

THE CORE

Making every day taste *better*

In the Boardroom
with Sly Bailey

New Product Development
from concept to consumption

How COVID-19
can affect you

A FOCUS ON SUSTAINABILITY



Find out more about the newest area of the Grencore Way



PG 18

A day in the life of
Technical Services Manager,
Yvette Bowern



PG 21

Meet the Apprentice
Noah Modi, Commercial
Degree Apprentice



PG22

Flexible working
Find out how it can
support you

- 4 COVID-19
- 5 Our Business Units
- 6 Great Food
- 8 Meet the Board
- 9 The Greencore Way Awards
- 10 A Focus on the Functions
- 12 Occupational Health
- 13 Focus on Sustainability
- 17 Category Marketing & Insight
- 18 Meet the Team
- 20 Grow with Greencore
- 22 Flexible Working
- 24 Around the Business
- 26 HR Shared Services

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Our social media accounts can be found at:

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

We post new stories to our 68,000+ followers every day, so follow us for the latest Greencore news!

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

A word from *the editors*

Welcome to our first issue of 2021. It's jam packed with news from around the business - thank you to everyone who has contributed.

It has been a difficult start to the year and remains important we continue to do all we can to look after ourselves - so why not make a cuppa, sit down and take a read?

Catherine Farrah, New Product Development (NPD) Manager talks to us about our NPD process, right from concept to consumption on pages 6 and 7 and on pages 10 and 11, Dan Holmes, Group IT Director gives us an insight to his function.

Following the introduction of our new purpose and evolved Greencore Way in our last issue, this issue focuses on sustainability - on pages 13 to 16, you can hear from Andy Wright, Head of Sustainability and our colleagues on the impact we want to make at Greencore.

On page 18 and 19 you can hear from Yvette Bower, Technical Services Manager at Boston about how her team have overcome the challenges

of COVID-19 and how her role has evolved since the site became part of Greencore.

On page 20 you can find out more about our buddying programme we're introducing to support new starters and on page 21, Noah Modi, one of our Commercial Degree Apprentices talks about combining work with study.

As always, we'd love to feature your news in the magazine - so if you've got a story to tell, contact colleague.communications@greencore.com, give us a call or text us on **07971 140954**.

We love to hear your thoughts and feedback and any ideas of what more we can do to keep you updated so get in touch.



Our new Greencore brand hits the road

Earlier this month, the first of our newly branded Greencore vehicles took to the roads. Our vehicles, which travel thousands of miles across the UK every day, are a great way of raising awareness of Greencore and what we do.

We'll be sharing more images as the rest of the fleet gets rebranded and hopefully before too long, some of your sites will also be getting signage with our new logo and refreshed images of the Greencore Way.

Keep your eyes peeled as we continue to promote our purpose of making every day taste better. If you've not yet had a briefing about our new purpose, make sure you speak to your manager to find out more.



Progressing our commitments

When we launched our new purpose - making every day taste better back in the autumn, we communicated a number of key commitments and some of the associated initiatives that we are doing this year to bring these to life. The commitments are iconic actions that will demonstrate how we live our purpose and the Greencore Way.

So what progress are we making?

1. **Share ownership** - we have researched the options available in terms of a colleague share scheme and will be progressing this work throughout this financial year so that it can be implemented early in our next financial year
2. **Developing colleagues** - our initial focus has been on encouraging all our salaried colleagues to have development plans and 65% now do. A working group has been formed to build our approach to development plans for weekly paid colleagues and we will be running a pilot for this over the next few months
3. **Product development** - we have created a central Category team who are responsible for leading our work across our five business units on consumer insights. We have created a 'category driver' platform (see page 17) and have launched an Insight Community Hub. We're using both to help us make good decisions on new product development
4. **Investing in technology** - our automation programme is on track - we now have four lines with eight robots in operation at our Manton Wood site and one line with two robots in operation at our Northampton site. We are also making good progress on automation plans to support lidding and turning activities in our manufacturing sites
5. **Community engagement** - we have created a community policy and built a central database to help us capture all the great work we do across our sites in this area. We will be piloting our new community plan in two sites over the next quarter and plan to roll it out to our other sites over the summer
6. **100% recyclable sandwich packaging** - we are currently running product shelf life trials with paper skillets (sandwich packaging). We have started lifecycle assessments to evaluate the sustainability credentials and are working closely with our customers.

"These commitments underpin our purpose and help to bring it to life. They are all things that we are doing differently to before." Patrick Coveney, CEO



1. Every colleague will be a shareholder
2. All colleagues will have development opportunities
3. We will improve the success rate of product development
4. We will invest in technology to deliver excellence
5. All sites will have a community engagement plan
6. We will develop 100% recyclable sandwich packaging

Our commitments linked to the Greencore Way



Patrick's update

It is hard to believe that in just a few weeks' time, we will have been living with the impact of COVID-19 for a full year. I continue to be impressed and hugely proud of what all our colleagues are doing to lead our business through these challenging times.

Since my last update, we have experienced the impact of tiered restrictions in October and November and now a third national lockdown.

Of course, we continue to follow all Government health guidance and have proactively put in place further measures to keep our people safe. These include those who are able to work from home continuing to do so, the mandatory wearing of face masks in our sites (visors are not sufficient!) and the introduction of lateral flow testing across many parts of our network (where we believe there may be an increased risk of the virus).

It has been reassuring to see the speed at which the UK-wide vaccination programme has advanced and I would encourage everybody and your families to take up the opportunity when offered to get the vaccine. It is clear, that the more of us who get the vaccine, the quicker we will be able to return to a more normal life and a more normal workplace environment.

Unfortunately, many of our colleagues have been directly affected by the virus, either having had it themselves or knowing loved ones who have been ill. I would encourage you to read Chris's story on page four where he talks candidly about his COVID-19 experience.

I remain confident that when we eventually return to a more normal environment, and a less COVID-19 restricted world, there will be lots of opportunities for us to succeed as a business and pursue our purpose of making every day taste better.

Until then, we need to keep working together to continue doing everything necessary to keep our people safe, to keep Britain fed and to protect our business.

Patrick Coveney
Group Chief Executive Officer

Think you don't need to take a test or have the vaccine? *Think again!*

Unfortunately, since the start of the coronavirus pandemic last March, many of us have been impacted by this terrible virus. Many know family and friends who have tested positive, some have caught it themselves and unfortunately a small number of our colleagues have sadly lost their lives at the hands of it. Our thoughts are with all those affected.

Chris Jarvis, Head of Operations at our Manton Wood site shares his personal story...

"COVID-19 is very real; I've personally felt the impact of it and I wanted to share my experience of how it recently affected me and my family.

"I'm not claiming to be a victim or asking for sympathy but putting a story behind a very real problem in our society and to mankind.

"Donna, my wife, is a Sister in a hospital. She completed her first lateral test supplied by the NHS in December. On 14 December her result came back as positive and I got a call at work to go home and begin self-isolation. As a family, we all went to the Proact Stadium in Chesterfield to be PCR tested later that day, even though Donna aside, we were showing no symptoms at this point.

"Three days later, Donna's PCR test result came back positive and mine and the kids negative. By this time, Donna was getting very poorly, was struggling to breathe and had all other symptoms associated with the virus.

"Although I'd tested negative, I started to get symptoms which I'd describe in one word as 'horrific'. For the following

two weeks I struggle to remember much and how as a family we managed to feed ourselves and make sensible decisions. Donna continued to really struggle with the symptoms and breathing was a great concern - on reflection we should have admitted her to hospital but with Christmas around the corner, we decided staying at home was the best solution so we could spend it with our children.

"Christmas was grim to be honest - no taste, no smell and by 4pm we were back in bed. We tried to stay up, but physically we lacked the energy, so everything currently remains in the freezer.

"Thankfully I started to recover and safely returned back to work on 30 December. By this point, Donna was bed-bound again.

"Although I'd tested negative, I started to get symptoms which I'd describe in one word as 'horrific'."

"As I write this, it's the start of February and 42 days since Donna tested positive for COVID-19. At this time, she has had five good days where she can function with some level of normality. She is on the mend and I hope by the time you read this, she will be on a phased return to work as she currently isn't strong enough to complete a full day.

"For anyone who says COVID-19 isn't real, I would challenge that theory. This is a real problem facing our whole society, and we all need to do our bit to get through this. Many thousands have lost their lives - my wife and I are the lucky ones.

"If we all follow the guidelines, adopt the processes being put in place to keep

us all safe, we can get to the end of the road quicker. My daughter Ocea Lily is 17 this month and I haven't seen her since last summer. I can't wait for the day to wrap my arms around her and tell her I love her but that will only be possible when we beat this dreadful pandemic.



Chris and his family have all felt the effects of COVID-19

"If this means I have to do a test once a week to keep me, you and my family safe, then count me in. I'll gladly be taking up the offer of a vaccination when it gets to my turn and I'll be continuing to follow all the rules that both the Government and Greencore have put in place until a point where some normality can resume.

"This is straight from my heart and I have a genuine affection for all our colleagues across Greencore.

"Let's do the right thing and work together to beat COVID-19 so that no more colleagues, friends or loved ones have to go through what I and other colleagues have been through. Please follow the rules, take the tests that are available, have the vaccine when you're offered it and hopefully we can all get back to some normality in the near future."

An update from our Business Unit Directors

As we navigate through lockdown three, our top priority continues to be keeping our people safe. Here, each of our Business Unit Directors gives an update on their other areas of focus.



Lee Ormrod

Salads

I continue to be immensely proud of our team.

All the hard work in Salads is starting to gain momentum and we are seeing it pay off! We've won a new customer in Tesco, in a new category at our Boston site, with plant-based meals launching in June. We've won 100% sole supply agreement for Asda 'Extra Special' side of plate salads (SOP), launching in April and also secured 100% sole supply agreement on Deli fillers with Aldi. To ensure we are ready for a busy summer including this extra business, we are investing in SOP manufacturing at Spalding.

Q1 performance was in line with expectations although impacted by lockdown two and the tier system and we continue to see reduced volume in lockdown three. Our future focus continues to be on business development and continuing to grow plant-based meals to support our growth strategy.

I want to thank everyone involved in supporting us with our new business wins - our recent success has been a real team effort.



Fred Lea

Prepared Meals

Our challenges of FY21 so far are naturally centred around COVID-19 and the reduction we've seen in demand. We have seen reduced sales across all our categories, however, we have remained focused on operational excellence and cost control, bolstered by good

margins, which have enabled us to deliver a slight increase in profit year on year. We have secured new business and are focused on our future strategy and how we will need to continue to adapt to our new world.

Helping colleagues grow their careers at Greencore is really important to me and I'm delighted that 100% of salaried colleagues in Prepared Meals now have personal goals and a development plan in place.

A big thank you to everyone across Prepared Meals for your continued hard work.



Andy Parton

Food to Go

I want to thank everyone across Food to Go for their ongoing resilience and dedication, as we continue to manage through COVID-19.

Our site teams continue to be an inspiration every day, working to keep each other safe, while continuing to provide outstanding quality and service to our customers, despite changes in demand. I'm also hugely impressed by how everyone working remotely are continuing to find ways to stay connected and support one another.

We remain in a very challenging period with lockdown three continuing to have an impact on our volumes and financial performance. However, in parallel we remain extremely optimistic for a strong recovery when things start to return to normal and we'll be ready for it! We're continuing to win new business, with Shell confirmed as our latest new customer.

We've got a great business and we should all be excited about the path that lies ahead.



Simon Ball

Northampton

December saw us build some positive momentum and we also experienced a seamless Brexit transition. Thank you to our Brexit team

who were superb in how they guided us through this.

January has once again seen volume reduce significantly, as a direct result of lockdown three, and this will be the case until at least March.

To protect the business and our financial performance, we have temporarily reduced the number of lines, shifts and the units we are producing from. It's clearly been frustrating but once again we have seen a fantastic level of understanding from all our colleagues and I'd like to thank you all for your ongoing support.

Our focus now is on ensuring we are fully prepared for an accelerated recovery once the country starts to open up. I'm excited about the second half of our financial year. I know once demand returns, we will see our Northampton team deliver a great performance, as ever!



Catherine Bradshaw

Selby

The Selby team have continued to do a fantastic job of delivering during this difficult time; volume has remained strong during Q1 and this continues to be the case in Q2.

The introduction of weekly lateral flow testing on site has been very well received - thank you to all those involved in making this possible.

We've recently had positive customer feedback and landed our first ever long-term grocery deal with Aldi and secured extra business with Morrisons, Lidl and PepsiCo.

Our priority this quarter is successfully launching new lines and continuing our strong operational performance.

As project sponsor, I'd also like to thank everyone who gave feedback in our Inclusion & Diversity survey and listening groups. This has really helped shape our thinking and agenda on this topic and I look forward to sharing the results with you soon.



from concept to consumption

Our great food continues to be underpinned by our dedication to food safety, taste and quality. Our New Product Development (NPD) teams across Greencore were behind the creation and launch of 719 new recipes in 2020. Demand at our Selby site has been continuously high throughout the coronavirus pandemic – selling 230 million bottles of cooking sauces, pickles and condiments last year alone. Our NPD team have been incredibly busy delivering tasty new recipes for our customers and helping ensure we make every day taste better.

The first time many of us see the products we make is when they are filling our supermarket trolleys. In this issue of *The Core*, Catherine Farrah, NPD Manager at Selby, talks us through the full product development process, from concept...to consumption.

A chat with Catherine

How long have you worked at Greencore?

I have worked at Greencore for eight years, including my student placement year between 2012 and 2013.

How did you hear about Greencore?

I first heard about Greencore while studying for my Food and Nutrition degree at Sheffield Hallam University. I was applying for my placement year work experience and came across the advert for a student technologist in NPD. I applied and got the job!

What do you like about working at Greencore?

I think the people at Greencore make it; everyone is so friendly and are prepared to go above and beyond. We are proud of the products that we make, not just at Selby but across the business.

What more do you think we can do to attract talent to Greencore?

I think by offering more student placements, work experience and apprenticeship schemes. From this, we have the opportunity to identify and nurture future talent but also inspire the next generation of professionals. One of the great things about working at Greencore is that there are so many roles and functions to work in and we want to make everyone aware of what we can offer. *Read more about our degree apprenticeship programme on page 21.*

How can we enhance our great food agenda?

Pre COVID-19, we were able to showcase our products and our great food through our canteen showcases and product cook ups. With the current situation, it would be good to do a live online cook along. We could do presentations of new products and demonstrate how they can be used,

showcasing their versatility and quality. I think that now we are in a more virtual world, we could make more use of the intranet to share our exciting projects and new launches. This is something that we're hoping to do more of soon.

How has COVID-19 changed the way you operate and what has it meant to you?

COVID-19 has affected everyone and we've all had to adapt to new ways of working and living our lives. Professionally, it has completely changed the way we operate at Selby as an NPD team. We now have to book kitchen time to develop products as fewer of us can work in the test kitchen. As we can't visit customers and they can't come to us, product panels are all virtual through our overhead camera in the presentation kitchen. We've also tried to make product sampling easier for our customers. We prepare samples as finished product so that when they get couriered to their homes, it's as easy as possible for them to sample.

Pre-COVID-19, for product trials and launches, our customers would often come to site to review their products and the factory process. Now, we are making videos and taking pictures of each stage to 'walk them through it' so that they see as close a representation to being with us in person as possible. So far, we have had great feedback from our customers about this and our speed of adapting to the ever-changing situation. Personally, the pandemic has now ruined two attempts of getting married! My original wedding in July 2020 was postponed, as was the second attempt in September. I'm crossing my fingers for third time lucky in May of this year.

Catherine Farrah,
NPD Manager at
our Selby site



Making every day taste *better* The NPD Process

Our NPD process is made up of seven stages from innovation through to post launch review. The process helps to ensure that the product has a smooth transition from the start of its life at ideation through to it hitting the supermarket shelves. The whole development process for one of our cooking sauces, dips or pickles takes around six to nine months to complete, although we have been known to launch in two weeks.

Stage 0 – INNOVATION - We look at emerging or future food, consumer and technology trends as well as market data and consider what this could mean for our customers. We have workshops where we think about what all this information might interpret into as a product.

This is the stage where we talk to our site teams about what we would have to do to make it in our factories and what processes, equipment and technical considerations we might need to consider. Pre-COVID 19, we would also go on food trawls with our customers to gain inspiration on what the current restaurant trends are.

Stage 1 – IDEATION - This is where we 'grow' the ideas supported by market data from our Category team who provide us with insight. The information that we gather culminates in a project brief that the Site Leadership Team will hopefully approve for progression to Stage 2.

Stage 2 – INVESTIGATION - Here we investigate the project brief and identify any challenges or considerations that we might face ahead of the development stage.

Stage 3 – DEVELOPMENT - We begin preparing and assessing kitchen samples. Our development team in Selby cover the product all the way from concept through to factory launch. The test kitchen is equipped with small-scale cooking vessels that closely replicate the manufacturing process. We make 5kg batches of sauce in the kitchen compared to five tonnes in the factory! It's essential that we have realistic samples so that what we present to our customers is representative of what we will achieve at scale in the factory.

We have a cross-functional product feasibility meeting with the site teams to highlight any potential challenges or considerations we need be mindful of before presenting samples to our customers.

Stage 4 – APPROVAL - Once we are happy that the product meets the product brief, is costed and approved by the Operations and Technical teams, we present it to our customers. They may sometimes request small changes but generally if we've done a great job, they will approve it for next stage. We can go back and forth several times at this stage, if needed to tweak the product and ensure it's what the customer wants.

"The test kitchen is equipped with small-scale cooking vessels that closely replicate the manufacturing process"

State 5 – SCALE UP - At Selby, we trial on the main production lines. This ensures that we achieve a true idea of how the product will run at launch. We collect valuable data, for example; fill weights, cooking times, methods and technical parameters, to ensure that the product specifications and labels are accurate.

We send our customers samples of the trial to review against the previously approved kitchen sample. Once approval has been gained, we progress with nutritional and shelf-life testing and QAS (quality assurance sheets). The technical team will now commence the specification and artwork process.

Stage 6 – READY TO LAUNCH - We should now have artwork approved, packaging and new ingredients delivered, and first orders set up in our systems. We're ready and excited for launch. We will have a pre-launch meeting to make sure that everyone is reminded of the product that we aim to achieve.

Launch can happen on any day and at anytime, so we need to be flexible at short notice. Our team will be present at the first production and will work with the Operations team to make sure that the new product is consistent with that of the trial.

Stage 7 – POST LAUNCH REVIEW - If our customer didn't attend the launch, we will send them samples to review and approve ahead of them being despatched to the supermarkets.

We also check that the products meet what was set out in the original brief – both commercially and the quality.

Before COVID-19, when we launched new products, we would cook them up for everyone on site to taste the great food that they had helped to create. Launching new products is a team effort and involves everyone who works at Greencore. It's important that we all have the opportunity to experience our products and be proud of the food we collectively produce to make every day taste better. Hopefully it won't be long before we can hold these again.



Some of the products that Catherine has been part of creating at Selby

In the Boardroom with... *Sly Bailey*

Meet Sly - our Workforce Engagement Director.

In September 2019, Greencore appointed Non-Executive Board Director, Sly Bailey, as our Workforce Engagement Director.

Sly took some time out to speak to us about her role.

Hi Sly, tell us about your role...

My role is essentially to act as a communications champion for colleagues across the business, ensuring that your voice is heard in the boardroom and the Board is kept informed and takes into consideration your views and interests when making decisions.

What have you learnt in the time you've been doing this role?

I have learnt so much! The strength of Greencore's culture of openness and transparency is clear to see, as is the sense of purpose in what we do and why we do it. There is a will to succeed and to win for our business and our customers, a real feel of camaraderie and a very genuine sense of pride in Greencore and what it stands for.

During the pandemic, I have been amazed at the lengths colleagues go to, to deliver on our key priorities. Unfortunately, due to COVID-19, I have not been able to visit as many sites as I would have liked, but thanks to the wonders of technology, I have been able to meet with colleagues virtually.

What are your key areas of focus this year?

Undoubtedly, we have made great strides in our colleague engagement initiatives over the past few years but, as always, there is more to do. I'm looking forward to getting more involved in our People at the Core survey as it's a very practical way to support our ambitions for workforce engagement.

I plan to meet with more colleagues to discuss their experiences at Greencore, the challenges they face and how we

can work together to overcome these. I want to find ways to share colleagues' stories both internally but also in the wider world because they are inspiring, uplifting and we all benefit from hearing them. I want to focus on the key themes that will make a difference to our people and to ensure these are central to Board discussion and decision-making.

What do you most enjoy about your role?

My favourite and most valuable part of my role is meeting our colleagues. I love hearing your stories and understanding people's individual circumstances and experiences. I am really looking forward to getting back into the sites, when safe and practical to do so.

How do you think we have reacted to COVID-19 from a colleague perspective?

At the Board, we have had a significant focus on all of our initiatives which aim to keep people safe. I have the privilege of hearing first-hand about all the work we have undertaken to protect colleagues, from both a physical safety and mental wellbeing perspective.

It's easy to concentrate on the physical side of it, which obviously is critical and we have done a really good job on this, but we cannot forget the emotional toll that COVID-19 is having on people. It's important that we continue to do everything we can to support colleagues in looking after their mental health and the regular updates from our Occupational Health team have been excellent in providing support. I also think we have worked very hard to put in place effective and helpful internal communications so that we're all regularly updated on what is happening in the business and the wider market, and the challenges we're facing together during this difficult time.

What would you like to say to Greencore colleagues?

We would not have a business without you – the role each of you has played and continue to play is vital to our

success. I know the past year has been hugely challenging, both at home and at work, and I want to thank you for the dedication and commitment you have shown through this period. I'm very proud to be part of Greencore and to have the privilege of working with so many amazing colleagues across our business.

Sly's top 10 most valuable lessons:

1. Explain what's important and why
2. Take the time to listen and hear what people have to say
3. Help everyone to achieve their full potential
4. Pay attention to the wellbeing of colleagues
5. Create an environment that allows people to do their best work
6. Allow people to try things with the understanding that not everything will work
7. Understand failure but don't dwell on it
8. Promote regular and effective communication
9. Recognise and reward great work
10. Always celebrate success!



YOU COULD BE A Winner too!

At Greencore, it's important we recognise and reward the outstanding contributions that our colleagues make to help us deliver our purpose of making every day taste better through our Greencore Way Awards.

The Greencore Way describes who we are and how we will succeed. It is based on four core areas that are central to how we will differentiate ourselves from our competitors – People at the Core, Great Food, Excellence and Sustainability.

In November, we re-introduced our Greencore Way Awards – designed to recognise exceptional examples of the Greencore Way in action. The awards are for everyone and colleagues can make a nomination at any time. Sites usually hold regular award ceremonies to help celebrate the successful winners but in the current COVID-19 world, we're finding all sorts of innovative ways to hold these. Winners of a Greencore Way Award receive £50 (up to £200 for a team) tax free!



Want to nominate a colleague or team for a Greencore Way Award?

Complete a nomination card (at your site/intranet) and hand/email to your manager, awards champion or post in the nomination box. Make your colleagues' day!

Meet two of our winners

Since November, over 600 colleagues have been nominated for an award and recognised for their exceptional contributions. Josh Anders, L&D Co-ordinator at our Warrington site and Adam Moulds, Operations Degree Apprentice at Spalding are just two of our winners in the last quarter.

Over a 12-month period, award-winner Josh re-built the training programme for drivers of Material Handling Equipment (MHE) vehicles. To bring the training in-house, Josh undertook two weeks of intensive accreditation and then embarked on delivering the programme to 130 colleagues.

Josh's work supports multiple areas of People at the Core:

- Driving how we embed safety in our culture by investing in, and educating people on MHE safety
- Providing colleagues with a consistent and accredited standard of training that is recognisable outside of Greencore
- Mitigating risks around MHE through Optafleet technology (real-time movement and incident reporting) and personal behavioural accountability

In addition, this supports Excellence by helping us to look after our MHE vehicles, and Sustainability with the newer vehicles making a white noise rather than prolonged beeping which is much better for our nearby community.

Well done Josh and thank you for your dedication to this programme.



For the first time in 15 years, Spalding experienced an unexpected shortage of spirit vinegar. The Operations, Planning and Engineering teams were trying to identify the root cause, until it occurred to Adam that a new Critical Control Point (CCP) practice (acidification of onions to increase shelf life) would be using more vinegar, kilo for kilo, than previously. Adam's insight came from this being a regular practice in the deli factory. The change in use of the ingredient had not been factored in the bill of materials, which explained the unplanned shortfall.

This problem-solving experience raised some key learning points for Adam and the team:

- If anything is being implemented or trialled, even for a temporary period, it is important to consider the bigger picture. Seemingly insignificant changes add-up to a significant impact across our operation and for other functions
- Not overthinking the problem – the simplest explanations are often the right ones
- Taking a team approach to problem-solving and sharing knowledge and insights – on this occasion, a shared conversation saved the team spending a lot of time investigating the root cause.

Well done Adam and our Spalding team!

A focus on the functions



In the last issue of *The Core*, we introduced Group Purchasing and Supply Chain Director Alwen Hill and Group Technical Director Martin Ford. This time round, it's the turn of our Group IT Director Dan Holmes to share his insights.

Dan joined the business in 2015 and has held a number of roles before taking up his current position in October last year. Prior to joining Greencore, he worked for professional services consultancy firm Accenture for 10 years implementing large technology programmes for companies including Unilever, Boots, Dyson & BP.



Dan and colleagues from the IT team enjoying a day out at Old Trafford

days a year. The team perform tasks ranging from setting up new users with computers, screens or mobile phones, to ensuring we get orders from customers on time, to how we enable effective factory technology, to getting electronic proof of deliveries back from our Direct to Store drops.

What has life been like for your team during COVID-19?

A tale of two halves. Our IT Operations (live service) team have kept the lights on across our applications, while supporting thousands of colleagues move to start working from home. We've rolled out 700 new laptops, (many posted direct to colleague's homes), the remote set up of that, and as a business a lot of us have moved from face-to-face conversations to largely video calls as the new norm!

The IT Delivery team (new projects) have had more disruption as we've paused or slowed down a large chunk of our capital projects, and this has meant nearly all of the team have been furloughed at least once, with most twice, during COVID-19. I think it's fair to say the entire team is excited to get back to some level of normality!

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

The work ethic, engagement, and resilience. Greencore is at its best during a crisis, it's part of our DNA. Often IT teams struggle a little to connect with the broader company culture, as we're one step removed but during COVID-19 I feel we have all been one team, and have pulled together (while many of us are working remotely from the comfort of our kitchens tables, living room, spare bedrooms etc!) We've kept our systems running, and driven improvements on our security, IT resilience and internal processes so we can come out of COVID-19 in a strong position to support the business going forward.

"Greencore is at its best during a crisis, it's part of our DNA..."

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

Initially there will be pent up demand for system improvements, so we'll have to prioritise to make sure we get a balance of quick wins going, plus getting some of the bigger system projects started and going in the right direction.

What can you tell us about your longer-term plans for IT?

Greencore has had fantastic growth over the last five to seven years, where our teams have done amazing things with the technology they have. If we all look around us at home, you can see how technology has been slowly creeping further into what we all do on a daily basis. Whether it be speakers with Alexa, streaming via Netflix or Spotify, the impossibility to put down smart phones - technology is increasing in our day to day lives and I am genuinely excited about how we can use technology more to further grow Greencore over the next five years.

What can the rest of us do to support IT?

Turn it off, and on again... in all seriousness, technology solutions can be difficult, but they are always more effective and quicker to implement when we are really clear on what we need them to do, and how the people processes and data around the systems will work as this is often where we come unstuck.

"In five years' time, I want our technology to be a part of Greencore that we are proud of."

What do you most and least enjoy in your role?

Working with people to find ways that technology can improve what we do. When people get the benefits from technology, that is really rewarding for me and the team. The only part that has been less enjoyable is related to the team all working remotely at the moment. Getting everyone together and spending time looking at how we can further improve how we work effectively is challenging when doing it via a Zoom or Teams call. I'm looking forward to the energy I know we'll have when we can have face-to-face meetings again!

What's the best thing about Greencore?

I know it sounds cheesy, but it's the people. We have something special here at Greencore, and whilst I can't quite spell it out, it's probably due to our colleagues being a mix of hard working, passionate, smart individuals who are down to earth and enjoy having some fun - that makes it a great place to work for me.

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

In five years' time, I want our technology to be a part of Greencore that we are proud of. I want us all to be able to talk to potential new colleagues and even customers about how we're using IT to make every day taste better.



Dan with his son Archer on the night Liverpool were crowned Premier League champions last season

What other Greencore roles appeal to you?

I'm in the perfect role for me now, and I'm looking forward to getting more from our technology and IT team as we continue to provide a great service to teams and individuals across the business.

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

Me and my wife (Jen) have two young boys (Archer is five and Jack is two) and the more we can get out as a family having fun and exploring the better. I'm an avid Liverpool fan - I was only seven last time we won the league so the last few years has been amazing, although I fear lockdown has sent me personally into retirement (no great loss to the world football!) Food and drink also play a pretty big part of our social life and having friends and family over.

What's your favourite Greencore product?

The M&S best ever prawn sandwich!

Group IT Director
Dan Holmes



Helping to Keep our People Safe

Hi everyone,

Throughout the COVID-19 pandemic, my Occupational Health team have worked tirelessly to support our priority of keeping our people safe.

As with many of you, the past eleven months have brought enormous challenges to both my way of working and my home life, having felt the stresses and strains of living in a global pandemic.

Providing you with wellbeing support, be that materials, advice or just a listening ear - has been one of my top priorities, enabling everyone to make informed decisions about both their mental and physical health. We've done a huge amount in this space and your feedback has been invaluable. Without doubt, my greatest achievement during this time is the introduction of Talk2Us, our peer-to-peer support service. Helping colleagues through a difficult time and making a difference to their life by providing support and advice is what I love most about my job.



Julie Routledge,
Head of Occupational Health

My team have also been responsible for supporting our sites where we have carried out mass testing which has included attending Outbreak Control team meetings with Public Health England, local councils etc, administering swabbing, contacting colleagues with their results and providing information and data to the sites.

At home, I have supported my daughter, who was furloughed, as it was tough for her to be at home - so we set up a weekly rota to ensure her mental health was supported when she could not spend time with her friends and family. We also do yoga and zumba at home on a regular basis. Being active, where restrictions allow, is so important for both physical and mental health.

My husband is a frontline health worker, who has to work periodically in the intensive care unit (ICU) at a local hospital. He often relays to me personally the pressures faced by him and his team and the care required to look after seriously ill COVID-19 patients and those that unfortunately have lost their lives. My thoughts are with everyone who has been affected by the virus.

As we continue with the challenges caused by the virus, I am ever optimistic of some 'normality' returning, especially with the continued roll out of the vaccines. However, complacency is not going to stop this virus, now more than ever we need to follow the guidelines to keep us and those around us safe by keeping our distance, regularly washing our hands and wearing a face covering.

If you or anyone in your team needs support, please reach out - we are here to help!

Julie

You can call our volunteers on 01246 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).



LIFE AT KIVETON

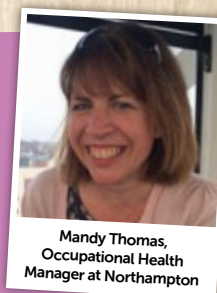
Working as an Occupational Health (OH) Nurse throughout the pandemic has been challenging and at times, an emotionally draining experience. Often, I've lied awake at night wondering what more I could do, while also dealing with my own challenges and fears. In OH, we have a huge passion to help and support others but COVID-19 has stretched us all to our limits at times, especially at the beginning, when we were working through the complete unknown, meaning the ability to protect others was particularly difficult. The hardest part, without doubt, is not being able to completely reassure colleagues on the effect of coronavirus, however, through exceptional collaboration across the business, we have gone above and beyond in imposing tight restrictions to keep our colleagues safe and for this, I'm hugely proud to work for Greencore.



Deborah Easby,
Occupational Health
Nurse at Kiveton

LIFE AT NORTHAMPTON

With 24 years of OH experience, I've been through many challenges, but none like working through the coronavirus pandemic. Suddenly we had a new virus and 'language' to master if we were to help colleagues manage their health and wellbeing. The fast pace of change with lockdowns, rules on travel, quarantine, isolation, social distancing, masks, and testing, together with furloughing of colleagues meant an increased workload that needed to be managed largely in a remote way! Telephone consultations have become normal which have been challenging. However, amongst all the challenges, the positives include a sense of helpfulness, and of us all 'being in this together' - like fighting a war. The last 10 months without doubt have been an unforgettable experience.



Mandy Thomas,
Occupational Health
Manager at Northampton

Making every day taste better

Consumers, customers and investors are increasingly calling on us to work with others to change how we do business, and to find solutions that can feed a growing population without causing harm to the planet. As we work with others to forge a modern food system that creates value for all, we are confident that our new purpose and sustainability strategy will enable us to put the most impactful climate and social actions at the heart of our business model. We are only at the start of this journey and the road ahead may be long, but we have the passion, ability and determination to do this. Come along with us for the ride.



Since FY18, we've cut our *energy consumption* by **10%**

"At Greencore, we are passionate about playing our part in building a fairer and more resilient food system for generations to come."

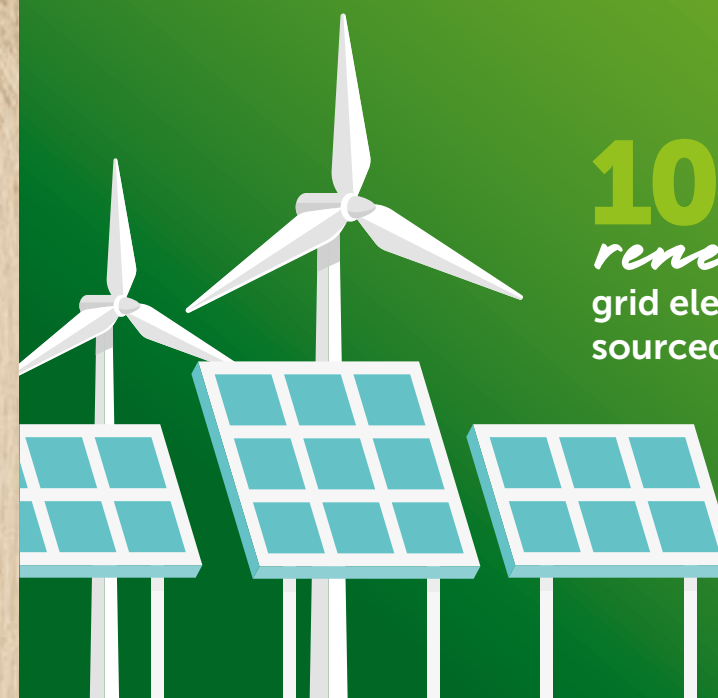
Patrick Coveney
CEO



Sustainability Supplement

[Read more](#)

100%
renewable
grid electricity
sourced



"In food manufacturing, someone needs to take the lead on sustainability, and I want that to be Greencore"

As one of the UK's largest food manufacturers, we believe we have a transformative role to play when it comes to fighting food waste and hunger while being climate-smart, both on a local and global level. Taking action on such issues will unlock a wealth of broader societal benefits, such as improved food security, advancement of human rights, better public health outcomes and economic prosperity. Andy Wright, Head of Sustainability, and his team are pivotal in leading the way.

Introduction to Andy Wright

Head of Sustainability

One of the first people in the country to study an Environmental degree before environmental thinking was mainstream, Andy started his career as a Consultant, travelling the world and has also worked for Danish Crown, Tulip and Sainsbury's along the way. With a love for food manufacturing, describing it as a sector "where stuff gets done", Andy joined Greencore in November 2019, seeing it as a huge opportunity to join one of the "biggest players" in food manufacturing and to help us on our sustainability journey. Here Andy tells us what his plans are for sustainability at Greencore.

"You cannot be a purpose led organisation without thinking about sustainability, which is now a fundamental part of the Greencore Way."

Andy, why is it so important for Greencore to have a sustainability strategy and ambition?

The food system is somewhat broken and has many challenges from a social, ethical and environmental perspective that food businesses need to answer and demonstrate progress on. Ultimately, that's producing products without having a negative impact, so we need a strategy and ambition to enable us to deliver on this.

Tell us about our sustainability ambition...

Building on our work to date, our strategy is built around three pillars: Sourcing with Integrity, Making with Care, and Feeding with Pride. Each pillar contains a set of priorities — an aspirational goal supported by milestone targets which relate to the most pressing sustainability challenges, risks and opportunities facing us as a business, and the food system we operate within. They include the issues that matter most to our stakeholders and represent the areas where we can drive positive change. Four key deliverables of this are:

Sourcing with Integrity

By 2030, we will be a business that will source every ingredient from a sustainable and fair supply chain.

Making with Care

By 2040, we will be a business that will operate with net zero emissions.

Feeding with Pride

By 2030, we will be a business that will have increased our positive impact on society through our products and community engagement.

People are at the Core

People are at the core of everything we do and our sustainability ambition is no exception. Our people strategy enables the success of each of our sustainability pillars. It humanises our strategy, uniting passion and learning to drive progress and a culture of innovation.



In FY20, we *donated* over **1.5m** meals to people in need

What are our biggest achievements to date?

There's so many that the business has achieved over recent years, so it's probably easier for me to list these out:

- Since FY18, we've cut our energy consumption by 10%
- Since FY18, we've cut our water usage by 9%
- In FY20, we donated over 1.5 million meals to people in need
- 100% of our energy is renewable grid electricity sourced
- Since FY17, we've reduced our operational food waste by 20%
- Since FY18, we've reduced our total net scope 1&2 carbon emissions by 39%.

We have recently launched our new corporate purpose 'making every day taste better.' How does that help our cause?

It's important to have a broader purpose, a clear sense of how a company supports its customers and the communities it operates in. However, you cannot be a purpose led organisation without thinking about sustainability, which is now a fundamental part of the Greencore Way. For us, it's about doing it in a way that delivers good for society.

What are the biggest challenges and opportunities when we talk about sustainability?

The biggest challenge and opportunity for both Greencore and our wider society is how to adjust to a lower carbon

lifestyle. For Greencore, much of our carbon footprint (over 70%) is in our supply chain, in the ingredients we buy. We need to plan how we will change our business to develop products, to purchase ingredients, and to make great food, but with lower impact. This will impact every single part of our business, and with all complex problems, we need a diverse group of people to help tackle it. Historically, it's always been supermarkets who lead the way in making sustainability improvements as they are the most visible; but they are not the experts in what we do. In food manufacturing, someone needs to take the lead on sustainability, and I want that to be Greencore.

What do you like about working at Greencore?

I like the pace and how we get things done. There is a different mentality in Greencore as a food manufacturer, with a high calibre of talent and huge ambition.

What is your biggest achievement in your time at Greencore?

Pulling our sustainability strategy together into one coherent document which makes up our sustainability report www.makeeverydaytastebetter.com – this is not a PR document, it's about making us a responsible business.

What can we do individually to improve how we approach sustainability?

If our aim is to deliver good value, tasty and safe food, we are pretty perfect at it

and have improved efficiency year after year for decades, but if we change the underlying assumption to our aim being to deliver sustainable food, then we have significant shortfalls. We therefore need to question our underlying assumptions – question everything!

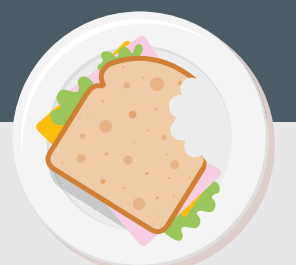
With more and more companies claiming to be sustainable, how can we stand out?

By searching for the truth – as I said, we are not doing this for headlines, we want to make decisions based on making a real impact. We want to be open and transparent in how we do that. It's about being brave and leading on some of these decisions rather than waiting for someone else to do it.

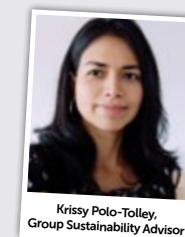
How can colleagues help to deliver the change?

We have done things in silo's or in each business unit historically and we definitely want to join everyone together to make an even bigger impact for the business. Every colleague should be able to get involved - whether that's through your colleague forum or line manager - ideas are always welcome. Or you can email sustainability@greencore.com to contact me and my team! There is a famous saying "if you always do what you've always done, you'll always get what you've always got" - we need people who have different opinions and who think differently.

Food Waste Action Week
1 - 7 March



"Throwing away one sandwich is throwing away a meal."



Krissy Polo-Tolley,
Group Sustainability Advisor

Krissy Polo-Tolley is our Sustainability Advisor (Waste and Food Surplus) and oversees our food redistribution activities. She talks about why this work is so important to her, both on a professional and personal level.

What attracted you to this role?

When I started working at Greencore, I saw there was a goal to halve food waste by 2030 and I thought, "I want to be involved in that." When I was studying for my master's degree in sustainability, I got involved in a project to try and

understand why people throw away food. I was so interested in the behaviour behind this.

What did you learn?

We came to find that it's mostly younger people who throw away food. Older people who have lived through different experiences, for example, war – are far more aware of not wasting food, whereas younger people don't always know what to do with leftover food.

Since FY17, we've reduced our operational

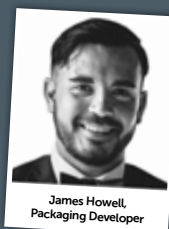
food waste by **20%**

How are you applying this knowledge at Greencore?

Most of our food donations come from our manufacturing facilities and distribution centres, but we realised that we could do more by including our distribution depots and warehouses too. We discovered they have surplus product, like sandwiches, which was assumed to be food waste. But with a few days left before the expiry date on it, it's not food waste, it's food surplus. It's really important that our colleagues understand that so that we help them identify how surplus food can be redistributed, and how to connect with potential charitable redistribution partners to ensure it goes to people in need.

What are the business benefits of doing this?

The main benefit is an ethical one – we are helping to feed people in need. By doing this, we are also not having to pay to dispose of this food. Our ultimate aim is to ensure that any food fit for human consumption helps feed people in need, rather than go to waste.



"I have felt a conscious responsibility to ensure we are doing the right thing in every avenue we explore"

James Howell is one of our Packaging Developers who helps to deliver sustainable packaging solutions for our customers. He highlights one project that was particularly rewarding for his team to be involved in.

What was interesting about this project?

We are working on an improved sandwich pack that is easier to recycle. Currently only the cardboard for the packs can be recycled, with the waste plastic separated out then sent off for energy recovery. Our aim is to further enhance the sustainability credentials of this format where the entire pack is recyclable, meaning we are aligning with our aim to be truly sustainable in all things we do. This project is currently challenging everything we know about the packaging materials and processes involved.

Why is it so complex?

We also have the additional goal of providing recyclable packaging that does not impact on food waste. In the world today, we waste a third of all food produced, therefore packaging needs to protect and extend shelf life, not hinder it. The complexity in finding a solution in the fast-moving environment of food to go is a challenging one, but as a team we are making leading strides to packaging design that has longevity, not just a short term fix. As a Packaging Developer, I have felt a conscious responsibility to ensure we are doing the right thing in every avenue we explore.

You seem personally very invested in this project. Why is that?

I'm from Peru in South America and we have a culture of not wasting anything. I have travelled to the most deprived areas of my own country and I've seen hunger. But I've also seen it here too, despite the UK being the sixth richest country in the world. It's different to the poverty in Peru, but it's there.

What's your take away message for others?

Try to understand that there are people in need. Throwing away a sandwich is throwing away a meal. So please think twice about what you consider as food waste. Within Greencore, there is something we can do at work, but also in our homes, to spread this message. Think about the effort that has been put into making the food you eat and bringing it to your table. If you've bought too much, take it to your local food bank. If you've made too much, freeze it for next week. Most of us have never experienced hunger, but there will be someone out there who is experiencing it and would be thankful.

"A key focus will be to reduce the plastic content and maximise recyclability to ensure zero waste with no impact on product shelf life."

How did you come up with a solution?

Our supplier relationships have allowed us to work collaboratively on the latest packaging innovations before they hit the market. Working in partnership with our suppliers and with our wider network of colleagues has enabled us to make excellent progress on a project, despite disruption caused by the pandemic.

Why are you proud of the project?

It showcases our willingness to deliver completely new solutions outside of our comfort zone. As a team, we are always hungry for the next innovation that will set us apart from our competitors.

What's next for your team?

We will be looking to roll out our learnings from this project into all other packaging we produce for food to go. A key focus will be to reduce the plastic content and maximise recyclability to ensure zero waste with no impact on product shelf life.

What do you love most about your job?

With sustainability, it is not simply a case of finding a solution and standing still. Ten years from now, packaging will be under just as much pressure as it is today. It's an ever-changing landscape, which makes it a fantastic line of work.

THE DRIVERS THAT ARE giving us direction

When you fill your trolley at the supermarket, there's a good chance a Greencore product will be in there.

While this is good for our business, it also highlights a problem – how do you continue to grow when you're already a firm favourite with retailers across the country?

That's why we've put together two sets of 'Category Drivers' – one that unites our 'Food-For-Now' products (such as sandwiches, sushi, and wraps), and another that unites our 'Food-For-Later' products (such as ready meals and cooking sauces).

The drivers are effectively 'themes' for our teams to focus on. They give everyone direction – from the chefs tasked with making great food relevant for today's consumer, through to the commercial teams responsible for selling them to our retailers.

"Sustainability, Excellence, and Great Food will be at the heart of all we do with the drivers, and will help us deliver our purpose of making every day taste better."

Our Food to Go Drivers



In 2019, our Food to Go business team launched its first set of eight drivers. These covered diverse areas, such as:

LIVE WELL focusing on people wanting to lead healthy lifestyles

FRESH SNACKING AND GRAZING making sure there are great options for people in-between meals

SOMETHING FOR THE WEEKEND focusing on weekends, where people are less likely to buy sandwiches.

SUPERCARGE SCRATCH that helping hand to people who want to cook from scratch

ESCAPE THE EVERYDAY providing moments of escape for people at special occasions.

Each of these drivers has been carefully picked based on our understanding of consumer trends, in conjunction with what is most important to us as a business. Sustainability, Excellence, and Great Food will be at the heart of all we do with the drivers, and will help us deliver our purpose of making every day taste better.

Combined, we believe these drivers will be responsible for over £1bn of growth in the next five years. And while not all of that will go to us – they're putting us in a great position for growth.

The positive impact of this approach has already been evident in the Food to Go business unit. For example, in Aldi we identified a need to raise awareness of the range and quality of their food to go offer. We decided to do so through

Our Prepared Meals, Salads and Selby drivers



our 'Because I'm Worth It' driver. Several ideas for seasonal 'Special buys' were presented, the first of which has now launched: our Meatless Meatball Sub roll.

It has featured on multiple press releases and social media posts including those of major foodie influencers, creating a buzz with thousands of shoppers.

Fred Lea, Business Unit Director at Prepared Meals said:

"Category Drivers are a critical part of shaping both our internal and external strategy. They create clarity around what we see as the important shopper and consumer imperatives for success, helping us to anchor our clear priorities as a business and with our customers, to inform our customer, channel and innovation strategies for the future. In short, delivered well, this can set us apart as the clear thought leaders in our field."



A Day in the Life of TECHNICAL SERVICES MANAGER

Yvette Bawern



In this issue of *The Core*, we spend time (virtually again!) covering 'A day in the life' of Yvette Bawern, Technical Services Manager at our Boston Site. Here Yvette shares some of her insights into her life as part of the Salads business team...

How did you end up working in Technical?

I started in the food industry on the production lines during my holidays from university. When I graduated, I returned to the industry in operations. I moved to planning for a couple of years and then a role that covered health & safety and training. When I returned from maternity leave in 2009, I went back into operations and although I had several years of experience, I still didn't feel I was in quite the right role for my skill set. I took on a Quality Auditor role so I could learn from the ground up and progressed to Technical Services Officer. When I moved to Freshtime, I got the role of Quality Assurance Manager and following Freshtime becoming part of Greencore, moved into my current role where I've been given the opportunity to create a Technical Services team. I love being in technical but working in other functions has proved invaluable for the progression in my career.

"No two days are the same, and as challenging as it is, it keeps it fresh and you're always learning."

What has been your most memorable moment in the food industry?

What stands out most to me is the horse meat scandal in 2013 (I was working in the meat industry at the time). This was a real turning point for technical teams - before, the focus had always been food safety but suddenly product integrity and traceability were at the forefront of everyone's mind. It really changed how retailers viewed the risks to their products. It challenged manufacturers to review their technical standards around materials and the expectation of their suppliers.

What changes have you seen since the Boston site became part of Greencore?

So many things have changed; it's incredibly fast paced. We are part of the Salads business unit along with our Spalding site and have a clear strategy to grow. Our Grow with Greencore performance platform has really helped to understand and drive colleague's development. It's been a whirlwind of a year - I started my current role and built my team all at the same time so we've grown with those changes. We have some amazing people at Boston who have embraced the changes while bringing all their knowledge and experience from Freshtime. I've had fantastic support from our wider Group Technical team - whether that's contact with other site Technical teams or the Group subject matter experts and raw material technologists. Every interaction I've had has had a really positive impact and been crucial to building our services function. People really are at the core of what we do.

How has COVID-19 impacted you and your team?

We are now mainly remote working so lots of calls whether that be on Teams, Zoom or Skype. We've not been able to visit customers or host visits so have had to build those relationships virtually and reduced interaction with colleagues on site has meant we've had to be more creative in how we all work together. We all miss those smaller office conversations that can often move things on faster, but we are adapting, albeit challenging!

What do you most and least enjoy about your role?

I often find the most challenging aspects of my role are also the most rewarding. We can start the day with one priority or list of tasks and within the hour have a completely different list, but there is a real sense of satisfaction when an issue is resolved, or a task completed with the outcome we wanted. No two days are the same, and as challenging as it is, it keeps it fresh and you're always learning.

What one piece of advice would you give to anyone wanting to progress their career at Greencore?

I think it's knowing that every interaction is important and how we communicate and interact really gives everyone an impression of who you are and that can that make you stand out. Be positive and willing to collaborate.

A day in the life...

8.00am

I usually log on around 8.00am and my first job is to check my emails, respond to any queries and make notes of anything that needs attention. I check if we have received any customer communications, respond accordingly and action if any are a priority task for the day. We have a Hazard Analysis Critical Control Point (HACCP) meeting today, a customer key performance indicator review to attend plus a Greencore Purchasing Excellence (GPE) meeting.

9.00am

I have a team check in with the three members of my team - our compliance manager, food safety technologist and technical data analyst for the site. We review the day and the upcoming week. We have a customer review meeting later in the day, so we check the slides and details needed for that. We also go through our priorities and check performance against our key performance indicators.

9.45am

Quick check on emails - I have some queries on a raw material from one of our subject matter experts so I send the information on and request a follow up call as we have some queries around sourcing requirements for one of the customers we are looking to onboard.



Just some of the products we make at our Boston site

10.00am

I take notes and time keep at our HACCP meeting while our technical controller leads. It's a routine monthly review so we run through the main agenda points - we have some new products launching in new packaging so discuss any impact of this and confirm it sits within scope. We have also had some new equipment installed and confirm it's the same as current equipment, so we don't need to change any of our processes.

11.15am

I check recipes that we are planning to make and jot down my queries on new raw materials, allergen status, any product claims etc.

11.30am

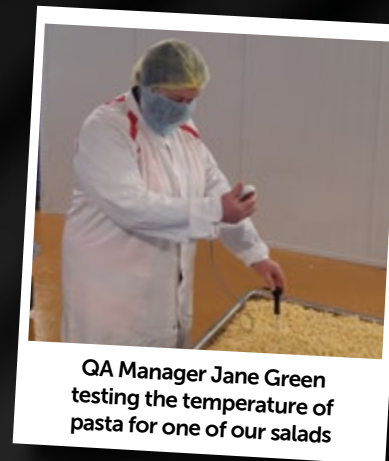
I attend a feasibility meeting led by our New Product Development team with our food safety technologist to review recipes. We're currently producing a lot of vegan products, so we need to be sure the raw materials selected work for the vegan claims and that all the associated paperwork from our suppliers is in place.

12.00pm

Time for a quick lunch break - in the pandemic this is a short trip downstairs to my kitchen!

12.30pm

Time for some risk assessment reviews. I review our current vegan risk assessment to check that we've assessed each step of the process correctly. A customer has asked for this so when completed I send it on to them. While I'm completing this, I take a call from the compliance manager to discuss one of the requirements of the BRC audit - we have a procedure but we want to review to make sure it covers everything and if we can make any improvements. He sends me the detail so we can review it in a project meeting.



QA Manager Jane Green testing the temperature of pasta for one of our salads

1.30pm

I attend a regular meeting where we go through the sites GPE projects on raw materials, checking where we are at for current and upcoming projects. It's my job to confirm if we need to do any reviews of materials to check that they are okay for our high care environment and suppliers are on the approved supplier list and in scope for our site.

3.00pm

We have our customer meeting and update them on our performance against key performance indicators. We discuss any complaints we have received; although we've had a great reduction over the past year, we still have some trends to address so I take the customer through what is driving the trends and the corrective actions the site has completed and any plans we have in place for further reductions. The meeting went well, and our customer is happy with the progress we are making. We agree some new targets which I then have to communicate to relevant teams at site.

4.30pm

Before finishing for the day, I have a catch up with our technical controller to go over the customer meeting and ensure we've captured all the actions. We also review any upcoming projects and discuss my workload and anything specific he needs me to do.

5.00pm

I have one last run through emails to see if there is anything that has come through that the team or other site departments need support on; fire off a few responses and that's the day complete.

Buddy up!

Do you remember how you felt when you started at Greencore? When you're new to a workplace, it can be a daunting experience and how you're treated in those first few weeks can have a big impact on how you feel and the perception you form. To help everyone have a great experience when they join us, we're asking colleagues to 'buddy up'.

Last year, we recognised that at some of our sites, and in some roles, colleagues were leaving the business quite quickly after starting and our employee turnover rates were higher than we wanted them to be. HR Advisor Megan Edmonds from our Boston site started to do some research and came up with the idea of new starters having a 'buddy'.

"Buddying is all about peer-to-peer support and new colleagues having a welcome face."

This led to us setting up a Buddy Engagement Group – made up of operational and HR colleagues - who have spent the past few months creating our Buddying Programme. Learning & Development Specialist Matthew Watson led our project group. He said: "We already have lots in place to make people feel welcome through our induction programme, but we wanted to do something more personal, to make sure people have the one-to-one interaction they need as they start their career at Greencore."

"Buddying is all about peer-to-peer support and new colleagues having a welcome face. From simple things like getting a locker to asking who you should speak to about personal protective equipment (PPE) or your pension. We also want our buddies to be the ones who

take responsibility for introducing new starters to other colleagues and ensuring they get the welcome they deserve.

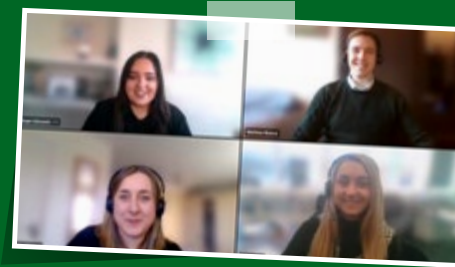
"The types of qualities we're looking for in a buddy are 'good people people' – individuals who want to help develop others but also develop themselves."

We have built a training programme, which has been accredited by The National Skills Academy for Food & Drink, to support colleagues who want to take up the role of a buddy. This will give them the skills and knowledge they need to excel in this role. The training includes modules on Greencore, harnessing difference, communication, making positive connections and providing constructive feedback.

Over the next few months, we hope to pilot the programme across two

of our sites and we're on the lookout for colleagues who would like to sign up for the buddy roles. We'll then use the feedback from the pilot to roll the programme out across other sites during the rest of the year.

If this sounds like something that would be of interest to you, please reach out to your local HR team so they know you'd like to get involved when buddying arrives at your site or depot.



Members of the project team – Megan Edmonds, Matthew Watson, Kelly Forster and Helen Oliphant on one of their regular calls

Buddying Benefits

Manufacturing Manager Will Chalmers has been a key member of the Buddying Engagement Group. He said: "There will be some real benefits of a robust 'Buddy' programme when introducing new team members into our business. I believe it will promote some great behaviours in our team at Boston and enable some team members to grow."

"It will help us to ensure we live the Greencore Way and keep people at the core. The buddy will be able to provide a new colleague with good honest feedback regarding our work, our facilities and our site, which will remove any doubts from hearsay or historical knowledge."

"The buddying programme will give an opportunity and responsibility to some of our manufacturing colleagues to engage more with new starters - enabling them to be a friendly, recognisable source of support when needed."

"Some people don't necessarily want to be responsible for equipment, large teams or plans, but would like a sense of responsibility in their areas and buddying is a great way to be able to get that. It allows these individuals to develop their leadership skills in a friendly, informal way."

"I think the programme will be a huge step to improving colleague retention and ensuring we're a company new starters want to work for and grow in!"

Meet the Apprentice

We're passionate about our future talent at Greencore. In 2017, we introduced our Degree Apprenticeship programme, giving successful applicants the opportunity to grow their career on a fast-track leadership programme through real work experience, while studying for a qualification in partnership with Nottingham Trent University.

We now have 23 degree apprentices on the programme, and are recruiting an additional 29 to join us in October. Our first cohort of apprentices are in the last year of their degree, working on their final year projects, before they spend a year working on their Chartership, with our second and third years rotating through operations, commercial, HR and technical while undertaking their Chartered Management degree or a Food Industry Technical Professional degree. Noah Modi, one of our Degree Apprentices is going to share his experiences of the programme in every issue of *The Core* and give his insight on what it's like combining work with study...



Our Degree Apprentices (pre COVID-19) at Nottingham Trent University

Since joining in September 2019 and being welcomed and supported by everyone I've met, I haven't looked back. I believe learning should be actionable, and to that end, the degree apprenticeship route allows me to apply what I learn at university to my role and gain industry experience, all while accruing no student debt.

Over the four-year programme, I am spending my time rotating roles in the commercial function to gain exposure to different areas of our customer teams, from account management through to marketing. Alongside this, I study at university two days a month, with classes currently being held online. I really miss attending university so hopefully later this year, when it's safe to do so, I'll have chance to get back there and catch-up with the apprentices from Greencore and other organisations.

"Seeing first-hand the people-first culture when I visited site confirmed my desire to work for Greencore."

Working and studying from home throughout COVID-19 has brought its own challenges, be it technology issues (you're on mute!) or generally adapting to a new way of working. However, it's been refreshing to see how everyone has come together and risen above the considerable challenges to keep the nation fed and continue to service our customers. Currently, a big part of my role is to provide updates about key trends and developments in the market to the commercial team. Online sales have grown significantly since the first lockdown as shoppers enjoy the safety and convenience of having their groceries delivered to their homes and I'm currently involved in upgrading the product images on our retailer websites to make the shopper's journey easier.

Hi,

Nice to (virtually) meet you all. I'm a Commercial Degree Apprentice based at our Selby site, currently in my second year on the programme, working in the marketing function, while studying for my degree in Business Management.



Noah Modi, Second year Degree Apprentice

Before I discovered Greencore, I was studying A-Levels in Business, Psychology and English Literature and exploring options for my future! Despite there being a Greencore site just a mile from my college, the first time I heard about the business was when I saw the degree apprenticeship programme advertised on a careers website. I then researched the business further and was attracted by the scale and prestige of the organisation – but also the ambition to grow further – as a leading food manufacturer. Seeing first-hand the people-first culture when I visited site confirmed my desire to work for Greencore.

"I'd absolutely encourage anyone who wants to study and learn whilst on the job to think about doing a degree apprenticeship."



Noah and Jack Stapley, Operations Degree Apprentice, at Selby college talking to A Level students about our Degree Apprenticeship programme, pre-COVID-19.

I love the fact that Grencore is fast paced with ambitious growth plans and refuses to stand still. As a degree apprentice, I get the opportunity to be involved with different projects and get a thorough understanding of the business. If I could change anything, it would be to have a more structured way for degree apprentices to spend placements in different areas (for example, rotate around every function rather than just being placed in one) – every part of the business delivers our objectives and I'd love to understand that better. Hopefully that will be possible as the apprenticeship programme evolves.

I'd absolutely encourage anyone who wants to study and learn whilst on the job to think about doing a degree apprenticeship – I am so glad I made this decision and I'm excited to grow my career with Grencore.

I look forward to sharing more with you in the next issue *The Core*.

Noah

Give and take = *Win, Win*

Since the coronavirus pandemic started back in March 2020, many of our colleagues have had to embrace new and different ways of working to help us minimise risk and keep everyone safe. We've realised we can adapt and be more flexible in how we work and this can have benefits for both colleagues and Grencore.

Last summer, a working group was set up to look at how a more flexible approach to working could be adopted across the business. HR Business Partner at our Consett site Gemma Hewitt was a member of that group. She said: "We conducted a survey, which many of you participated in, and held several focus groups to find out what colleagues wanted in terms of being able to work more flexibly.

"From that insight, we've been able to implement both flexi home working and flexi hours. You can read more about these in our informal flexible working guide on the Line Manager Framework platform.

"As a mum of two young children with a husband who works shifts, being able to work flexibly has always been important to me. I had it at my last company and I'm really pleased we've been able to listen to colleague feedback and implement elements of it at Grencore."

Let's hear how some colleagues are embracing flexible working.



Helen Spencer

Accounts Receivable Manager, Manton Wood

"Adopting a flexible approach to your team's working arrangements can really help improve team productivity while supporting individuals who may need to work slightly different working patterns to the norm.

"One of my team, Melanie Taylor, Accounts Receivable Clerk, knows she is most productive and works best earlier in the day so when she requested starting work at 7.30am rather than 8.30am and then finishing at 4.00pm instead of 5.00pm I was happy to agree to this. The job she does means she doesn't have to interact much with customers, and she can do the work required any time so these hours work really well for her and they don't impact negatively on the business.

"I also think it's important especially at the moment, that managers are as flexible as possible to support those in our teams who are parents of young children. If one of my team needs a couple of hours to support school work, I know they will pick that work up later in the day. We're a team and being able to work flexibly helps us support one another."

Find out more

While our initial focus on flexible working has been on salaried roles, we are also able to offer some flexibility to weekly paid colleagues too. If you would like to know more about flexible working, speak to your manager or local HR team.



Chris Needle

Commercial Director, Salads

"I think it's important we focus on outputs, not hours, and run the business embracing flexible working as core to our wellbeing and success. Personally, I encourage and try to plan daylight walks, or an hour on the bike, or a call to loved ones. One day soon hopefully, even a pint at the pub at 4pm on a Friday. We all work so hard, so flexibility, should feel normal, not naughty! As long as we all communicate proactively and deliver what's expected, that's okay with me."



Sophie Winspear,

Head of HR, Salads

Flexible working doesn't only apply to those with children. All our colleagues have different commitments and passions. I don't have kids, but have really appreciated the ability to work flexibly over the last few months. I try to take a long lunch two or three times a week to take my dog, Hugo, for a walk. Sometimes I meet my mum as she lives on her own, being able to do this stops me worrying about her too. Getting fresh air, exercise and being out in daylight means I return to my work feeling more energised and then I just make up my hours later when it's dark again!



Paulina Stelmach Lisiecka

Quality Assurance Supervisor and her husband Maciek Lisiecki, Planning Scheduler, Consett

Paulina: "The first lockdown in particular was stressful for everyone. I had just returned to work from maternity leave and we had a plan in place that our daughter would go to a childminder and then they had to close. We spoke to our managers about our situation – I was on split shifts and Maciek was on day shifts. Because we were struggling with childcare, I requested to work 3.00-11.00pm and Maciek asked to work 6.30am – 2.30pm so we could ensure someone was always at home. Both our departments and our work colleagues agreed to this as it worked well for us and the business.

"In this third lockdown, I'm now working 9.00am to 5.00pm and Maciek 7.00am to 3.00pm. This works for us too as it means we can work round school drop offs. I'm currently seconded into a Technical Manager role and very aware of the issues my team may be having and how we can help make it less stressful by adopting a flexible approach.

Maciek: "We are so thankful to the site and our local management team for the support they've given. We have quite a few families at Consett where both partners work for Grencore and the site team is always prepared to be flexible.

"The site showed a different type of flexibility last year too when they helped provide groceries to colleagues working Monday to Friday during lockdown and didn't have the opportunity to go shopping. All these things are really appreciated."

Lee Jackson,

Category Manager, Boston

"I joined the business last August and the absence of a 'culture of permission' was quickly apparent. We are able to be flexible without having to constantly run things by managers; we feel trusted and empowered to manage work around our life and not the other way round."

Laura Dyson,

New Product Development Manager, Boston

"Since COVID-19, my son's nursery changed their hours, so now I start work a little later due to still needing to drop my son off. I make up the time flexibly later in the day or finish a bit later during the week."

Greencore strikes gold



We are proud and delighted to have been recognised by GroceryAid, our charity partner, with a prestigious gold award for the continued support we give to enable them to provide a wellbeing service to colleagues across the grocery industry.

Gold awards are presented to companies who have participated in seven activities across all three of GroceryAid's critical pillars of awareness, fundraising and volunteering, including supporting external and internal communications and taking part in a COVID-19 awareness initiative.

GroceryAid offers colleagues emotional, financial and practical help. In the last year, they have seen a 55% increase in applications for financial support and 74% more calls to their helpline. You can contact GroceryAid at www.groceryaid.org.uk or via their confidential freephone helpline on 08088 021 122.

Celebrating long service at Northampton and Kiveton

Congratulations to colleagues at our Northampton and Kiveton sites who have recently celebrated long service awards.

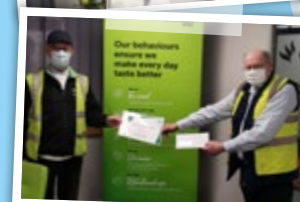
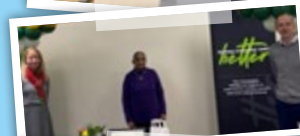
Our Northampton site held a socially distanced celebration for 23 colleagues who between them have amassed 404 years of service at Greencore. Site Director Tim Jackson and Head of HR Carrie Dunn presented them with certificates.

At Kiveton, Peter Shaw, Quality Shift Manager had the pleasure of presenting a long service award for 25 years to John Barras, Quality Auditor.

Thank you to all our colleagues for your hard work and dedication to Greencore.



Colleagues receiving their long service award certificates at Northampton.



John Barras receives his long service award at Kiveton.

Congratulations

A huge congratulations to Argintas Veiknis at our Wisbech site who has recently achieved a Team Leader Level 3 Qualification passing with distinction! Incredible achievement – well done Argintas!

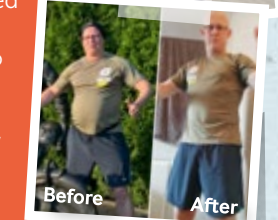
Kordian laces up for charity

Kordian Kochowicz, Technical Operator at our Leeds site is taking on a mammoth task of running 2021km in 2021!

Kordian who only began running in February last year, initially to lose weight, ran 1051km and rode 717km last year, raising £200 for the Polish Branch of the Royal British Legion, of which he is Chairman.

Kordian said: "My adventure with running has boosted my confidence, improved my health, influenced friends and ultimately given me the motivation to do more to support charities close to my heart. It has helped to make an impact in the local community which only makes me more determined to achieve."

Well done Kordian and good luck for the rest of the year!



Before

After

Wisbech support local

A huge thank you to our Wisbech site for all they have done to support local charities.

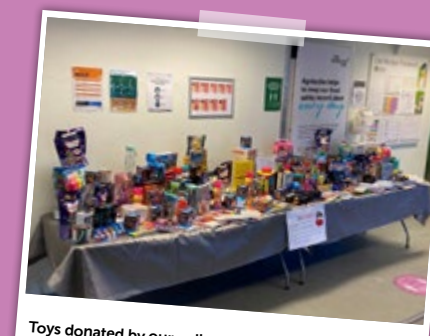
Colleagues have generously donated toys for the Salvation Army to be distributed around the local area to those less fortunate and have also donated 250 food items each week to the Ferry Project to help feed the homeless.

Moirra Pollard at the Ferry Project said: "Greencore stepped up as the first organisation to offer additional support. This has resulted in us being able to provide 956 weekly food parcels since the first lockdown.

"We were unable to provide our usual communal Christmas dining, but Greencore provided us with enough products to make up 30 'Christmas sweet treat' hampers for each of our clients instead.

"I'd like to thank Greencore for all the support you have offered us throughout the year. You really have helped us make a difference in our community."

Great work Wisbech!



Toys donated by our colleagues for the Salvation Army

Congratulations

Congratulations to our Bow, Northampton Unit D, Spalding, Manton Wood and Bristol sites for attaining AA ratings in their recent BRC Audits. A huge achievement for all our sites! Well done to all involved.

25% student discount at Marks & Spencer

Marks & Spencer are currently offering a 25% discount to students on the UniDays platform that can be used in all their main chain stores across the country.

Born out of an idea from our Category Marketing team in Northampton, built on robust consumer insight, the team drove the idea from concept to launch in less than three months. Our Northampton team and M&S are hoping this great offer will encourage younger customers to shop in their stores. The discount is live now for an initial three-month trial period.

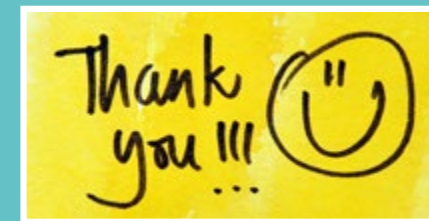
Tell your friends and family so that they can take advantage of this fantastic offer.

Congratulations

Luke Rodgers, Simon Herbert and Monika Okajcekova from our Kiveton site have all passed their Team Leader Level 3 Qualification with distinctions and merit. Dee Wentworth, course leader said: "All three were a delight to coach and guide through their qualification and are a credit to Greencore." Well done team!

Congratulations

Many Congratulations to Zdenek Kollar and Bartosz Greskowiak who both celebrate 10 years' service at our Crosby site. Here's to another 10!



A special thank you

Throughout the coronavirus pandemic, we have been working closely with the Department of State for Environment, Food and Rural Affairs (DEFRA).

The Rt Hon George Eustice MP Secretary of State for Environment, Food and Rural Affairs sent a letter thanking all Greencore colleagues for their efforts helping to keep Britain fed through the ongoing challenges we all face.

We echo his appreciation and thanks – all our colleagues are #foodheroes.

M&S

EST. 1884



Gemma Hewitt, HRBP and a representative from the Consett Coronavirus Support Group get parcels ready to deliver to local food banks.

Consett supports local foodbanks

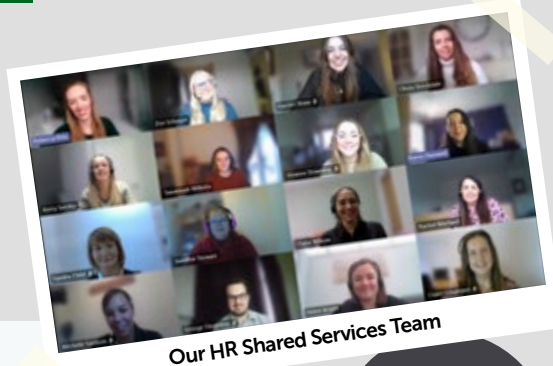
Our Consett site is proud to be able to offer ready meals to support three local food banks. Over 1,000 of our meals have been distributed to Consett Corona vulnerable people, Tow Law and Food 4 U foodbanks. These meals support the most vulnerable in the community.

Thanks for being #foodheroes.

Help when you need it

Meet the team

Our HR Shared Services (HRSS) team are a friendly team of coordinators who are on hand to support you with a wide range of HR administrative activities. Throughout your journey at Greencore, the team will be on hand getting you set up when you start your career with us, processing any changes to your role or personal details and assisting with any colleague related queries you may have. Currently the team are working on a number of projects that will help to continually improve their service, adapting to business needs. This includes expanding their offering of channels that you can contact them on, to be available to all colleagues at any time. They love to hear from our Greencore colleagues around the business and aim to provide a helpful and efficient HR service, putting our people truly at the core.



"WE'RE HERE TO HELP – PEOPLE AT THE CORE – DELIVERING EXCELLENCE FOR ALL"

HOW DO I SCAN A QR CODE?

Open your phone camera and allow it to focus upon one of the two QR code boxes below.

YOU CAN CONTACT THE TEAM IN A NUMBER OF DIFFERENT WAYS – SO PICK WHAT WORKS BEST FOR YOU

HRSS webpage

hrss.greencore.com

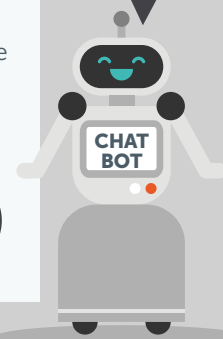
Here you can find lots of useful information regarding any people related queries along with up-to-date forms and colleague related policies. The things you need at your fingertips!



Chatbot

What can I help you with?

You can now get in touch at the click of a button via our chatbot service, available to all colleagues 9am to 5pm. This can be found on our HRSS webpage (QR code above). You can speak to a HRSS co-ordinator in real time – we are happy to assist with any queries. Just click on the chat icon to start the chat.



Online self-service portal

Logging in is simple. You can access this by logging onto the HRSS webpage:

Username: NI Number
Password: HRSSportal (once logged in, we recommend you change this to something you remember)

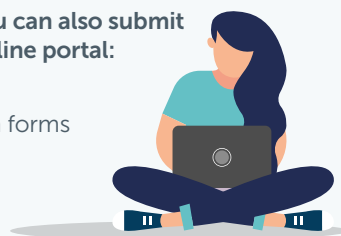
The self-service portal enables you to:

- Ask a question to one of the team
- Update your personal details (e.g. home address, phone number, bank details etc.)
- Request a reference (e.g. employment, tenancy or mortgage)
- Track the progress of your query



If you are a manager you can also submit the following via the online portal:

- New starter forms
- Employment variation forms
- Leaver forms
- One-off payments
- Family leave forms
- General queries



If you are struggling to find what you need, please get in touch via the portal, via email at hr.sharedservices@greencore.com or call us on **01909 493333**.

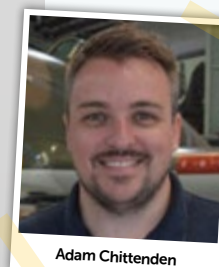
What colleagues have to say about HRSS

Let's hear from a couple of our colleagues who use HRSS on a regular basis - Adam Chittenden, Transport Manager at our Hatfield Direct to Store Depot and Gary Rowland, L&D Co-ordinator at our Warrington site.

Tell us a bit about your role and how you have used HRSS for support?

Adam: My responsibilities, alongside my colleague Gareth Llewellyn, are for all transport related matters on site at Hatfield. We often engage with the HRSS team - this includes contract changes for colleagues, the new starter process and electronic logging of procedural outputs. Recently, due to some operational changes at site, I have contacted HRSS to process changes to pay rates for drivers.

Gary: As an L&D Coordinator, one of the biggest groups of colleagues we work with is new starters. We work closely with HRSS to ensure that all the paperwork for new starters has been signed correctly, sent and secured properly.



How do you contact HRSS and do you find the process easy?

A: I contact HRSS primarily through email. I prefer this method as I am immediately issued with a reference number and can then call if I need to discuss further and refer directly to my case.

G: I normally use the self-service portal as it's an easy way to keep track of all my queries. I also give the phone number to colleagues as it's really easy for them to have one-point of service for their own queries.

Tell us about your experience with HRSS?

A: I am impressed with the categorisation of cases, that you can be assured that urgent matters are dealt with urgently

and less important cases are responded to in due course. It would be helpful to know how to track my cases to see where the case is sitting in the process – I'm not aware if this functionality exists.

HRSS response: You can view the progress of your active cases by accessing the online self-service portal via our HRSS webpage.

G: I've always found that my questions and requests have been dealt with really quickly. The thing that's really great about the self-service portal is that you get a notification to let you know when you can expect your query to be resolved. I think both HRSS and sites need to promote the self-service portal more so that colleagues can directly contact and self-administer changes like address, bank details, etc. Encouraging colleagues to use this more often reduces the need for people to complete paper forms which then need scanning or posting. From a GDPR perspective, this gives confidence that data isn't lying around on someone's desk or in someone's drawer.

HRSS response: Watch this space – plans are underway for the promotion of the HRSS webpage and self-service portal across all sites and depots.

How have HRSS supported you through the pandemic?

A: They have helped me throughout COVID-19 with contractual matters but I also know several drivers have called them for help too. They're here for all colleagues, not just managers!

G: They've been invaluable in supporting us with managing colleagues who've been furloughed, isolating, etc. What's always nice is that whenever you contact someone in HRSS, they are always cheerful and happy to help.



Nominate a colleague Today

Have you seen an exceptional example of the Greencore Way in action or an innovative idea that will deliver against People at the Core, Sustainability, Excellence or Great Food?



People at the Core



Sustainability



Excellence



Great Food



Complete one of the nomination cards and hand/email to your manager, awards champion or post in the nomination box at your site.