague,

Are you okay?

Mental health issues can affect anyone, at any time – whether that be friends, family, colleagues, or you, yourself. Good mental health is everyone's business.

When did you last stop and ask yourself if you are truly okay?

Talking about your feelings isn't a sign of weakness – it's part of taking control of your wellbeing and doing what you can to stay healthy, helping you deal with times when you feel anxious or low.

Just having someone to support you can make all the difference.

At Greencore, we're here to help. In this issue of *The Core*, we hear from a colleague who volunteers for Talk2Us - our peer-to-peer wellbeing support service, a colleague who has been personally affected by mental health issues and also from our Welfare Director at GroceryAid, on how they can further support our colleagues.

Don't suffer in silence, make your health a priority.

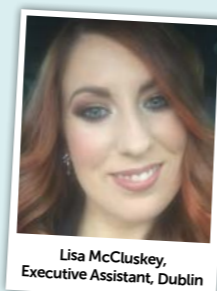
Julie



Julie Routledge,  
Head of Occupational Health

In June, we launched **Talk2Us**, our confidential support service for all colleagues working at Greencore.

To ensure that we are doing all we can to keep our people safe and to further enhance how we support colleagues, we created this service for you, to chat in confidence about whatever might be on your mind. Run by fellow colleagues, *The Core* spent time talking to Lisa McCluskey, Executive Assistant, Dublin about why she was so keen to be involved.



Lisa McCluskey,  
Executive Assistant, Dublin

**Lisa, tell us why you wanted to be involved with Talk2Us?**

I wanted to get involved as I believe that the service is invaluable for the wellbeing of all our colleagues across the business. During this challenging time, it's important we stay connected to both the business and our teams, and if we are feeling vulnerable or uncertain, we have a support system in place we can reach out to in confidence.

Supporting each other on a professional and personal level is what makes Greencore's culture so unique and this service is a testament of this. If we can be a listening ear, provide advice or assurance to at least one person, this makes the work we do truly worthwhile.

**Who is Talk2Us for?**

Our primary goal is to keep our people safe and support one another. The Talk2Us service provides access to emotional and social support to everyone in the business. Talk2Us is accessible to all colleagues – whether you are working in our sites/offices or working from home, you can benefit from support, general advice, a listening ear, additional care or just someone to talk to about your day.

**"By talking we are taking charge of our personal wellbeing and doing what we can to stay healthy"**

**What training have you received to enable you to be a volunteer?**

All volunteers partake in rigorous training with the occupational health team before they commence their role on the Talk2Us team.

The occupational health team provides ongoing support and guidance to all the team and organise regular check ins to see how everyone is doing.

**Why is talking so important?**

Everybody deals with their thoughts and concerns in different ways – some like to talk them through with others, some internalise, and others do not like to talk at all. We must be respectful that different people have different approaches and not everyone will feel comfortable reaching out. Also, we may find that sometimes the hardest people to share with can be our loved ones and family members.

For this reason Talk2Us provides an impartial forum that is safe, confidential and welcoming so that when you are ready to talk, you can reach out to us and we can do our best to help in any way we can.

**What would you recommend people who are feeling low should do?**

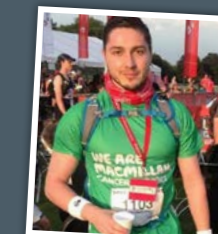
Please know that you are never alone in how you are feeling. There may be others who are facing the same challenges, difficulties and worries as you and sharing your experiences with others can help eliminate some of these concerns.

By talking we are taking charge of our personal wellbeing and doing what we can to stay healthy for ourselves and others. No question or concern is too big or small for the Talk2Us team to help with and we encourage you to reach out to the team at any point if you need to talk in the future.

You can call our volunteers on **+44(0)1246 385290** or email them at **Talk2Us@greencore.com** (service available Monday to Friday, 8.30am – 4.30pm – an answerphone will be available to take your details outside these hours).



The first step in getting help is reaching out. That's exactly what Simon Spencer, Stock Controller at our Manton Wood site did. Simon wanted to talk to *The Core*, in the hope it will encourage other colleagues to reach out for help too.



Simon Spencer,  
Stock Controller,  
Manton Wood

**How did you hear about GroceryAid?**

I saw posters around the Manton Wood site and took it upon myself to find out more.

**What made you reach out for help?**

I was regularly having negative thoughts and kept feeling really low. I also suffered with feelings of anxiety and loss of concentration, which had become more frequent since the coronavirus outbreak. As I am soon to become a first-time parent, I thought it was as good a time as any to act and see what help is available. Thankfully, when I looked at the GroceryAid website, I came across the Woebot app.

**What is the Woebot app and how did it help?**

Woebot is an artificial intelligence counsellor that is available 24/7 via an app on your mobile phone. It allows the user to access in the moment emotional support. It allows you to track your mood, identify low mood patterns and gives insight into issues or concerns that you may not have even realised. Woebot can teach the user techniques and tools such as cognitive behavioural therapies or breathing exercises.

The Woebot App supported me by allowing me to write down any thoughts and re-think them into balanced thoughts. It also provided me with techniques and strategies to cope with any of the negative thoughts or anxiety that I had.

I personally also found it easier to explain how I was feeling and unloading my negative thoughts to an app than perhaps I would have done in person.

**How have you felt since?**

I feel my concentration has picked up and I also feel a lot better in myself. I am finding it easier to relax in my own time and genuinely feel more balanced and positive than I did before I contacted GroceryAid. I am also experiencing far fewer negative thoughts which is allowing me to have the confidence to do things that I previously would have held back from doing!

**Why would you encourage other colleagues to do the same?**

I would encourage anyone who felt like I did to at least have a look on the GroceryAid website as there are so many options for support.

Read more about GroceryAid on the next page

Did you know?

- Every year, **1 in 4 people** in the UK are affected by a mental health problem
- **75%** of mental illness starts before age 18
- UK adults spend an average of **8 hours and 41 minutes a day** on media devices, compared with the average night's sleep of **8 hours and 21 minutes**
- **7.6%** of sickness absence from work is attributed to stress, depression and anxiety
- Over the past year, **74%** of people have at some point felt so stressed that they felt overwhelmed or unable to cope
- Men aged **40-49** have the highest suicide rates in the UK
- **70-75%** of people with diagnosable mental illness receive no treatment at all

GroceryAid is a grocery industry charity, providing support to colleagues who work in food manufacturing. Mandi Leonard, Welfare Director at GroceryAid, talks about their partnership with Greencore and the help they can provide to our colleagues.



Mandi Leonard,  
Welfare Director at  
GroceryAid

### What support can GroceryAid provide for Greencore colleagues?

From the first day that colleagues begin working in the grocery industry, you have access to our 24/7 freephone helpline that offers emotional and practical support including:

- Immediate 'in the moment' emotional support from a UK based qualified counsellor
- Structured telephone or face-to-face counselling
- An online Cognitive Behavioural Therapy (CBT) programme
- Relationship counselling
- Legal advice
- Financial and debt management support
- Citizen's Advice Bureau (CAB) trained telephone information specialists providing practical advice
- Back to work support

### What tools are available for colleagues suffering with mental health issues?

We have a lot of tools and resources available on our website to support mental health and wellbeing:

- Woebot – an emotional intelligence app that checks in daily to help you manage thoughts and feelings
- Health and Wellbeing portal which has factsheets on topics including low mood, anxiety, stress, bereavement and grief, healthy living and addiction. We also have wellbeing sessions that colleagues can work through at their own pace to support these challenges

Alongside the above, we also run several financial grant programmes to support colleagues who have a sudden income gap or need some additional help due to reasons such as illness, redundancy or a relationship breakdown.

### How many people within the Grocery industry do you support each year?

In the last financial year, we supported over 17,000 grocery colleagues

### What might people not know about GroceryAid?

That we are here! Our biggest challenge is raising awareness amongst those eligible for our support!

In GroceryAid's last financial year (Apr 2019 – Mar 2020), they received a:



**15% increase** in applications for financial support



**24% increase** in calls to their Helpline

**158% increase** in telephone counselling assessments



**135% increase** in people accessing relationship counselling



**£4.2m** spent on welfare support programmes for grocery colleagues

The GroceryAid Helpline is available 24/7, 365 days a year to all colleagues, past and present, regardless of length of service:

Freephone Helpline  
**08088 021 122**

[www.groceryaid.org.uk](http://www.groceryaid.org.uk)



# Greencore Qualifications *Success*

Earlier this year, Scott Dodd, a Manufacturing Manager at our Manton Wood site successfully completed a level five operational manager qualification through our Greencore Qualification programme. Scott who has worked for Greencore for 15 years took some time to tell *The Core* a bit more...



Scott with his level five operational manager qualification



risk operations support manager and when it became available progressed into my current low risk manufacturing manager position.

### What have you enjoyed the most in your time at Greencore?

I really enjoy the day-to-day challenge – no two days are the same, so it keeps it interesting and keeps you on your toes. In my current role I'm also learning the high care side which I've never really been involved with before as I've always been low risk only and again that's a massive challenge in itself as I'm having to learn on the job.

### What grade did you get in your qualification?

I got a merit with 1% off a distinction which was frustrating!

### Why did you choose to do the qualification with Greencore?

I had seen the qualifications advertised and thought it would be good for my development and to help me to progress in the business. I hadn't done anything like it before and it was something new and interesting to learn. To be honest, I have learnt a lot more than I thought I would. It's been massively beneficial for me.

### How has the qualification helped you?

Certain topics have really been an eye opener for me - more around the people skills and the management because I'm not afraid to say I was quite strict but I think the course has helped me be more empathetic and helped me deal with

different scenarios and situations better. I've had feedback that I have changed quite a lot as a manager since I started the course so that's great as well.

### Have you got any advice on managing your time whilst studying?

Being honest, I struggled because Greencore is such a fast-paced environment so I could plan time out time to study but if something goes wrong I had to change my plans at the last minute. I did some studying at home – I had to take those sacrifices to help me complete the course. My advice would be if you are planning to take time out to study during work, make sure its planned in enough time to have the correct cover in place – this was a learning for me.

### Would you recommend the Greencore qualification to anyone else?

I've already got four of my shift managers on the qualifications because I think it will benefit them. Now I've been on it, I know what they will get out of it so it was easy for me to recommend the benefit of doing it.

**GREENCORE**  
QUALIFICATIONS

For more information about how our Greencore Qualifications might be able to support your personal development, speak to your manager or contact the team for more information via [greencorequalifications@greencore.com](mailto:greencorequalifications@greencore.com)

The application window is open until 14th November.

# The Great GREENCORE BAKE OFF

In this issue of *The Core* magazine, we have challenged three of our development chefs in our Prepared Meals business to come up with a winning recipe, to be voted for by you, our readers!

Each chef was sent a sauce made at our site in Bristol and with store cupboard ingredients only and four days' notice, had to come up with an alternative and tasty recipe for you to try at home.

Check out the recipes to help you choose your winner!



## Kiveton

Craig



**How long have you worked at Greencore?**

Four and a half years

**Which customer do you work with?**

Co-op

**What's the best thing about working at Greencore?**

The food culture, the people and the drive of the team I work with. I am encouraged to be a foodie, to share my insight into food trends and share my passion for Great Food.

**What's your favourite Prepared Meals product?**

Co-op Tuscan Sausage Bake

### King Prawn, Salami & Nduja Orecchiette

The inspiration for this dish comes from my love of Italian cuisine, Al Fresco dining in Tuscany and dreams of being sat out in the sun with a glass of vino and a bowl of pasta. Nduja is as on trend as it gets in the Italian food scene right now and has an amazing flavour that adds a bang to any Ragù or Sugo you add it to. I love it! Give this easy dish a try.

Serves 2

#### Ingredients

1 pot Sainsbury's 'Cucina Italiana' Tomato and Vegetable sauce (made by Greencore)  
140g dried orecchiette  
60g king prawns  
30g sliced salami  
1 tsp nduja paste  
Pinch of ground fennel  
2 tbsp Olive oil

#### Salsa

70g yellow/orange cherry tomatoes  
15g capers  
30g olives  
1 tbsp extra virgin Olive oil

#### To Serve

Parmesan cheese  
Lemon  
Basil leaves  
Bocconcini (baby mozzarella balls)  
Pine nuts

#### Method

1. Make the salsa first. Dice the tomatoes, slice the olives and chop the capers – then mix with the Olive oil
2. Cook the pasta in a large pan of salted boiling water for eight minutes (or as instructed on the back of the packet). Drain and reserve a little of the cooking liquid



3. In a good non-stick frying pan, add the oil. Allow to heat up and then add the king prawns. Fry sauté for a minute and follow with the salami. Sauté for another minute, add a pinch of fennel and the Nduja paste. Cook for a further minute. Add the pot of sauce and heat up. Add the pasta and give a good toss or stir. Add a little of the reserved cooking water from the pasta if it becomes too thick
4. Serve onto two plates, or one if you fancy a 'Lady and the Tramp' style dinner
5. Using a fine grater, grate some lemon zest over each plate, then a few balls of bocconcini. Follow with a couple of spoons of the salsa, basil leaves and pine nuts. Lastly grate or shave some fresh Parmesan over the top
6. Serve with a glass of Italian rosé such as 'Bardolino Chiaretto Rosé 2019, Pasqua'.

Sit back and enjoy!



## Bristol

Greg



**How long have you worked at Greencore?**

Two years

**Which customer do you work with?**

Sainsbury's

**Best thing about working at Greencore?**

The people

**Your favourite Prepared Meals product?**

Sainsbury's Taste The Difference Sri Lankan Spiced Coconut Curry Soup

### Shakshuka with Tahini, Sriracha and Split Beans

Shakshuka is a popular dish within the Bristol team and being a brunch dish, it provides something for a different meal occasion. The word shakshuka comes from Arabic, meaning, "a haphazard mixture" or "all mixed up." As a team, we first tried it on a trawl in London. We ate it at Honey and Co. in Fitzrovia and absolutely loved it. You can add any Ingredients to a Shakshuka but I've gone with Tahini, Sriracha and Split Beans.



#### Ingredients

2 tbsp Olive oil  
2 pointy peppers (red and yellow) – chopped roughly  
1 tbsp rose harissa  
1 tbsp tomato paste  
2 cloves of garlic – minced  
1 tsp cumin powder  
½ tsp smoked paprika  
1 pot Sainsbury's 'Cucina Italiana' Tomato and Basil sauce  
Salt and pepper  
4 eggs  
Bunch of coriander and basil (leaves only)  
1 tbsp sesame seeds (toasted)  
2 tbsp tahini (or you can try peanut, cashew or almond butter)  
½ small lemon (juice only)  
A few tablespoons of water  
A handful of cooked green beans (split in half)  
Salt  
Flatbreads and Sriracha to serve



#### Method

1. Get a pan hot and toast your sesame seeds. Put them aside, then add your oil and peppers. Cook on a high heat to colour/blister the peppers for five minutes
2. Add the harissa, tomato paste, garlic, cumin and smoked paprika and cook on a high heat for two minutes stirring occasionally
3. Add the Tomato and Basil sauce and simmer for five minutes. Check for seasoning
4. While that's cooking, make your tahini dressing. Mix together the tahini and lemon juice really well. The mixture will get very stiff. Mix in a tablespoon of water at a time until you get a thick creamy consistency. Season with a pinch of salt
5. Make four little wells in the sauce and put your eggs in. Put the lid on and cook on a medium heat for four–five minutes. You want the yolks to be soft
6. To garnish the shakshuka, dress with the tahini dressing and sriracha, sprinkle the toasted sesame seeds and dot the herbs and split beans all over
7. Serve with toasted flat breads.

Enjoy!



Wisbech

Chris with his colleague,  
Simon Northcott**How long have you worked at Greencore?**

14 years

**Which customer do you work with?**

Tesco (first 4 years) Asda (until present)

**Best thing about working at Greencore?**

The people... some of the friendliest, knowledgeable, passionate and creative people I know, I have met and worked with at Greencore.

**Your favourite Prepared Meals product?**

Co-op Chicken Makhani Curry

**Easy Arancini**

All across Italy, but especially on the island of Sicily, you will find these super delicious rice balls being served in local cafes and on street food stalls. Great as a snack or even a posh starter with a balsamic dressed salad – these tasty treats will please everyone!

**Ingredients**

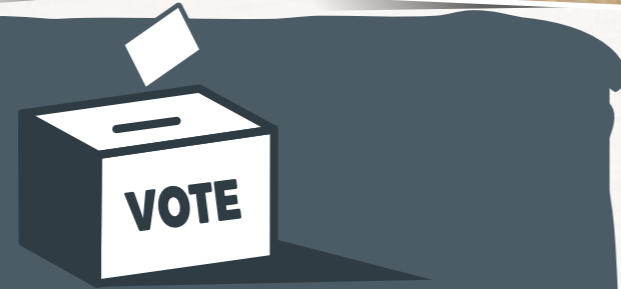
2 tbs Olive oil  
150g Arborio rice  
Extra virgin olive oil  
1 mozzarella ball  
1 pot Sainsbury's 'Cucina Italiana' Tomato and Mascarpone sauce  
1 onion  
250g breadcrumbs  
Eggs  
7–8 large leaves or 1 tsp of dried chopped basil  
1L of vegetable oil for frying

**Method**

1. Firstly, let's get the prep out the way! Peel and finely chop your onion. Take your mozzarella ball and dice into 10mm cubes (about the size of sweetcorn) and lastly finely chop your basil. That's it! Put your knife away – all the chopping is done
2. Pour the contents of the sauce into a small saucepan and add an additional 350g of water (you can just fill the empty pot with water as a measure). In a bigger saucepan, gently sauté the onion in a little olive oil
3. Once the onion is soft, add the Arborio rice to the pan and stir the rice through until the grains are coated in the oil
4. Add a ladle of the warm tomato sauce into the rice. Simmer gently whilst stirring until the rice has absorbed all the sauce. Repeat this step until all the sauce has been used. This should take about 15- 18mins
5. The risotto rice should now be cooked through but retain a slight bite. Check the seasoning – add a little more salt or pepper if you like and then take off the heat and thoroughly cool

6. Once cooled, add the chopped basil and  $\frac{3}{4}$  of the chopped mozzarella and stir through
7. In the palm of your hand, pat out a golf ball size amount of rice. Then add a few pieces of the reserved mozzarella and hand fold the edges up around it to create a ball
8. Now the messy part! Fill separate containers with flour, beaten egg and breadcrumb. Firstly roll your rice flour balls through the flour, then dip them in the beaten egg and lastly fully coat in the breadcrumbs
9. If you have a deep fat fryer, great! If not don't worry just fill a heavy bottom saucepan with vegetable oil, deep enough to fully submerge the rice balls. Heat the oil to 180c and carefully fry the arancini until golden
10. Remember to allow to cool before eating! Now reward your hard work and tuck into these super delicious arancini balls! Perfect as a snack, party food or with a simple green salad.

Enjoy!



Vote for your Greencore Great Food dish – Kiveton, Bristol or Wisbech – send us the name of the recipe you'd like to try the most to [colleague.communications@greencore.com](mailto:colleague.communications@greencore.com)

I think you'll all agree that our chefs have made the job very difficult.

They truly are making every day taste better.

**A relaunch of our M&S sandwich range**

**What do you do when the gap between you and your competition starts to narrow on your high quality, super tasty sandwiches?**

You get a Marks & Spencer (M&S) and Greencore project team together and you completely relaunch the sandwich range to ensure you lead on taste and continue to win on quality.

Launched in August, the Greencore project team from Northampton talk to *The Core* about the work that took place behind the scenes and why you'll want to get to your nearest M&S store as soon as possible to try our new and improved, really tasty sandwich range!

**What has changed?**

The relaunch has enabled us to do a step change across all sandwiches, wraps and rolls; including Food to Order platters, café sandwiches and some deli fillers. The quality of the 'hero' ingredients has been further improved - this includes chicken, ham, bacon, wraps, rolls and mayonnaise.

**Who has been involved in this piece of work?**

A whole host of cross-functional colleagues have been involved in supporting this piece of work. A steering group was put together to support every aspect of the relaunch but it really has been a full team effort.

**Why have we done a complete relaunch?**

There was a fast narrowing of differentiation between what we were providing to M&S and what some of their competitors were offering – so we got together a project team to support M&S in protecting their iconic status. With 31 core sandwiches and many M&S customers having their favourites, we had to ensure we further improved the quality and taste without changing the sandwich...a tricky task!

We decided to work on the complete range rather than pick one or two sandwiches to improve, we chose to dial up the quality on every important ingredient and reset the whole category – with the goal that every relaunched sandwich would be brighter, have more intensity of flavour and be fresher.

Out now M&S

**What challenges have the project team faced?**

The first challenge was tasting 700 sandwiches over just four days! We ate the whole high street offer in sandwiches, wraps and rolls and benchmarked them versus M&S. We then put them into a red, amber and green status with our core ambition being:

1. The good tier must be better than all grocery competitors
2. The better tier must be as good or better than a food to go specialist such as Pret

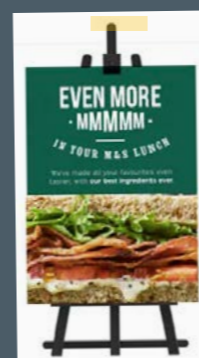
The initial project was due in March; however, it was postponed just four days prior to launch due to the coronavirus pandemic. Following the re-opening of M&S stores, the project was back on and we had to work really hard over a four-week period to launch at short notice in August.

**What makes the products different to before?**

**Core Sandwiches** – our best is now even better – every sandwich is still recognisable in its current form, but brighter, fresher and more flavoursome. The idea here was to improve every element of the sandwich make up. We have used 13 new and improved raw materials which we believe elevate these sandwiches; it was critical whilst doing this that the customer could still recognise every product they had before, but just simply a better version.

**Wraps & Rolls** have had a significant makeover. Both ranges have received the same treatment as the sandwich range, with brighter, fresher, more flavoursome ingredients but wraps have also now got 20% extra fill and a new exclusive, lightly seeded, fluffier and softer wrap. Rolls are now made with much improved fillings and a new, exclusive soft sub roll based on the successful M&S favourite retail sub roll.

Upgraded  
**85** Lines  
**16** New ingredients  
**35** Sandwiches  
**10** Wraps  
**7** Rolls  
**14** Cafes  
**3** Deli fillers  
**16** Sandwich platters



# Quiz

Try to find all the words in this word search that link to our new purpose.

**Words:**

- Purpose
- Strategy
- Brand
- Greencore
- Thegreencoreway
- Sustainability
- Peopleatthecore
- Greatfood
- Excellence
- Behaviours

P U R P O S E R U Q O Y P I F P Y E E U S U I Y R P  
 S B O W S E R L Y D A G O T O G W S U G L R E T I S  
 P R F S T O V L O Y Q R W U U P W S T R S O A S G P  
 I S U W R D L O S W I Y H S A E R C E L O I B U R S  
 U E O O F V F Y E A A P B U U O C V R Y U S T S Y T  
 Y W F I G T F Q W A I O R A U P Y R W S G O I T T W  
 S H W F A T F T S I T R N E F L T S F O S T L A L S  
 R F A E L Y T A T F Y S R S H E Y I E W I I L I Y R  
 P A R V W R I F R S A E D A C A G E W F U E O N Y B  
 B G T S A R B R A N D F S E O T E F R E U T B A O A  
 Y V G I W B N R T Y W A S I G T F D O F I E T B C R  
 G R E P D P A E E S F W H U F H H Y C F R T R I E O  
 N E E Y F Y F X G I T R V W A E C W S O U B S L T W  
 S C P I W K K C Y I S B B Y D C T E C H E S R I S Y  
 I G I U Y A D E J E I Y R E L O R N R W R T G T W C  
 R K Y W V K M L E Y F F U S F R E B Q A E Q E Y G O  
 Y K S L P S R L T D P H I H H E N E E R O Q B Y E L  
 S P E J Y V B E H A V I O U R S W S D D E X R W O M  
 A G F L W Y A N J O G E R G S K W Y M J S C R O E I  
 P D E S S G N C R O R B W F C H E M E N E M Y A M N  
 H T H E G R E E N C O R E W A Y O C P R S R K A D S

In our purpose supplement, we talk all things purpose and our evolved Greencore Way. How well do you know it? Take this quiz to find out.

1. Complete the missing words in these phrases from The Greencore Way:

\_\_\_\_\_ on taste

Feeding with \_\_\_\_\_

Embedding a \_\_\_\_\_ culture

Driving \_\_\_\_\_

2. When was The Greencore Way originally launched?

3. How many commitments are we making?

4. What icon do we use to depict 'Excellence'?

5. What % of the UK population eat some of our food every week?

6. What colour is the leaf in our Greencore Way logo?

7. Which of these is **not** a word used in our behaviours: (circle your answer)

**Strong Relationships**

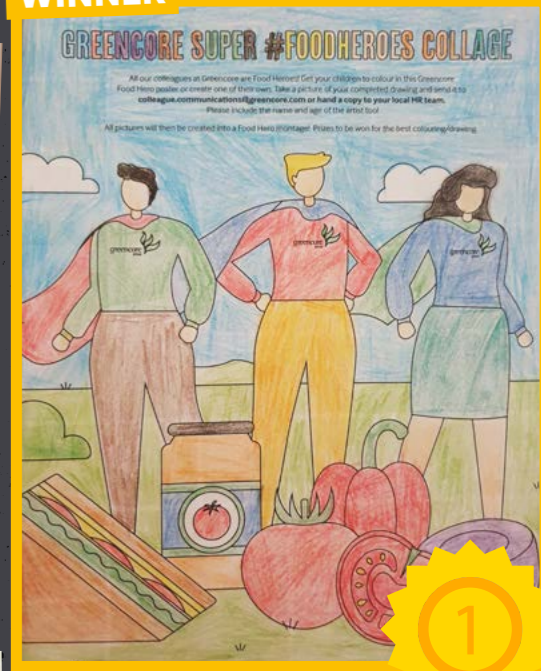
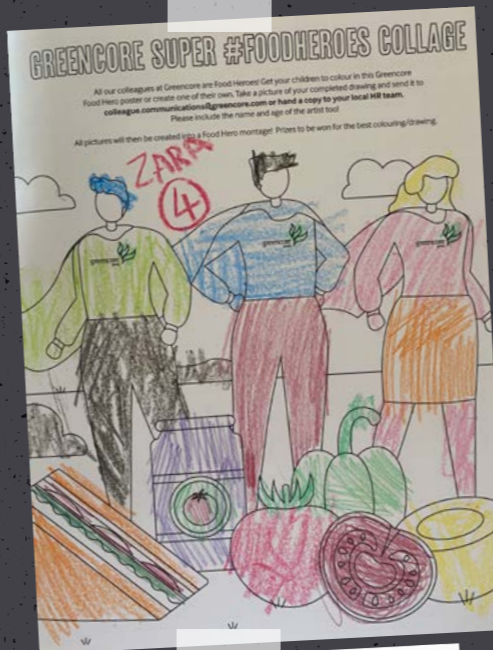
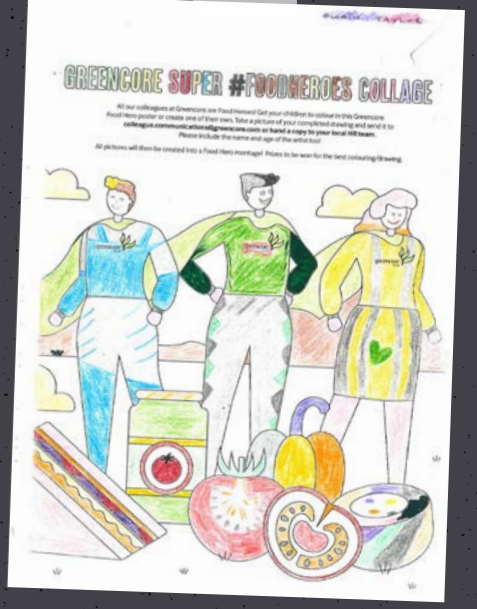
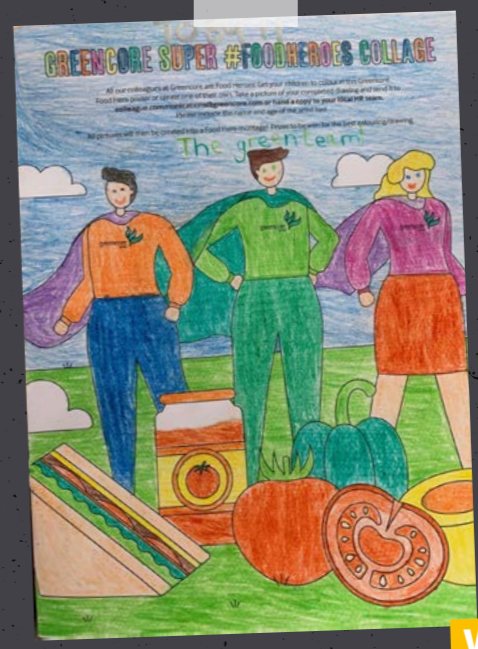
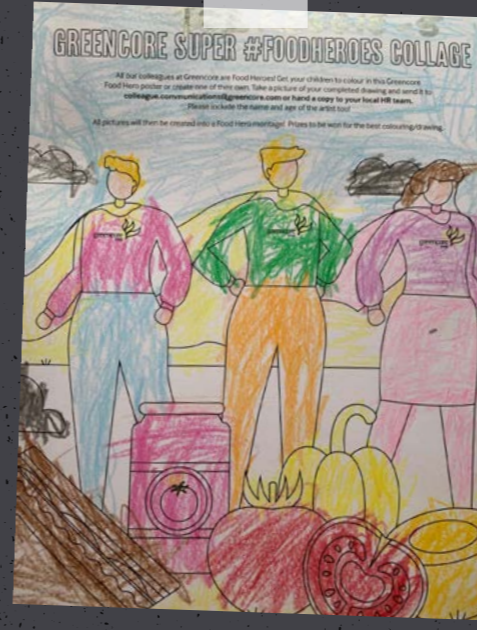
**Decisive Driven Focused**

8. What is our purpose statement?

Send your completed quiz entries to [colleague.communications@greencore.com](mailto:colleague.communications@greencore.com) to be in with a chance of winning a prize!

## QUIZ WINNER

Well done to **Kim Marsh**, Distribution Assistant at Selby for winning the quiz from our Summer issue!



Here are some of the fantastic entries from our summer issue colouring competition of our #FoodHeroes.

**Congratulations to Matei Raluca Cicu** on winning our main prize and to all our other entrants who all received a runner up prize

The world's largest  
fresh pre-packaged  
*sandwich  
maker*



**£1.5**  
*billion*  
annual turnover



Leading the  
industry with  
food safety



**35+**  
*locations*



**30**  
*million*  
quiche each year



Leading the industry  
with food safety

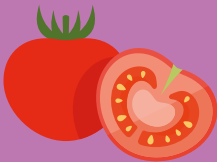


**44m**  
chilled soups and  
sauces per year



Leaders in food  
technology

**120**  
*million*  
chilled prepared  
meals per year



the  
**Greencore**  
way



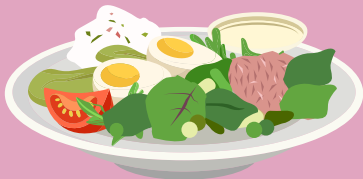
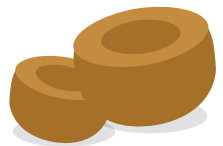
Award winning  
products

**12,000**  
colleagues



Making every day taste  
*better*

**475**  
*million*  
Yorkshire  
puddings per year



**125**  
*million*  
salads each year

Our strategy is built on three pillars:



Growth



Relevance



Differentiation

**230**  
*million*

bottles of cooking  
sauces, pickles and  
condiments per year



**10,000**  
*direct*

store deliveries  
each day



**3,500**  
*products*

across 20 categories



**720**  
*million*

sandwiches and  
other food to go  
items each year

