

Issue No. 05 OUR GRENCORE MAGAZINE SPRING/SUMMER

THE CORE

Making every day taste *better*



THE CORE

- 4 Lateral Flow Testing
- 7 BUD Update
- 8 Our Purpose & Brand
- 11 Qualifications
- 12 Inclusion & Diversity
- 14 Noah's Blog
- 15 Great Food – Food Trends
- 19 Great Food – Salads
- 21 Automation
- 22 Meet the Team
- 24 Around the Business
- 26 Ethics & Business Conduct
- 28 My Core Benefits
- 30 Health & Wellbeing
- 31 EU Settlement Scheme

ARE YOU ON SOCIAL MEDIA?

Why not follow our Greencore accounts, share our posts with your network and tag @Greencore in your own posts about the great things you and your site/depot are doing at work?

We post new stories to our 73,000+ followers every day, so follow us for the latest exciting Greencore and community news.

Our social media accounts can be found at:

- [facebook.com/greencoregroup](https://www.facebook.com/greencoregroup)
- [linkedin.com/company/greencore](https://www.linkedin.com/company/greencore)
- twitter.com/GreencoreGroup
- [instagram.com/greencore_group](https://www.instagram.com/greencore_group)

When sharing your news, use some of our hashtags below:
 #Greencore #thegreencoreway
 #growwithgreencore #peopleatthecore
 #greatfood #excellence
 #sustainability #futureinfood
 #makingeverydaytastebetter
 #inclusionatgreencore

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

A word from *the editors*

Hi all,

We're sure like us, you'll be wondering where the first half of the year has gone, but also be pleased to see lockdown restrictions easing, so we can start to spend time with our family and friends.

Some sense of normality resuming will no doubt feel different for many of us so make sure you take time to yourself and get used to the changes this will bring.

This issue, we will whet your appetite with a focus on Great Food, a key pillar in our Greencore Way. You can hear from our New Product Development leads and Salads team on pages 15–20.

Lateral flow testing has become the norm for so many of us and in this issue, on pages 4–6, we shine the light on some of our team who have played a huge part in keeping our colleagues safe by implementing this at our sites.

On pages 12 and 13, you can hear some colleague's thoughts on our new inclusion and diversity strategy,

and we share how your feedback has shaped our five-year plan.

We are committed to doing the right thing for our business and our colleagues – on page 26 and 27, we talk about how important it is that you can raise any concerns you may have.

Are you signed up My Core Benefits? On pages 28 and 29, read how you can make savings at a wide range of retailers.

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**.



Ruth & Abi

Our People at the Core survey – a big thank you!

Thank you to everyone who took part in our recent People at the Core survey.

The results and actions we'll be taking in response to your feedback will be shared with you locally soon. We'll also include details of the results in the next issue of *The Core*.

Share your views

People at the **CORE** survey

Your feedback will help us deliver our purpose of making every day taste better



A focus on our future

The COVID-19 pandemic brought substantial disruption to our business and we had to adapt to this quickly to protect our financial performance. We have managed through this period relatively well – we now need to focus on how we make the most of the opportunities that we know will be available as lockdown restrictions continue to ease and we see demand for our products continue to increase.

However, it's not just the short-term that's important, we also need to be clear what our longer-term strategy is. Nigel Smith, Chief Strategy Officer, explains more.

"It's important that we have a robust strategy in place to help us deliver our purpose of making every day taste better. To support our ambitions, we have developed a five-year strategy that outlines where we want to be in the future and what we need to do to get us there.

"We already know from our research that we expect to see a strong rebound in demand across all of our core products over the next 12 to 18 months as the UK recovers from the impact of COVID-19.

"We also know that as well as serving existing customers with the products they bought pre-pandemic, we need to build new platforms for growth – new products and new customers across new channels. Alongside this, we are facing into the challenge of stepping up our use of technology right across the business, as a way to deliver more sales and help us operate more efficiently. We will need to do all of this in a cost-effective and profitable way so that we can further strengthen our overall financial performance.

"Your local leadership team will be sharing more with you about our longer-term strategy over the coming months, but below you can see a summary of our six key areas of focus. I'd encourage you to think about what you can do in your role to support these."



Nigel Smith, Chief Strategy Officer

Areas of focus within our strategy:

Deliver strong post COVID-19 recovery	Expand further in Food to Go	Strengthen our salad and fresh meal offering	Evolve and innovate in food for later
Embed technology to enhance operational effectiveness, drive consumer relevance and unlock value	Create a long-term competitive advantage by differentiating ourselves through the Greencore Way		



Patrick's update

I am really pleased that we have turned a corner in terms of the pandemic. It has been encouraging over recent weeks to hear about the declining case numbers, the economy starting to recover and everyone having the opportunity to meet with more friends and family again.

Next month we will hopefully see the final lifting of restrictions and I look forward to getting back out to our sites and depots to meet with you in person. This is something I have really missed during the pandemic.

Demand has already started to increase – we are seeing more orders from our customers and it is important we do everything we can to maintain the excellent levels of quality and service they expect from us.

Everyone worked incredibly hard during the first half of our financial year to help keep our business on track, despite us being in lockdown for much of it. Now that we are into the second half of the year, it is imperative that we keep this focus and dedication.

We have a robust strategy to ensure that we continue to grow over the next five years – delivering it will bring us many new opportunities across all areas of our business. You can read more about this on the left. A big focus will be on making the most of our culinary excellence and this issue includes several articles about what we are doing in this space.

The future is looking much brighter than it has done for a long time and as we head towards the summer, I am excited about what lies ahead. Thank you all for your continued support and huge efforts!

Patrick Coveney
Group Chief Executive Officer



Taking time to test



Did you know that since the beginning of this year, we've conducted over 20,000 lateral flow COVID-19 tests across our Greencore sites?

We've been testing at sites including Northampton, Warrington, Wisbech, Manton Wood, Bristol, Selby and Manton 110, where we have known there was increased risk due to high cases in the local community. Carrying out this testing has been vital in keeping our people safe and in helping us reduce the risk within our workplace.

John Boyle, Director of Health, Safety & Environment, said: "I want to say a huge thank you to all our colleagues who have participated in our onsite testing. No-one likes the thought of having to put swabs up our noses or down our throats! I realise that the testing can be an unpleasant experience, but it has been really encouraging to see how many of our colleagues have willingly taken part.

"I'd particularly like to thank our colleagues who have volunteered to help administer testing at our sites – many of them stepping away from their usual day jobs to be part of this work. They have played a fundamental role in helping to reassure colleagues and ensure that tests were carried out correctly, potentially putting themselves at increased risk of the virus. We really appreciate the vital role each and every colleague in our testing teams has played."



John Boyle, Director of Health, Safety and Environment

Three colleagues from our Manton Wood and Warrington testing teams – Operational Trainer Alens Gindra, Site Services Lead Cliff Meese and Operations Degree Apprentice Courtney Gamwells shared how they found the experience.

Why did you volunteer/agree to be part of the testing team at Manton Wood/Warrington?

Alens: There were things that I was unable to do due to social distancing in my normal role so joining the testing team was a great way to get involved in something that is important to the business and our colleagues' safety.

Cliff: I wanted in some small way to be part of the process that would make our workplace safer for the colleagues who were working as normal through the worst of the pandemic. I wanted to show them that as a site we really are concerned for their safety and wellbeing.

Courtney: After suffering with COVID-19 back at the very start of the pandemic and watching my mother-in-law really struggle with it, I wanted to do anything I could to support the team so when I was asked to be part of the testing, I jumped at the chance.

What training did you get to help you fulfil the role?

Alens: I completed an eLearning course on the NHS website which included very detailed step-by-step training for the role as a site operative in the Lateral Flow Testing Centre. The training covered not just my role

as a registration assistant, but also prepared me for the other roles, just in case I needed to cover someone.

Cliff: We had some online NHS training to complete in modules including Meet and Greet, Registration Process, Personal Protective Equipment, Cleaning the Area and Testing and Processing Results. We also then had some training in-house to put all this online theory into practice.

Courtney: I spent time going through the NHS COVID-19 Training for Lateral Flow and we had a dummy walk through the Testing Centre to ask any questions we wanted and raise ideas and concerns.

How have you found the experience?

Alens: Overall, it has been an amazing experience and something that I will remember for the rest of my life. I had a lot of mixed feelings to start with – I was worried about catching the virus and infecting those close to me. However, I shared laughs with many of our colleagues and in the end, I felt more relaxed about the whole pandemic knowing that everything was under control. My priority was always to ensure that everything I did was COVID-19 safe, even if it was just handling a piece of paper and a barcode.



L-R: Some of the Warrington testing team: Alens Gindra, Gary Rowland, Josh Anders, Sharon Robinson and Katie Broady



Operations Degree Apprentice Courtney Gamwells in her Personal Protective Equipment

I've shared laughs with many of our colleagues and in the end, I felt more relaxed about the whole pandemic knowing that everything was under control."

– Alens

Cliff: It has been a rewarding experience – not only did we manage to keep our factory open, but more importantly kept our colleagues and visitors safe and healthy. I know many of the other testers shared this experience - none of them have done it for any sort of reward but because they wanted to be a part of something to help others through this pandemic. I have had the chance to work with people from other functions that I would never normally get the chance to work with and made many new friends – that has been an added bonus.

Courtney: At the very start, it was a nervous experience as we had never done anything even close to this before. However, in true Greencore spirit, we got stuck into the task at hand and tried our best to make an unpleasant experience fun and engaging for the team.

What has been the reaction of other colleagues to the testing?

Alens: Most colleagues were positive about the testing centre and how it played a big part in keeping everyone safe. Some of them mentioned that they felt safer to return home and see their families because they knew they were not carrying the virus.

Cliff: When we first started the testing, it is fair to say that for as many people that were queuing for the testing, there were as many who were sceptical, but I am pleased to say that everyone has realised the importance of this and it has become a part of the natural process of coming to work at Manton Wood.

Courtney: At first there was a lot of hesitation around the testing as it was the first time many had done it. This was where being welcoming and inviting as a team we were able to walk everyone through their tests, until they became seasoned pros and didn't need a step-by-step guide.

How do you encourage colleagues to keep participating?

Alens: We have posters across the site reminding everyone that the testing centre is there and how easy it is to do a test. Line managers also encouraged their teams to participate. We provide colleagues with water when they come for their tests and while waiting for their results. A couple

of our testers have given out smiley-face stickers to people when they have their test – which they loved.

Cliff: At first because this was new to everyone, some of our colleagues thought once they had a test that was it, they didn't need another. The site gave out lots of communications and this along with colleagues talking to each other and the constant media focus on testing has helped it to be a success. It's important that we don't become complacent now things are improving.

Courtney: We did our absolute best to keep the situation as light as we could, making sure people knew they could take their time and that they were okay. I found that making people laugh made the situation a lot more calming and explaining to them to 'tickle their tonsils' and 'gagging just means you have found the right spot' really helped as it made them laugh. At the beginning, some colleagues did not want a test, but as the weeks went by, we soon noticed that those who had declined a test in previous weeks were starting to appear, so we knew what we were doing as a team was motivating more and more to have a test.

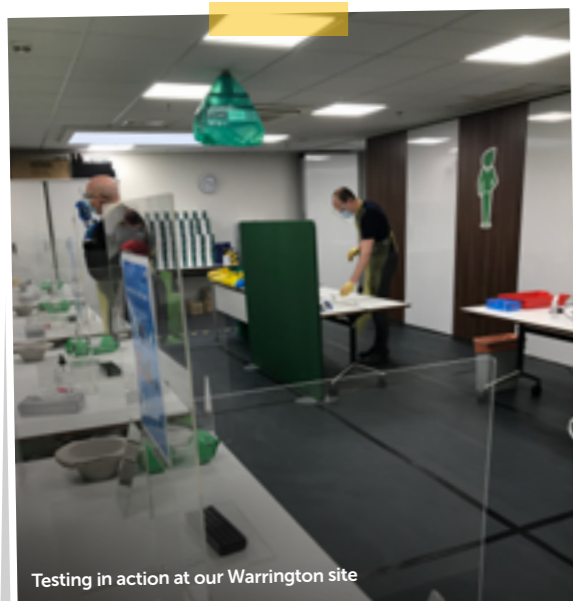


Do you think there is anything else we could be doing to keep our people safe?

Alens: In my opinion, to keep the business running and ensure people are safe, there is nothing more we could do. The on-site testing centre was a great addition. People feel safer coming to work and returning home, their morale has also improved significantly.

Cliff: As a site, the safety measures put in place have been done very quickly as new guidelines were dictated to us and we are continually looking at new ways of keeping everyone safe. For example, recently we've invested in air purifier virus irradiation units in office areas where there is not much air movement, so I expect the business will keep reacting in a positive manner. As we welcome more and more colleagues back into our workplaces, we will need to reassure them about everything that we have in place – things those of us who have been working at site throughout the pandemic now take for granted but all important for keeping us safe.

Courtney: I think it's important that with colleagues' permission, we support them to share their own experiences about how COVID-19 has affected their lives and the lives of their families. This just adds that human touch to the reality of the virus and lets everyone know that they aren't alone in the struggle and just to keep going. For me, with how bad I felt and seeing my mother-in-law taken away in an ambulance, I wouldn't want to see any of my team suffer the same way, so I will always encourage the testing and the vaccination and cannot wait for it to be my turn to have the job.



Testing in action at our Warrington site



Georgina Vulc, Operations Support, and Louise Pritchard, Operator in our Despatch team – two of the Manton Wood testing team

We all have a role to play

It's now much easier for everyone to participate in testing so we're encouraging you to make use of the kits that are readily available. The Government has recommended that we should all be regularly testing ourselves for COVID-19 – here are the ways you can access free test kits:

- 1** If you're working from home, or usually work from one of our Direct to Store depots, you can obtain the kits from www.gov.uk/order-coronavirus-rapid-lateral-flow-tests. These are usually delivered to your home address within 48 hours.
- 2** If you work at one of our manufacturing sites that isn't currently doing any testing in the workplace, we will provide you with free kits so that you can carry out the tests at home. These are available from your local Health & Safety team.
- 3** If you work at one of our sites where we are currently completing lateral flow testing, we encourage you to continue to undertake this regular testing at least once a week.

Home tests should be carried out twice a week, Sunday and Wednesday are the recommended days. It's vital that once you've conducted the test, you record your results, regardless of whether it is positive or negative at www.gov.uk/report-covid19-result.

Let's continue to follow Government advice and play our part in helping to reduce the risk.

An update from our Business Unit Directors

As restrictions continue to ease and we see demand increasing across our business units, we asked the directors to reflect on the last quarter and what their plans are for the months ahead.



Nathan Mills

Selby

Nice to 'meet' you. I'm Nathan, the new Business Unit Director at Selby. Having spent the last 18 months here, I'm excited to see where we can take the business.

We continued to deliver sales ahead of budget in the first half of this year as shoppers continued to buy long life products throughout lockdown three. With restrictions now easing, we are starting to see more normal sales levels.

I'm proud to say that much of this slowdown in volume is being offset with new business wins, plus our passion for great food has really shone through with amazing new product development, such as Tesco's Fire Pit Relishes and Pickles.

We have been catching up on work we couldn't do in the peak of COVID-19, such as replacing older cooking vessels, installing new line cleaning technology and carrying out much needed repairs to our aging buildings!

Our focus now is ensuring we are set up for the next phase of growth and the delivery of our three-year plan.

Thank you to everyone at Selby who has been part of making the last quarter so successful!



Andy Parton

Food to Go

Since the last update, we've started to see positive momentum in our sales, with people getting out and about more which has seen significant levels of extra demand as we continue our recovery.

Weekly sales are now 50% higher than in the third lockdown in January and are more than 80% recovered against 2019 levels - this continues to provide confidence in the resilience and future growth of food on the move.

We are working with our customers to drive sales against what we've termed our 'milestones of recovery' as the country re-opens, alongside exciting product innovation. A highlight has been the recent launch of fibre enriched bread with Co-op, ensuring our products lead on both taste and health.

Our operational teams across manufacturing and distribution are fully focused on 'ramp up', both in recruiting extra colleagues and working with our supply and purchasing functions to ensure we have all the ingredients and packaging we need to meet customer orders.

Thank you to all our teams across Food to Go for continuing to play your part in helping to keep each other safe and drive our recovery.



Fred Lea

Prepared Meals

I want to start by thanking everyone in Prepared Meals for their continued hard work.

As restrictions ease, it's definitely a time for optimism! With the majority of the UK returning to school, being able to socialise and some form of normality resuming, households will be busier than ever... convenience is at the heart of what we do in Prepared Meals and I have every confidence that lots of people will want our products.

COVID-19 restrictions continued to have an impact on volumes during quarter two, however the impact was significantly less than in lockdown two, with our chilled ready meals, quiche and Yorkshire puddings all performing well. We're in a good place for the second half of the year as we see higher volumes than this time last year with lots of planned new product development.

Looking ahead, innovation and putting great food first is central to our plans, adapting our products to meet emerging and future trends around health, freshness and plant based is key. You may have seen the fantastic launch of our premium 'Restaurant Collection' meals in Tesco. We are really excited and so are Tesco - it is certainly an evolution on the traditional ready meal!



Simon Ball

Northampton

I'm very thankful to everyone for the great Northampton team effort across what can only be described as a challenging start to 2021.

While our volume once again stepped back, and our product count reduced by almost a third, our focus and effort across all functions enabled us to deliver a quarter two performance in line with our forecasts, and has set us up well for the rest of the year.

We're starting to see volume increase considerably and all our product lines have also returned. With hospitality opening, we hope to see our sales continue to grow.

Our priorities now are to continue keeping all our colleagues safe, accelerate our ramp up in volume by maximising every opportunity, maintain a laser-like focus on quality, achieve service levels that we can continue to be proud of and start cascading our longer term strategy, as we embed our purpose of making every day taste better.



Lee Ormrod

Salads

I'm delighted we are starting to launch the new business wins I talked about in the last issue. Asda Food to Go, Snacking and the first phase of their Premium range have launched successfully with Tesco's plant-based meals launching in June.

We have also completed the installation of a new line in Spalding to take on some of the new business wins.

As restrictions further ease, volume will also increase with the re-introduction of the products we make for food service suppliers and restaurants.

A special thank you to our Technical and Operations teams who have worked incredibly hard in successfully delivering recent customer audits.

Finally, with new business wins and summer approaching, we are looking for more colleagues to join our growing team. Please look at the roles available for your friends, family or previous colleagues of Greencore at www.greencore.com/careers.

Bringing our purpose and brand *To Life*



Example trailer – Megan Fallows, Development Chef (Northampton)

In October 2020, we launched our Greencore purpose statement - 'Making every day taste better', our evolved Greencore Way, and a bright new visual brand that speaks to our future as one business.

In the six months since, our teams have been busy behind the scenes bringing our purpose and brand to life. Here we share more about moving forward with purpose...



What have we done since our *brand launch...*

Many colleagues, including our brand champions, advocates and leaders across the business have been involved in the work we've undertaken to re-brand.

Two areas we have focused on since our launch are our Direct to Store fleet vehicles and our site signage. In this issue, we focus on our fleet rebrand.

Driving our brand across *Britain...*

Our Direct to Store trailers and vans travel up, down and across Britain's highways and byways every day. Early in the project, we identified this as an opportunity to get our purpose and brand out there with more meaning than we had previously; by using the Greencore Way to share some of our key messages, linked to Great Food and People at the Core.



Example trailer - Ham Hock sandwich



Great Food

- We're known most widely as a sandwich manufacturer, however we wanted to promote our full range of products
- We agreed the side panels of our vehicles were a great area to feature our products, alongside our purpose statement and logo
- We put this to a vote and asked colleagues to pick which products they wanted to see and in December

2020, over 600 of you took the time to respond - thank you!

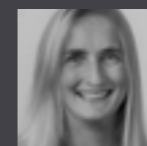
- As a result, our trailers now feature a Ham Hock sandwich, ready-to-eat salads, a Chicken Biryani, and Yorkshire puddings. Our vans feature a New York Deli sandwich, Chicken Katsu sushi, a Tomato & Marscapone sauce/pasta, and a Hot Smoked Salmon salad - with products from all our business units represented.



People at the Core

- We employ over **12,000** colleagues and want to put a big emphasis on using case studies centred on real people in their roles. So we designed content for the rear sections of our vehicles that does just that (like the one of Megan at the top of this page)! This way, people driving (or queuing) behind our vehicles may notice the messages about our roles or our operational scale and then search to find out more about who Greencore are and the roles available.

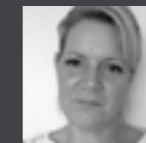
Meet the team leading our fleet and signage rebrand



Ruth Henstock - Engagement & Communications Director
The business's lead on brand, connecting us to the Group Leadership Team for critical decision-making and guidance

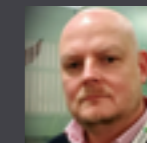


Angela Edmonds - Communications Project Manager
Overall project manager, Ange is the primary link between Aura (our signage supplier), the steering team, and our sites, to ensure we make hundreds of key decisions at the right time and with the right knowledge

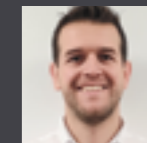


Rebecca Woodhouse - Health & Safety Project Business Partner

Mike and Rebecca have been instrumental in guiding our process against the backdrop of COVID-19 restrictions and business needs in our manufacturing sites and depots

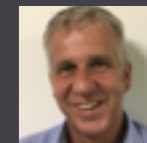


Mike Shakeshaft - Head of Safety, Health & Environment, Property and Facilities



Ben Martin - Network & Transport Director

Ben and Darren have expertly steered our fleet plan and the multi-layered complexities of getting vehicles to the right installation hub on the right day, at the right time!



Darren Bale - Network Transport Manager

We talked to Ben Martin and Darren Bale, two members of the fleet steering team about their experience of the project and what it means to them:



Ben Martin,
Network & Transport Director

What were your priorities for the rebrand project?

Making sure we ended up with a design that was fit for purpose, something that works for drivers and for our public image. It's important we promote the business and give people an opportunity to contact us, while ensuring we still provide the legal advice that must be included on vehicles. Rebranding an active fleet also meant we had to minimise impact on daily operations, which was quite a challenge. We needed to isolate vehicles and make sure we didn't send them to Aura damaged. We had to have the right programme in place and the right support to ensure it went smoothly for us, Aura, and ultimately our customers.

What opportunities has the rebrand provided?

I want our people to feel passionate about our fleet again. Getting colleagues, particularly our drivers, engaged in our fleet and feeling proud to drive their vehicle is important. The right vehicle with the right specification that's well maintained means drivers are more likely to keep it clean and tidy and protect it from the bumps and scrapes that can happen.

From an appearance point of view, our vehicles were starting to look cluttered, particularly on the rears. As legislation moves on, we'd added stickers here and there. Having the chance to clean all of that up and give vehicles a nice fresh finish has put some energy back into the team.

"Getting colleagues, particularly our drivers, engaged in our fleet and feeling proud to drive their vehicle is important."

What three words would you use to describe the old look and feel of the fleet?

Busy, green and 'sandwichy'.

What three words would you use to describe it now?

Simple, clean and 'people'.

What has it meant to you being part of the project?

I see myself as the custodian of around 500 Greencore billboards - this makes us the most public-facing part of the business from a brand perspective. I wanted the design to be well-executed and spread across the country as best as we could. I think we have achieved that and I'm really proud of the way it's been pretty noise-less - we've hardly experienced any issues.

What key learnings have you taken from the project?

That everyone can have an 'eye' for design! It was important that we were able to feed into those decisions. We spend a lot of time looking at vehicles, we know the impact designs have when scaled-up, so it was good to have the freedom to provide input. That wouldn't always be the case in other businesses.

We're looking forward to doing more with new vehicles entering the fleet and I'm looking forward to introducing more sustainable options, which links back to our purpose and the Greencore Way.



Darren Bale
Network Transport
Manager

What was your role in the project?

I joined the project just as the vehicle designs were being finalised and we were preparing for prototype installations, so my initial input was on the layout of the designs and making sure we would get the best visual once the kits were fitted on each vehicle specification.

My main role was to lead and manage the communications and movement of vehicles between our sites and the Aura facilities. We worked very closely to rebrand over 120 vehicles of different body configurations across multiple sites and depots, and did all of this while continuing their normal daily operations.

The project was complicated by the ongoing pandemic and restrictions around vehicle movement, additional care to keep our and Aura's people safe, and installing over the winter months. Without exception, everyone rose to the challenge. The transport teams should be praised for the great work done delivering this with so few problems.

What kind of feedback have you received?

Honestly – mixed! Some people like the complete move away from the old image and welcome a more modern, brighter look, where others feel they liked the green in the old livery because it so easily related to Greencore.

What three words would you use to describe the old look and feel of the fleet?

Greencore, gentle and plain.

What three words would you use to describe it now?

Fresh, modern, and cheerful.

What has it meant to you to be part of the rebrand project?

I feel privileged to have been part of such a great team on a key business project, helping to project a clean, modern and diverse Greencore image which will last for years to come.

What have you taken from this project that you'd want to apply in the future?

Detailed and careful planning, good communication and open discussions, and really good use of online conference calls in the current climate.

“Without exception, everyone rose to the challenge. The transport teams should be praised for the great work done delivering this with so few problems.”



Meeting himself going backwards, we asked Ady Moore, Production Manager at Selby, about meeting his own box van on site...

“It was an awesome feeling and got a lot of giggles from the team – but I can say that making every day taste better has its rewards!”

Be 'on brand' with our Greencore resources

Our Greencore brand is something we should all be proud of – it depicts who we are and how others perceive us. You can help promote Greencore by ensuring you use our brand consistently. If you haven't already, check out www.thegreencoreway.com/resources/group/ where you'll find a whole host of useful resources and templates.



If you haven't yet heard about our purpose, speak to your manager who will be able to share more about it with you.

Look out for our next issue to hear more about our new signage!

Grow your career with a Greencore Qualification

We have recently introduced new and exciting qualifications to support colleagues to develop and grow in their roles at Greencore.

These provide opportunities to expand knowledge, skills and experiences across many areas important to our business, including Food Technology, Hygiene, Safety, Health & Environment, Accountancy & Taxation, HR and Learning & Development, amongst others.

Our Hygiene Manager qualification is delivered by the National Centre for Food Manufacturing at the University of Lincoln and is designed for team leaders working in hygiene to develop their skills and experience.



Jayne Fulton, Hygiene Manager at Consett

Meet Jayne Fulton, Hygiene Manager at our Consett site who started one of our qualifications in January.

Jayne, why did you choose to sign up to a Greencore qualification?

I have been a Hygiene Manager for six years now and have level four food safety, level four Hazard Analysis Critical Control Point (HACCP) and allergen training but nothing specific related to hygiene. When I saw this as a qualification, I jumped at the chance to get the training which will enable me to improve standards at site as well as my personal knowledge of hygiene and the science behind it.

How has the hygiene qualification helped you in your role?

So far, we have covered legislation, people management skills and most recently, science for hygiene specialists. This covered the types of chemicals for specific situations, water hardness, methods of cleaning etc. This session alone has improved my knowledge and confidence of chemicals, the effects of water hardness and soil type. I take away something new or build on a current skill in every session.

What have you enjoyed the most?

I have always enjoyed learning, but it's a long time since I have done anything more than a day or weeklong course. Prior to signing up, I didn't know how I would manage juggling current workload and family; however I am and I'm enjoying it too – I feel I am doing something for me. I really enjoy the sessions with the University of Lincoln - the tutors understand the pressures we face and offer lots of real-life examples.

Professor Sharon Green, Deputy Head at the National Centre for Food Manufacturing at the University of Lincoln said: *"We are delighted to be working with Greencore to launch this flagship scheme. Hygiene Specialists play a fundamental role within hygiene management systems and their advice and support to other colleagues is essential. Few people understand this occupation so the launch of the qualification will help people understand the role, show a structured career path and promote the great opportunities and rewards that being a hygiene specialist can bring".*

If you think a Qualification is right for you, we encourage you to have a conversation with your manager.

For more information about how a Greencore Qualification could potentially support your development, visit qualifications.greencore.com

Creating a culture where everyone feels like they *belong*

Earlier this year, colleagues shared their views in our inclusion and diversity (I&D) survey and listening groups, where we explored in more detail what it's like to work at Greencore. Natalie Rogers, Head of Talent, Development & Inclusion talks to us about our I&D strategy, what we've learnt from your feedback and how colleagues are actively involved in delivering our new inclusion calendar of events.



Natalie Rogers, Head of Talent, Development & Inclusion

Natalie, tell us more about how we have developed our I&D strategy

Our recent research on this topic is the most detailed review we've ever done. We heard from almost 1,200 colleagues which has helped us build our plans for the next five years. We wanted to understand the experiences and stories of our colleagues and they certainly didn't disappoint. We heard from colleagues from every walk of life and across a variety of demographics including age, gender, faith, sexual orientation, background, nationality, disability and many more – the responses reflect the hugely diverse business that we are all proud to be part of. Thank you so much to everyone who took part.

What have we learnt from our colleagues?

Colleagues helped us decide the events we should celebrate and recognise and gave a lot of insight into how we make Greencore a workplace for everyone. We are starting from a great base, with colleagues telling us the importance of our investment in development, such as Grow with Greencore and Greencore Qualifications, and we heard how much people value the relationships they have with their line manager, mentors and fellow colleagues. We also heard where we need to do more, such as helping new starters to feel part of our Greencore community faster, how we can all challenge any discrimination we see or hear, and how we can make everyone feel included so they can thrive in their roles. This reinforced our main focus which is all about inclusion - we want to be an employer for everyone, no matter what your background.

Why is inclusion important at Greencore?

We know that by harnessing difference, we make better decisions, better reflect our customers and consumers, and therefore are better able to anticipate change, and respond quickly. We are fairer by having diverse and capable colleagues who can progress and drive our business forward. People truly are at our core and helping everyone to be themselves and fulfil their potential at work is vital to our success. Fundamentally, it also makes work more enjoyable and rewarding for us all. Quite simply, our investment in I&D is our commitment to making every day taste better for our colleagues.

"We want to be an employer for everyone, no matter what your background."

How will we be sharing our strategy with colleagues?

Our leaders will be briefing colleagues over the next three months on what we have learnt through our research, what our aspirations are, and what actions we will take. We have a full report which shares more of the stories we heard and outlines the actions we are taking.

Contact inclusion@greencore.com or your local HR team if you would like a copy.

How can colleagues get involved?

We would like colleagues to stay actively involved, so we have created Colleague Catalyst Groups.

The colleagues in these groups will help us to deliver our exciting inclusion events.

We'll be introducing them in the next issue of *The Core*, when we'll also share more about some of our events on our new inclusion calendar.

Aspirations for our I&D journey in the next 3-5 years



A workforce at least as diverse as the communities in which we operate, the customers we serve, and the consumers who buy our products, at every hierarchy level



A culture where our people can be themselves at work



An organisation that creates opportunities for our people to fulfil their potential at work



A business that has inclusion and diversity hardwired into everything we do, where every colleague understands how important it is to us and we demonstrate that every day

"We are committed to making Greencore a place for everyone to grow their career, be accepted for who they are and able to fulfil their potential."

- Guy Dullage, Chief People Officer



Three of our colleagues who were part of the I&D listening groups spoke to *The Core* to share their stories, their views on I&D and what they'd like to see us implement to make Greencore an even better place to work.



Shawn Emechiele
Receptionist at Northampton

"I would like to see a more diverse mix of women colleagues in senior positions."

It was important to me to get involved to be able to give my views as a colleague of African descent. I expected the listening groups to be a group trying to convince us that Greencore were pro I&D; however, I was pleasantly surprised – I truly believe the facilitators, other participants and our leaders really want to make a difference. Everyone was encouraged to present their own story and hear everyone else's - it was amazing!

Gender diversity and helping women are of personal significance to me. I became involved in uplifting women after helping a close relative as she battled drug addiction and I lost a sister to cancer. My sister and I always made sure that our nieces went on to further their education and had a chance to realise their dreams. After moving to the UK, I met so many women from African countries who felt that they were stuck

with no solution – it was then that I decided I had to do something. I operate Women of Vision International, an initiative formed to assist women in reaching goals and realising their dreams. The organisation also pays the school fees of girls in marginalised countries.

When we look back on this work, I hope that we can say that we enabled more women at Greencore to be active in making sure that the business has a positive impact on local communities. Whether it's through charitable involvement or assisting colleagues, we have to obtain a work life balance that empowers colleagues to develop. My one wish as the I&D strategy moves forward is to see more women like me, working in roles that offer career progression and equality with peers from all cultures, genders, and beliefs.



Tunji Sanusi
Business Improvement
Coordinator at Park Royal

"The more diverse we are as a business, the more successful I think we'll become."

Tunji talks to us about culture and heritage, sharing a part of his story and how he has been involved with our I&D journey so far.

Find out why it was important for him to be a part of our listening groups, and where he would like to see the business progress to over the next few years, by scanning the QR code.



Maureen Matheau-Raven
Customer Service Manager at Direct to Store

"One of the best things about my job is seeing a young person come into the business, learn new skills and develop, to enable them to move to the next step of their career."

Maureen speaks to us about young people in the business, how she supports colleagues in her team, and what she would like to see in place for younger colleagues over the next few years. Hear from her, and some of the colleagues who she has helped develop into other roles, by scanning the QR code.



"I have learnt over the years, the more diverse the teams we have, the better we are. Each person brings a different perspective to how we work best together, for each other and for the business. I commit to championing inclusivity and ensuring it's at the heart of what we do."

- Catherine Bradshaw, Group Financial Controller

HOW DO I SCAN A QR CODE?

Open your phone camera and allow it to focus upon one of the two QR code boxes. A link should appear which will direct you to the videos.



Noah's



blog



Chloe Santosuosso, Jack Sampson and Adam Moulds supporting IGD's Feeding Britain's Future (taken prior to COVID-19 restrictions)



Neuby Spencer supporting Nottingham Trent University's Meet the Employer Event

Brand Ambassadors: Driving visibility of our Greencore brand

Hi,

Since my last blog in February, degree apprentices and graduates across the business have played a key role in supporting our brand ambassador initiative.

The initiative is targeted at increasing awareness and visibility of the Greencore brand externally to potential candidates, as well as internally to our colleagues. Despite being a leading food manufacturer, we are not that well known externally which is often the case for private label manufacturers. This means we sometimes struggle to attract talent – particularly for early careers.

This lack of awareness of who we are, alongside the misconceptions about programmes such as apprenticeships means that it can be a challenge to attract and recruit people who are starting out in their careers. I'm sure many of you will have seen from our recent inclusion & diversity strategy (which you can read more about on page 12), that young people are under-represented in Greencore, which reinforces the importance of this project.

This is where we come in as brand ambassadors. We aim to raise awareness and challenge outdated perceptions of the food industry and apprenticeships by engaging with schools, colleges, students and prospective candidates through planned events such as educational talks, careers fairs and social media activities. This work has strong links with our pre-existing community engagement work so strengthens relationships with schools and colleges in our local communities.

I particularly enjoy how this brand work helps us to support recruitment. Throughout March, brand ambassadors had the privilege of supporting assessment centres and interviews for the next intake of degree apprentices and graduates, and I personally loved seeing the high calibre of candidates who want to join our schemes.

So far, as brand ambassadors, we have engaged with over 3,000 potential candidates and partnered with over 15 schools and colleges. We recognise there is a lot still to do to encourage young people to join our team and help us make every day taste better - I'd love to hear from you on what more you think we can do to encourage talented people to join Greencore.

I look forward to catching up in the next issue and talking to you about our new degree apprentices who will join us later this summer.

Noah



Making every day taste *better*

Great Food Supplement

Our Great Food is underpinned by our dedication to food safety, taste and quality.

Meet our



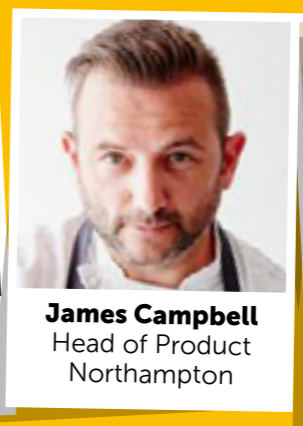
keeping us on trend



Johann Smith
Head of NPD
Food to Go



Sharon Barker
Head of NPD Selby



James Campbell
Head of Product
Northampton



Jo Elsdon
Head of Food
Prepared Meals



Amanda Ogden
NPD Controller
Salads

We work hard to innovate and improve recipes and technologies to deliver delicious products to our customers and consumers. Last year, our New Product Development (NPD) teams created and launched 719 new products. *The Core* spent time with Johann Smith, Sharon Barker, James Campbell, Jo Elsdon and Amanda Ogden, the NPD leads from across our five business units to hear more about the food trends that influence our new products, helping us to deliver our purpose of making every day taste better.



Food trends in action: Our Moroccan Style Flatbread launching in June



Shredded Turkey Waffle: A product made by our teams to trial new trends

Hi all, how long have you worked at Greencore?

Johann: 16 years.
Jo: 14 months.
Sharon: I've just reached 12 years... most of this at Selby but I've also worked in Prepared Meals.
James: 18 months.
Amanda: 18 months, but before that I was at the Boston site as part of Freshtime for almost seven years.

What does great food mean to you?

Johann: From a professional perspective, great food is what we do day-in, day-out. We produce the best tasting, highest quality food that excites our customers and consumers. From a personal perspective, it has an emotional connection. It's as much about the anticipation, salivation, and excitement, as the food itself. Bringing those two aspects together for our customers and consumers, is a key ambition.
Jo: It can mean so many different things to different people, and that's why I think it's so right for it be a fundamental part of the Greencore Way. For me, from both a work perspective and at home, it is food that is excellent quality, consistently produced so you know it's going to be the best it can possibly be.
Sharon: Simply, great food is all about fabulous tasting and looking food. We eat with our eyes, so it must look great.

It may be super healthy, or it could be an indulgent treat, but it must taste amazing!
James: Great food for me is a culture: it flows through everything we do at Greencore. Not only from product innovation, it's also having a restless mindset on new raw materials and sustainable sourcing, all the way through to producing market leading quality on the line that we can replicate time and time again for our customers.
Amanda: Food that you're proud to share, that delivers a need and gives enjoyment. Great food evokes memories, whether from childhood or a special occasion.

What are your key deliverables in the next 12 months?

Johann: Firstly, we need to recover post COVID-19 and help improve our financial performance by delivering new products well. Introduce newness via insight (having a deep understanding of what is going on around us) and reducing the product gap between our retailers and the specialists.
Jo: To build our presence in ready meals, and to innovate new products that are different to what we do already.

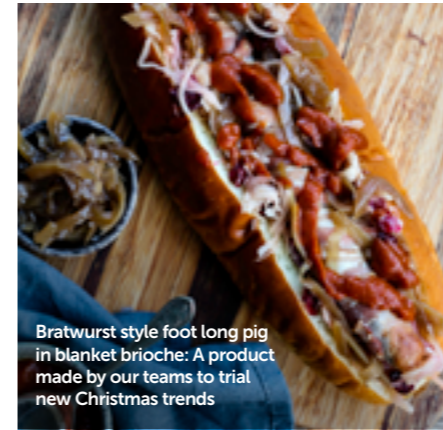
"Simply, great food is all about fabulous tasting and looking food. We eat with our eyes, so it must look great. It may be super healthy or it could be an indulgent treat, but it must taste amazing!"

- Sharon

Sharon: At Selby, we have fortunately experienced strong sales throughout COVID-19. That hasn't stopped us in our ambition to continue to grow, however. We need to continue creating new and exciting ideas that everyone wants to eat.
James: We are focusing our efforts on recovering and protecting our core business, as well as pro-actively driving the innovation agenda for Marks & Spencer (M&S). We have some significant product launches and some exciting new showstoppers coming soon.
Amanda: Ensuring a strong core range, including well researched new products to excite our consumers as we all return to some element of normality.

What are the current food trends that you are looking at?

Johann: We are looking at a broad spectrum of trends from casual consumption to health and wellbeing and sustainability. Areas that we are looking at in health and wellbeing are natural plant diet products and the increase of fibre/addition of ingredients that aid digestion.



Bratwurst style foot long pig in blanket brioche: A product made by our teams to trial new Christmas trends



Super salad - three of your five a day: A product made by our team to trial new 'health' trends

Jo: The last 12 months have really changed the way people eat at home, with lots of people cooking more, and trying restaurant quality food through restaurant takeaways and meal kits. This has been a big trend for us to watch closely and has opened a new area for us to explore.
Sharon: British, American BBQ, Middle Eastern & Pan Asian are all cuisines that are on trend now.
James: We are looking at many different platforms from lifestyle trends, eating habits and occasions, especially new learned behaviours because of COVID-19. Sustainability, social climate influences and health & wellbeing are food trends right across the business.
Amanda: Health forms a large part of what we do in Salads and fits our product range well. From plant based, meat reducers and flexitarians to health boost, five-a-day and controlled nutrition but with no compromise to flavour or enjoyment.

What are your sources of inspiration?

Johann: I generally find sources of inspiration for food trends in everything from behavioural studies to social media and magazine publications. Travel and eating out were also fabulous sources of inspiration that have understandably been restricted over the last year.
Jo: We watch closely what is happening in retail, but to really lead the way, we spend a lot of time watching what's happening on social media, in restaurants and takeaways, along with looking at trends across the world. We work with a few agencies that help identify key trends in the market but also read a lot of reports and blogs.
Sharon: Everything and anything! It might be a trip to the supermarket where we see something different and it gives us an idea that could be translated into a dip or sauce, a visit to a restaurant, a chef on social media, cookery books, food events and exhibitions...the list is endless.

James: I am real foodie. I come from a chef background, so I love experimenting with dishes and flavours at home and working closely with our chefs and NPD team. I am also an avid user of Instagram. Travel and eating out has been massively hampered in the last year, so we have had to think innovatively on how we are keeping our finger on the pulse.
Amanda: Social media – people love to share what they are eating, whether it's good or bad! Everyone is looking for 'Instagram ready' food to share. Eating out at restaurants and restaurant boxes, which are boxes of high-quality food made available by restaurants which became popular during COVID-19.

When it comes to food trends, how do we work in collaboration with our customers?

Johann: We work collaboratively with our customers allowing their feedback to drive our food agenda. We do this in conjunction with our category and insight colleagues and overlay our food, market and consumer insight with our Category Drivers (themes to focus our food on) to create a customer specific plan.
Jo: We share our own knowledge with our customers to identify an innovation pipeline relevant for them specifically, and their shoppers. Although of course

"The skill is in applying our culinary expertise to give the customer something that they don't know they need yet and positioning it in a way that is affordable, exciting and accessible."

- James

not every trend leads to an opportunity!
Sharon: Our customer dedicated teams work to build close working and collaborative relationships with our customers. Pre-COVID-19, we would often spend time with our customers on food trawls looking at ideas together.
James: We will drive the conversation and then work with the customer to bring this to life and determine how we are going to bring this to market, looking at every aspect from the commerciality, customer positioning, packaging, design and launching in store.
Amanda: We utilise consumer research to help drive our customer briefs, taking the key trends we are seeing and ensuring they are relevant in the areas we are looking to add innovation.

What elements do you need to think about before developing a product?

Johann: We need to use all of our sources of insight, whether that be food, market or global macro insight to create ideas in alignment with this. This then helps to drive our concept development process.
Jo: We start with our consumer insight, and our category drivers to develop the product briefs. Right from the start of an idea, we consider our factory capabilities, consumer relevance, how commercial it is and what it might cost to make, the sustainability of the packaging and ingredients, the quality and safety we need to achieve, the nutrition and health claims that may be needed (or not!) and many more elements!
Sharon: When we write a project or product brief, we're always clear on what the consumer needs. We also need to be clear that we can make what we're proposing in the brief and that it fits with our strategy.



Recent products launched from food trends: Tesco Finest 'Restaurant Collection' meals, Sammies Awards New Sandwich of the Year M&S No Beef Pretzel Roll, M&S Truffled Egg and Ham Sandwich, Lidl Cherry Tomato & Chilli Pasta Sauce and Morrisons Fruit Harrissa Apricot Marinade

“Sustainability is important especially from a packaging perspective. We are actively developing paper sandwich packaging to launch this year to reduce our plastic use.”

- Johann

James: We work very closely with the insight team, as well as aligning ourselves to M&S' key strategies. The skill is in applying our culinary expertise to give the customer something that they don't know they need yet and positioning it in a way that is affordable, exciting and accessible.
Amanda: We research what is important to the consumer and develop products to fit this need.

Tell us about how sustainability plays a part in our food production/food trends?

Johann: Sustainability is important especially from a packaging perspective. We are actively developing paper sandwich packaging to launch this year to reduce our plastic use.



Jo's favourite product: Sainsbury's Taste the Difference Limited Edition Spring Vegetable & Ricotta Soup

Managing food and ingredient waste has also been a priority and we will continue to explore what we can do with this. Using local ingredients is also becoming more common as we aim to reduce our carbon footprint.

Jo: Sustainability is one of our greatest focus' currently, and it's great that we have such a strong ambition to deliver. By the end of May, all our ready meal trays will be classified as recyclable which is a great step forward. The food agenda is just as important so considering waste, using "wonky" veg, or sourcing from local suppliers when ingredients are in season.

Sharon: Sustainability and the health of our planet is top of our list. As an example, trends such as health and food waste mean that we've reviewed our portion sizes. We've lightened all our glass jars to minimise packaging, which in turn means that not only are we not using as much glass, we're also transporting less weight of it around the country (and world) to our customers.

James: The rise in the vegan movement has become a major factor in the food industry and in my opinion one of the biggest sustainability food trends we have seen in years.

Amanda: This is steadily growing in importance for us especially for packaging – we have recently removed single use cutlery from food to go salads by either switching out completely or changing to a wooden alternative. Next on the packaging agenda is to review alternative packaging materials and the education piece around plastic.

What's your favourite Greencore product?

Johann: A Co-op Prawn Mayonnaise sandwich but I am also partial to Selby's Balsamic Pearl Onions.

Jo: Our newly launched Sainsbury's Taste the Difference Limited Edition Spring Vegetable and Ricotta Soup – light and creamy and really refreshing – it's the perfect soup for spring. In contrast, if I want a bit of indulgence, our Co-op Irresistible Macaroni Cheese is delicious!
Sharon: Our recently launched Pink Pickled Slaw... they're ultimate convenience in a jar and are the perfect example of great food! They look and taste amazing and go brilliantly with so many meal occasions....in a sandwich, on a burger, as a topping to a curry...or straight from the jar.

James: I am constantly impressed by our Plant Kitchen No Beef Pretzel Roll which has just recently won New Sandwich of the Year in the Sammies Awards, but my number one is our Chicken & Bacon Sandwich.

Amanda: Co-op Irresistible Salmon, Watercress and Charlotte Potato salad - a classic, simple product that delivers great flavour.



Sharon's favourite product: Our recently launched Tesco Pink Pickled Slaw



Amanda's favourite product: Co-op's Salmon, Watercress & Charlotte Potato Salad

There's so much more to Salads

Meet our Salads New Product Development team who tell us more.

Some of the Salads NPD team:



Laura Dyson, Coral Vincent, Luke Pearson, Shannon Cuthbert, Alex Bullock



Gemma Read & Madeleine Rainert



Mandy Wright & Daiva McCartin



Pam Roberts

Formed in April 2020, the team includes colleagues from our Spalding and Boston sites - bringing two sets of fantastic culinary capabilities together. The Core spent time with Laura Dyson, NPD (New Product Development) Manager, talking all things COVID-19, development and how to make the most of hero ingredients, minimising waste in your kitchen.

"The Salads business team produce more than 300 products across nine different product categories. We are always working to ensure we offer best in class products, with plenty of newness to keep our customers ahead of the curve, delivering fantastic food to their consumers."

"We make prepped vegetables, dips, dressings, sauces, coleslaws, potato and pasta salads, leaf and grain salads, deli fillers, snacking and healthy fresh meals. Our Spalding site are the mayonnaise experts and at Boston, we work wonders with whole head vegetables – whether that's slicing, dicing, marinating or charring – we can do it all."

"We are made up of development chefs, development managers, product developers and kitchen assistants, supported by our development controller, Amanda for the Salads business unit. In Salads, our packaging colleagues also form part of the development team, recognising that it plays a vital role in our fantastic products. It helps us work even closer together on one of our current priorities, helping our customers reduce the amount of plastic we use, while educating the consumer on the recyclability of materials."

"We became a team during the height of COVID-19 and with keeping each other safe being our key priority, we have had

“At the start of the pandemic, we were pivotal in providing free lunches for our food heroes on site”

to adapt our way of working – never have we utilised online meetings such as Teams and Skype as much as we do now. We can't wait to all be back together in the hustle and bustle of the development kitchen or out trawling restaurants, cooking up new ideas.

"At the start of the pandemic, we were pivotal in providing free lunches for our food heroes on site, setting up a stall in the canteen. I was really proud to be part of the team supporting our key workers."



Tracey Gee at the NPD stall, providing free lunches for key workers on site, during the height of the coronavirus pandemic

Key facts on Salads hero ingredients



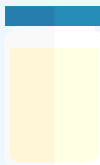
Carrot – The team buy **7,781 tonnes** of carrot per year! They prepare into various cuts depending on the end product requirement, whether that's sliced, diced, Julienne, shredded, band or baton, and use the waste to make vegetable dips. It's used in coleslaw, prepped vegetable bags and trays, snacking, salads and healthy fresh meals.



Coleslaw – The team produce a whopping **800 tonnes** of coleslaw a week during the peak summer season! Producing numerous recipes depending on what our customers are looking for, from value options right up to top tier! They also develop 'non-traditional' coleslaws where consumers are looking for lighter options by utilising yoghurt rather than just mayonnaise, and lighter dressings.



Cauliflower – In a year, they process **234 tonnes** of cauliflower at Boston. From whole head, it can be floret, diced, turned to cauliflower rice, puréed into a dip, marinated, and chargrilled. It's used in prepped vegetable bags and pouches, salads, and healthy fresh meals in pots and trays.



Mayonnaise – **16.4 tonnes** of mayonnaise is produced each year at Spalding, which is the equivalent of filling 6.5 Olympic swimming pools! Producing eight different mayonnaises on site to suit specific product types.

Broccoli – The team prep **30 tonnes** of broccoli each week at Boston - and always aim to use the whole head to minimise waste. From using the floret, they also utilise the broccoli stalk by slicing into ribbons or dicing so it can be used across prepped vegetables, salads and healthy fresh meals.



Recipe to save on food waste

Crispy Cauliflower Fritters with Carrot Purée and a Carrot Top Salsa Verde Dressing

Carrot Purée - Ingredients

- 4 medium carrots roughly chopped (with tops removed and reserved)
- 25g softened butter
- ½ tsp whole cumin seed
- 1 tbsp of Greek yoghurt
- Seasoning to taste

Crispy Cauliflower Fritters - Ingredients

- 4 cups water
- 2 cups cauliflower florets
- 1/2 cup all-purpose flour
- 1/3 cup grated Parmesan cheese
- 1/2 tsp salt
- 1/8 tsp cayenne pepper (optional)
- 2 spring onions thinly sliced
- 1 egg lightly beaten
- 2 tbsp olive oil

Carrot Top Salsa Verde Dressing - Ingredients

- 2 handfuls carrot tops finely chopped
- 2 handfuls parsley leaves finely chopped
- 1 handful mint leaves finely chopped
- 1 tbsp capers finely chopped
- 1 tbsp Dijon mustard
- 100ml rapeseed oil or olive oil
- 1 tbsp cider or malt vinegar
- Pinch of salt and pepper

Method

- Preheat oven to 180°C. Mix the chopped carrots, softened butter and cumin seeds together. Place on a baking tray and cover with tin foil. Place in the oven for 40 mins or until the carrot is tender. Once cooked, place the roasted carrots into a blender along with the Greek yoghurt and blend until smooth. Season to taste and allow to cool.
- Combine the water and cauliflower in a medium saucepan and bring to a boil. Cook for 4 minutes, then drain well. Place the cauliflower on a few layers of paper towels and pat dry. Transfer to a cutting board and finely chop.
- Place the chopped cauliflower in a large bowl; add flour and stir to coat. Fold in the cheese, salt, pepper, spring onions and egg.
- Heat the olive oil in a large thick based frying pan over medium-high heat, swirling to coat. Put the fritter mixture into the pan a tablespoon at a time, using a spatula to flatten each fritter into shape.
- Cook until golden brown, about 4 minutes, then carefully flip over and cook for about 4 minutes more.

Transfer to a paper towel-lined plate to absorb excess oil if needed.

- Take all ingredients for the salsa verde dressing together and stir together in a bowl.

To assemble the dish...

Put a couple of handfuls of rocket and some finely sliced red onion in a dish. Spread a spoonful of the room temperature or reheated carrot purée on top (whichever you prefer). Then add the fritters and a generous drizzle of the carrot top salsa verde. For taste: add Parmesan shavings.

Enjoy!



Investing in technology to deliver excellence

One of the commitments that we made when we launched our purpose was that we would invest in technology to deliver excellence. A key component of this is our work on automation which is helping to revolutionise how we manufacture products, delivering increased productivity.

Throughout the pandemic, some of this work was put on hold but several key projects including work on lidding, turning and matching sandwiches has progressed. We spoke to some of the team involved in this work.



Andy Brockwell,
Business Improvement
Controller

"I am currently based at Park Royal where we are starting our automation journey by installing equipment developed by the Greencore Engineering Excellence team and already successfully implemented at Manton Wood. This first phase of work involves modifying the production lines to enable the stacking (or matching, depending on site) robots to be fitted onto the line, this will be followed by equipment to automatically turn and lid the sandwiches.



Some of the automation at our sites



Annemarie Playle,
Business Improvement Manager

"I've been involved in identifying and diagnosing opportunities to bring in pieces of automation, following this through from design and purchase, to implementation and delivery. We're starting to rethink how we can build our products to help unlock automation opportunities and drive operational performance.

"I was proud to see one of our customer's tuna and sweetcorn sandwiches go through these changes recently, enabling us to use automation where we previously couldn't. I can't wait to see where else we can unlock opportunities. Trying to find solutions that fit the complexity of what we do is always a challenge; we need to be able to changeover quickly, move between products and deliver consistent performance.

"I'd like to thank all our colleagues at Park Royal for their willingness to always give it a go, for never giving up, and for always approaching things with a smile and an unbeatable team spirit. The eagerness to learn and the drive to make each day better than the last has made it an enjoyable journey so far - the sky is the limit now!"



Carl Udall,
Business Improvement Manager

"Designing this equipment has been a long, complex process: these units have to be able to process huge amounts of information to allow them to perform accurately. I'm extremely proud to see them in action at site. The results are very impressive when you consider the space constraints at Park Royal (for those that don't know, the site has limited space between lines), - we had to tweak the guarding design to overcome this issue."

"I have been working with our suppliers to identify and develop bespoke automation solutions at Manton Wood and across the Group. This has involved conducting on and off-site trials to optimise each machine.

"I'm really proud to be part of the team who have implemented the first mobile processing robot cells into our industry. These units are taking away some of the more repetitive tasks involved in sandwich production.

"The equipment is very new and needs to operate in quite a tough environment in terms of the rigorous cleaning required etc, so we've had to modify many of the devices to withstand this process. We have also recognised that we need to restructure our support teams to help maintain and operate the equipment.

"I'd like to thank the teams involved who have had to get up to speed with some very new technology and have supported us by using their experience and knowledge to make the equipment more robust and reliable."

Tony Carson, Head of Engineering

"For me, this work is a very interesting challenge and one that has not been solved previously in our industry - we are trying to automate something that has a high degree of complexity and variability which is quite difficult to achieve.

"All our solutions have to be built in a way that, should the equipment fail, people can continue producing our great products to meet our customers' needs. Our teams involved in this work have done a fantastic job to overcome the various obstacles and hurdles that have been thrown our way!"

A Day in the Life of **ZONE MANAGER**

Kerry Driscoll



Our Day in the Life of feature in this issue introduces you to Kerry from our Northampton site. Here she provides an insight into her role as a Zone Manager and talks about what life is like for her at Greencore.

Kerry, tell us about your career and what brought you to Greencore...

I have always worked in the food industry – it started when I got a part time job on a sandwich production line while studying at university. I enjoyed the challenge so much I stayed on and began a career in operations. I have enjoyed spells in sandwiches and chilled desserts in other businesses before joining Greencore. I knew a couple of experienced managers from previous roles who were working here, and they recommended I join the team back in 2011 saying it was my kind of place and they were not wrong! I have been here for almost 10 years and have held a variety of roles, met some great people, and learnt so much.

What has been your most memorable moment since joining Greencore?

It's hard to pick just one as there have been so many, but the one I'm most proud of is helping to set up an additional salad bite line at short notice for a high profile TV promotion. It was the first project I led personally from an operations point of view and working with the other functions to deliver something special was very rewarding.

What changes have you seen over your time with the business?

I have been very fortunate to be part of the team at Northampton through a period of growth and investment – from winning new contracts to developing and producing award winning products. During my time here, we have opened new extensions in Unit B and two purpose-built facilities in units D and K. I started my career here working on nights, producing the gluten free range which was initially just two sandwiches - that range has grown to include wraps and a greater range of sandwiches. I then moved to day shift where we helped deliver new business wins – I was involved in a big

recruitment drive to support this growth, before the opening of the unit B extension, followed by the commissioning of Unit D. It has been a busy, fun and jam-packed 10 years that has seen a real change at the Northampton site.

How has COVID-19 impacted you and your team?

We have had to learn to adapt to a new way of working very quickly. What was the norm before seems like a long time ago and we have a new set of guidelines to follow. What has impressed me the most is how flexible and accommodating everyone has been. Everyone has accepted all the changes and worked hard to ensure we are all safe at work. I had the opportunity to work as part of our site lateral flow testing team, responsible for organising and delivering the onsite testing of colleagues. This has been very rewarding, and I am thankful for the opportunity to support colleagues at this time (you can read more about our lateral flow testing programme on page 4). On a personal note, having recovered from the virus myself, I can say how grateful I am to the NHS who have tirelessly worked to protect us all.

What do you most enjoy about your role?

The best part of my job is working with people. I am lucky to have a great bunch of colleagues working with me across various functions. I am happiest when I see others succeed, one of my greatest pleasures is watching colleagues I have worked with progress into bigger roles that challenge them to fulfil their true potential. I enjoy solving problems and making plans, so I think I have found the right job for me, as in a fast moving environment, you need to be able to make decisions quickly and to be able to plan for all eventualities. I treat each milestone as a mini project and have enjoyed some success.

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

Anything is possible! With a positive mindset and a willingness to work hard, you can achieve anything. At Greencore, we offer a wealth of opportunity which is open to everyone. If you want to progress, talk with your manager or your local HR team. We can create individual pathways for each person, be it on the job training, formal qualifications or advice.

So what does a 'typical day' involve for a **Zone Manager**...

5.30am

I arrive at work ready for the day ahead. Check in with the teams, say hello and ensure any issues are being dealt with and see if they need escalation or support. I then review the plan for the day. Three days out of five I have a 1-2-1 with the night shift line coordinators to discuss issues, performance and support development. Other days I will walk the area and catch up with the team to check how everyone is doing and how we're performing.

8.00am

Cell review time! We have a daily meeting that reviews performance over the last 24 hours and problem solve any issues. We concentrate on the top three things. It's a good chance for the whole team to raise any concerns and to celebrate success.

8.30am

Breakfast - it really is the most important meal of the day and I think it's important to take a break now and then, refresh your mind and be ready for the rest of the day!

9.30am

Business Unit meeting – this is the chance to check in with other functions. We formally review the last 24 hours and plan for the coming week. We help resolve issues not closed out by local cell reviews or other forums.

“With a positive mindset and a willingness to work hard, you can achieve anything. At Greencore, we offer a wealth of opportunity which is open to everyone.”

“I am happiest when I see others succeed, one of my greatest pleasures is watching colleagues I have worked with progress into bigger roles that challenge them to fulfil their true potential.”

10.00am

This is my favourite time of the day because unless I have a meeting, I get a free hour where I can be in the factory and see what's going on and connect with the team. I manage the preparation department and its good to watch a mix being made or see how a bit of kit is performing.

11.00am

I could have a meeting depending on which day of the week it is. It could be a technical meeting such as the customer complaints forum where we look at trends and come up with ideas on how to improve performance and eliminate issues. Or it might be a health and safety meeting where we review any incidents or near misses and come up with a plan to reduce the likelihood of a reoccurrence. My world has changed the last 12 months as we have moved away from face-to-face meetings and joined virtual meetings in Skype and Teams, which was a challenge at first but now I'm used to it.

1.00pm

It's time to review the performance for the day so far, check the plan for the upcoming week then look at any long-term plans for things like relaunches, audits, seasonal activity etc. I usually discuss this with my line co-ordinators as I find their input can add value and highlight things I may have missed. When we all know the plan, we can work towards it together.

2.00pm

It is almost the end of the day, so I take time to go and say thank you to the team and check they are doing okay. I then check everything for the

following day, maybe review the last weeks material performance, labour variance, quality compliance or other key performance indicators. I have one last look at my emails and then it is time to head off home to walk the dog. I have a bouncy Cockerpoo called Rooney, who keeps me busy outside of work!



Kerry works in the preparation department, where they get fillings ready for our sandwiches and wraps



Kerry and her team hold daily cell review meetings to discuss performance



A newly branded Direct to Store vehicle

Happy Birthday Direct to Store

It's 30 years since we established our industry-leading Direct to Store (DTS) distribution network.

DTS is an integral part of Greencore, comprising of more than 500 vehicles, operating out of 18 locations, and making more than 10,000 deliveries every day.

Thank you to all our DTS colleagues!

Atherstone support the local community

Our Atherstone site have recently supported two charities in the local area who offer their support to those who need it the most.

The site donated 100 sandwiches and Easter eggs to Community Children Count, to thank children volunteers who organised a litter picking activity, collecting over 30 bags of rubbish. Community Children Count are raising funds and initiatives to help improve the lives of children.

They have also provided sandwiches on a weekly basis over the last 12 months to Cohort 4, a charity supporting survivors of abuse, women with previous convictions or those experiencing mental health issues.

Thank you Atherstone team for this great support to the local community.



The Easter Eggs and sandwiches available from our Atherstone site to say thank you to the children in the local community



The team at the end of their final walk from our Kiveton site to Bluebell Wood Children's Hospice

Kiveton colleagues go the extra mile

Our site leadership team at Kiveton stepped up to help raise funds for Bluebell Wood Children's Hospice.

Their aim was to walk a huge **three million steps** in one month. With 10 team members, it meant everyone walking a minimum of **10,000 steps** a day. With support from across the business and local press coverage, the team smashed their target and walked **4,277,722 steps**, raising over **£3,500** for the local hospice...

Anna Gott, Regional Fundraiser at Bluebell Wood, said:

"We'd like to say a huge thank you to the fantastic team at Greencore for taking on this epic challenge to support us..."

"It's been a challenging year as a charity, with many of our fundraising events cancelled because of the pandemic, so Greencore's support really will make a huge difference."

Stewart Bolesworth, Day Shift Supervisor and Larisa Virtosu, Shift Manager with the pallet ready to send to FareShare Midlands

Tamworth depot donate to FareShare

Throughout the COVID-19 pandemic, our Direct to Store depot in Tamworth have donated pallets of food and drinks to local charities in the Midlands, including FareShare, helping to support those in need.

Great work Tamworth!



20 Years' Service for Northampton colleagues

It might be unlucky for some but not at our Northampton site, with 13 of our colleagues recently celebrating 20 years' service.

Aaron Stafford, Rachael Taylor, Julie Thomollari, James Sarginson, Andrew McDonald, Zaheera Khan, Rainford Russell, Arvind Patel, Shilla Patel, Nayanaben Patel, Mita Patel, Yvonne Eastaff and Kevin Bull joined a socially distanced lunch and awards ceremony to collect their certificates presented by Tim Jackson, Site Director.

Congratulations everyone! Here's to many more happy years!

Our colleagues celebrating 20 years' service with Site Director, Tim Jackson



Martin Brooks, L&D Co-ordinator and a volunteer at Sleepsafe Selby taking receipt of our donations

Helping Selby Sleepsafe

Colleagues at our Selby site have delivered food supplies to Sleepsafe, a small local charity who provide accommodation to people at risk of becoming homeless. The food supplied will help feed those staying in their small complex. Run by volunteers, the team hugely appreciate the support received from Greencore.

Thank you, team Selby!



Some of the Salads team completing their steps

Land's End to John O'Groats for Mental Health Charity

A group of colleagues from our Boston and Spalding sites have completed a challenge covering the equivalent of the journey from Land's End to John O'Groats.

They covered a total of 1083 miles -walked, run or cycled - during the month of April, raising an impressive **£1520.50**.

All money raised will go to Mind, a charity supporting people struggling with mental health issues.

Chris O'Byrne, General Manager, at Boston said: "I'm very proud of the team for their drive and determination to raise money for Mind. Although they didn't do the actual route from Land's End to John O'Groats, I know they pushed each other along to reach the target of 1,083 miles."



Congratulations

Congratulations to Food to Go's Emma Taylor on winning the coveted overall Sandwich Designer of the Year Award at this year's Sammies Awards.

Several of our products also scooped awards for customers including the New Sandwich Award for our innovative M&S No Salt Beef Pretzel Roll and the Healthy Eating Award for our Starbucks Plant Based Sweetcorn Fritter Wrap.

Well done Emma and to all our teams involved!



Chief Fire Officer's recognition for Manton Wood



Ed Rowlands, General Manager being presented with the Chief officer's certification of recognition by Stephen Copson, Bassetlaw District Manager for Nottinghamshire Fire and Rescue Service

Stephen Copson, Bassetlaw District Manager for Nottinghamshire Fire and Rescue Service presented us with the Chief Fire Officer's certification of recognition, for our Manton Wood site's support during the Worksop floods last year.

Stephen said: "Greencore's support meant that crews had access to free, fresh sandwiches which supplemented the Welfare Unit's provisions and meant that responders were fed and kept sustained during a long hard night of work. Thank you so much."

Congratulations

Congratulations to our DTS Tamworth, Leeds, Park Royal, Crosby, Kiveton and Warrington sites for attaining AA ratings in their recent BRC audits. A fantastic achievement! Well done to everyone involved!

Getting to **know our values** and speaking up if you see the wrong thing

At Greencore, we are committed to running our business with the highest level of integrity and honesty – for all of us, this means that we must always do the right thing.

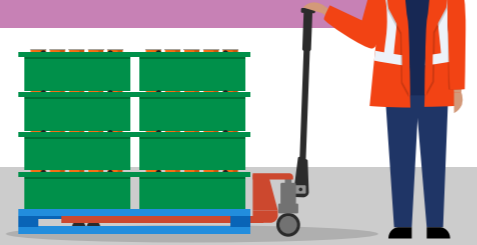
We have a Code of Ethics & Business Conduct that confirms the core principles we rely on to carry out our day-to-day work. The Code, which is available in hard copy at all sites and on our Group website (www.greencore.com), sets out the moral and ethical standards that we expect everyone who works for, and with Greencore to live by.



Copies of our Code of Ethics & Business Conduct are available on the intranet, at your local site or on our Group website – www.greencore.com

Speaking about the Code, Jolene Gacquin, our Group Company Secretary, said: “The Code sets out our core values and the principles we should all try to apply in our roles. The Code cannot address every possible situation or answer every question you may have, however, this should never stop you from asking questions or raising concerns. If you think that there is something happening that is not in line with our core values, you should raise your concerns, safe in the knowledge that you will not face any recrimination for doing so.

“Similarly, management have a responsibility to act on any concerns that colleagues raise around how we conduct our business and treat our people. It’s important that colleagues know that all concerns raised are thoroughly investigated, and that appropriate action is taken.”



At Greencore we are committed to ensuring that:

- We don't use any forced, bonded or involuntary labour
- We don't use any child labour
- All colleagues have a right to join a recognised trade union
- Working conditions are safe and hygienic
- Instances of harassment, threats, abuse or intimidation will never be tolerated
- There is no discrimination

You can put the Code into practice by:

- Using information and judgement to make the correct choices
- Putting people at the core and living this key principle of our Greencore Way
- Applying the highest standards of honesty and integrity in your daily decision-making and interactions
- Helping to keep yourself and your colleagues safe
- Playing your part in protecting our local environment and communities
- Respecting everyone you work with and valuing the diversity of their ideas, beliefs and values
- Ensuring that information you use to carry out your role is treated confidentially and only used for the intended purpose
- Complying with all relevant laws

A word from our experts

Two colleagues who are leading our work on ethics are our Group Head of Legal & Compliance, Aisling Butler, and the Group Head of Human Rights, Mel Miles. Here they share how their roles help to ensure we all do the right thing at Greencore.

How does your role support this work?

A: Part of my role involves ensuring that the correct policies are in place, not just to comply with laws but to ensure that we are, and remain, an ethical business. I also support our colleagues who may need guidance or assistance if they have any concerns or when issues may arise either from a legal or ethical perspective.

M: My role is to join up our colleagues, our suppliers and our customers so that we all work towards the same ethical goals. I help lots of different teams understand what best practice looks like when it comes to doing the right thing for each other.

What do we do well?

A: Fundamentally, I am most impressed by the fact that our Board and the leadership team are committed to having an ethical and sustainable business. Therefore, what we do really well is leading from the top.

M: I love the way that we help each other and are supportive as a business. Like all roles, mine can be quite complex, but so many people are happy to listen, collaborate and help to make things better.

Where can we improve?

A: We need to continue to ensure that our colleagues feel supported at Greencore. Everyone should be familiar with the Code, where to seek advice and no-one should fear raising concerns.

M: We should always call out things that aren't right – we already have a supportive culture, but we need to make sure that everyone is confident to come forward and share issues that they may be dealing with. Help is available for us all.



Group Head of Legal & Compliance, Aisling Butler and Group Head of Human Rights, Mel Miles

Help is available

Sometimes things happen at work that you have concerns about. This may be something you have experienced, heard about or seen, that makes you feel uncomfortable. At Greencore, we're committed to ensuring that the highest standards of openness and transparency are maintained. An important element of this is ensuring that all colleagues and third parties – like our customers and suppliers - can raise their concerns in a responsible and safe way.

You should familiarise yourself with our whistleblowing policies, and examples of the types of concerns that can be raised. These policies can be found on the intranet or by asking your manager or local HR team. Be assured that all concerns raised will be kept confidential and will be investigated appropriately.

If you have concerns, or you just want to talk to someone about what you're seeing, hearing or feeling, it's important you speak up.



Another way you can discuss your concerns is through **Talk2Us** – our confidential colleague support service – this service provides peer-to-peer support from other colleagues whether you need emotional help or just want to talk to someone for general advice, a listening ear or to raise a concern.

The service is available Monday to Friday 8.30am-4.30pm on either email Talk2Us@Greencore.com or Tel: **01246 385290** (add +44 and drop zero for Ireland)

We've committed to achieving an open working environment in which you feel able to report concerns directly to your line manager. However, there may be times when you are not comfortable with that or feel unable to do so. To help deal with this situation, we have engaged NAVEX Global as an external third party who colleagues can raise any concern to anonymously. Contacting NAVEX Global is free, secure and available 24/7.



How to contact NAVEX Global
Tel UK: **0800 015 9726** Tel Ireland: **1800 901 786**
Online: Greencore.ethicspoint.com



If you have any concerns please raise them with your manager, use our Talk2Us service or contact NAVEX Global. Speak up and help us make every day better for everyone at Greencore.



Get saving with My Core Benefits

My Core Benefits is celebrating its 4th birthday!



What is My Core Benefits?

My Core Benefits is our rewards platform where many of our great benefits are available to you, all under one roof.

A discounts platform...

...That saves our colleagues money. With savings at hundreds of retailers, in-store and online instant vouchers, employee cashback and a mobile app for instant access to discounts, make now the time to get online and save £££'s!

Don't miss out...

It's not only savings you can make at My Core Benefits, you can also visit our wellbeing centre, find out about our cycle to work scheme, keep up-to-date on the latest news and access your payslips, as well as much more.

Visit mycorebenefits.rewardgateway.com to save today!

In the last year:

98% of our colleagues have logged on to My Core Benefits

£1.7 million has been spent on the site

Colleagues have saved over **£120k**

Favourite retailers include: Currys PC World, Tesco, Asda and John Lewis

309 cycle to work orders have been placed, saving colleagues over **£50k**

2,509 people have downloaded the SmartSpending app to make saving even easier



Laura Bury, our Client Success Manager at Reward Gateway, the team behind My Core Benefits, said:

"Reward Gateway love partnering with Greencore to bring you My Core Benefits. We've worked closely together to bring your benefits to life and make sure you are getting the most out of being a Greencore colleague. Keep an eye out at your site and depot for the latest posters, screens and promotions that are available for you."

Colleagues who are making the most of My Core Benefits share what they use it for and how easy it is to save!



Sue Hughes
Customer Value Chain Business Partner at Prepared Meals

"I've been using the SmartSpending app since I joined Greencore 18 months ago – and I am still surprised at how easy it is to save money. My savings tend to be at a small number of retailers, but it adds up quickly - I've saved nearly £900 to date.

"As soon as I registered on the 'My Discounts' portal, I ordered a reloadable shopping card which I top up each week (via the app) and use this to pay for my weekly shop at Sainsbury's. This saves me 5% on top of any other offers the supermarket are running. I've also used the app to spot discounts available when I've had to make a larger purchase from somewhere like Currys PC World to buy a fridge freezer. The discounts are on top of any sale prices – so it can save you quite a lot of money when you buy bigger items etc.

"At Christmas, I bought instant vouchers through the app for a number of shops which I used towards Christmas shopping - these can be used either online or in store, so gave me flexibility. I check the app and the My Discounts portal regularly to spot any new offers or changes to the discounts on offer. I guess it probably points to why I'm in the job I'm in as well – it's all about saving money or getting the maximum value - small savings quickly add up."



Alex McNaughton
Planning Team Leader at Prepared Meals

"I've been using the platform since it launched four years ago, mainly for my weekly supermarket shop. I have a top-up card that gives a discount on anything I spend on it. I've also used it for a few bigger purchases such as a new bike and a DIY project. The savings can really add up if you're spending a big chunk in one go. Pre-lockdown, my family and I have also enjoyed discounts on days out from time to time.

"There are almost certain to be discounts available for shops or services that people already use. It is a real perk of working at Greencore and it is there to be taken advantage of. It's so easy to use."



Kevin Moore
Chief Commercial Officer (well actually his wife Jo!)

"My Core Benefits has been a brilliant way for our family to make extra savings each month - it is really easy to use. We have a gift card for our regular supermarket and then use our monthly food money to credit a gift card. We top this up each pay day making a saving of 5%. This gives us another £30 a month to spend on groceries.

"We also buy vouchers for our favourite coffee shop saving 10% each time we spend. Having teenage sons in the family, who certainly enjoy their branded sportswear, we get this cheaper at Nike and Adidas by saving up to 10% as well. All of these savings are on top of even sale prices and so you'd be surprised at how much these little bits add up each month.

"If you are worried about sending things back, the retailer just credits your gift card and you still have this to find your perfect item. My Core Benefits includes so many companies including food and leisure. It's definitely worth looking at and we just love using it!"



Carla Boardman
HR Business Partner

"I'd been a member since joining Greencore four years ago but just didn't make use of it and then two years ago, when I realised after buying a TV that I could have got £100 off that, I became a convert.

"I have the app on my phone and it's so easy to use. In every store I go in, I check if I can get discounts and I look out for offers that come in on email. I always use the instant vouchers options – I get 7% discount on everything I buy from M&S for example. I also use the app for DIY on the house through Wickes. You can also get great offers at Christmas when I use it in places like Pandora.

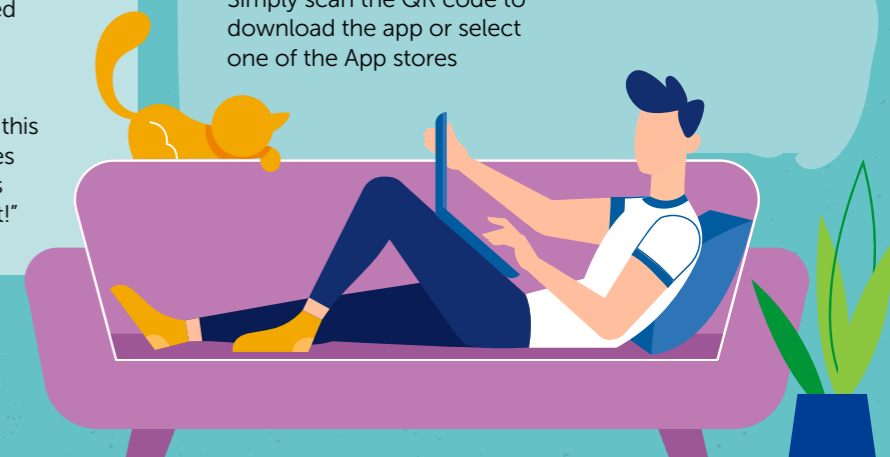
"I shout about the platform to everyone - I've saved over £1,800 and it's great that your partner can also use it. It all mounts up – you can even go through the app to book online for outdoor activities like Go Ape. It's easy to use and the support team at My Core Benefits are really helpful."

SmartSpending™ App



The SmartSpending™ app is a mobile app to access your discounts on My Core Benefits, which enables you to make instant voucher purchases or earn cashback right from the palm of your hand. Browse top offers and the deal of the week to see what's available, or search by retailer or category to find the items and discounts you're looking for.

Simply scan the QR code to download the app or select one of the App stores



Are you getting a good night's sleep?

Do you get in to bed and then mentally work your way through your never-ending list of things to do? Do you sit and scroll through emails or social media late at night? Do you find it difficult to fall asleep and then to stay asleep when you eventually do nod off?

Slowing down and getting a good night's sleep can be difficult, but it's vital for your overall health. Sleep affects our ability to use language, sustain attention, understand what we are reading, and summarise what we are hearing - if we compromise on our sleep, we compromise on our performance, our mood, and our relationships. Sleep has also been shown to protect the immune system. The amount that each person needs is different; however, it is recommended that a healthy adult should sleep on average, between seven and nine hours a night.

Did you know? Caffeine can stay in your body for up to **5-7** hours after drinking and even decaf can include up to **30%** caffeine.

Try Redbush, Rooibos or Herbal teas with no caffeine content.

Watch our webinar for tips on how to improve your quality of sleep



Anjanette Fraser talks you through the effects of sleep reduction, how to get to sleep and stay asleep and what you can do to make getting to sleep easier.



Open your phone camera and scan the QR code to watch our webinar.

Did you know? 45% of people never turn their phone off and scroll whilst in bed.

Cut off the time you spend staring at your screen at least an hour before you go to bed to help your eyes tire.

Help HEAL your sleep problems with these top tips:

Health

It's always tricky to get a good night's sleep when we have an existing health issue. Whether that's a blocked nose, headache, or mental health problems, it's important to speak with your doctor about how you can tackle both your health concern and your poor sleep.

Environment

Try to keep your bedroom as a peaceful haven that you associate with sleep. Keep distractions like TV, computer games and eating for another room in the house. Keep it dark, quiet and a cool temperature.

Attitude

Lying awake worrying can make it hard to drift off. Try a sleep app or audio guide that will talk you through relaxation and breathing techniques to settle your mind. If you still can't get to sleep after some time, get up and make a warm drink - then try again.

Lifestyle

What you do during the day will have a big impact on your sleep during the night. Stay hydrated and eat a fresh balanced diet. Get outside to exercise (in the morning if possible) and absorb plenty of natural daylight that will activate your sleep hormones.

Tips for a good night's sleep



Routine
Have a set routine every night before you go to bed



Eating
Avoid eating three hours before bed



Time
Try and go to bed around the same time every night



Conditions
Make room conditions cool, dark and quiet



Stimulants
Avoid stimulants - excessive caffeine or sugar, especially before bed



Exercise
Exercise for between 30 and 60 minutes daily so that your body is tired enough to sleep



Lights
Avoid bright lights at least three hours before bed including TV, phone screens, computers and overhead lights



Clock watching
Don't watch the clock - it can make you feel more stressed, making it more difficult to sleep.

EU Citizens Living in the UK

Protect your rights by applying to the EU Settlement Scheme

Following the UK's exit from the European Union in January 2020, if you are an EU, EEA or Swiss citizen, you and your family need to apply to the EU Settlement Scheme to protect your rights and stay in the UK.

The EU Settlement Scheme allows you and your family to get the immigration status you need to:

- Continue to live, work and study in the UK
- Access public services like the NHS



Even if you have lived in the UK for many years or you have a permanent residence document, you still need to apply



You do not need to apply if you have indefinite leave to remain or enter, or you are an Irish citizen, but you can if you want to



The online application checks your identity and UK residence, and asks you to declare any criminal convictions. The deadline for applications is **30 June 2021**.



For information about applying on behalf of children, visit www.gov.uk

Support is available if you need help to complete your application:



EU Settlement Resolution Centre

For questions about your application, call **0300 123 7379**. Find out about call charges on gov.uk/call-charges

You can also ask a question using the online form eu-settled-status-enquiries.service.gov.uk

Please do not hesitate to contact us if you have any questions or concerns regarding the application process on:

Tel: **01909 493333**

Email: HR.sharedservices@greencore.com

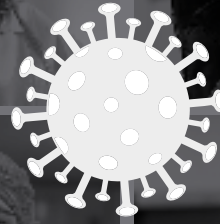
 **HR Shared Services**





KEEPING OUR
People Safe

the
Greencore
way



We are encouraging and supporting you in getting your COVID-19 vaccine



Please let your manager or local HR team know when you have been vaccinated



The NHS will be in touch when it's your turn to be vaccinated.

