

# THE CORE

Making every day taste *better*

## Inclusion & Diversity

Meet our catalyst group members

## A day in the life of

Our New Product Development Buyers

# THE RESULTS ARE IN!

What you had to say in our People at the Core survey



PG 6

## Our Great Food

Celebrating new product launches



PG 16

## Investing in the community

Volunteering with Emilie Thomas-Mais



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## Keeping our people safe

Five ways to improve your wellbeing

# THE CORE

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## 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 76,000+ 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
- linkedin.com/company/greencore
- twitter.com/GreencoreGroup
- 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](http://www.greencore.com/colleagues).

## A word from *the editor*

*Hi all,*

I hope that you've all enjoyed your summer. After the last 18 months working at home, I am really looking forward to returning to our sites and seeing all the great things you've all been doing and being able to speak to some of you in person for upcoming issues of *The Core*.

Many of our sites and functions have put time and effort into increasing what we do around engagement during the pandemic. On pages 11-13, we share the results of our People at the Core survey where you had the opportunity to give us your feedback about engagement and a number of other topics.

Great Food is what we're all about and we celebrate the success of some of our new product launches, helping us to make every day taste better on pages 6 and 7.

We talk to Tomasz Neimic in our new feature '60 seconds with' about his role and his recent experience as part of the Van Driver of the Year Awards on page 10.

We feature our first duo, New Product Development Buyers Holly Hargrave and Jessica Newman who share more about their roles in 'A Day in the Life of' on page 14 and 15.

On pages 16 and 17, Emilie Thomas Mais shares details about volunteering in the local community and how you can get involved and on page 23, we talk to Ciaran Farren about how performance conversations have formed a big part of his development and how they can help you Grow at Greencore.

There's also plenty more for you to read too.

We'd love to include you in a future issue of the magazine so if you have a story to share – get in touch via [colleague.communications@greencore.com](mailto:colleague.communications@greencore.com) or call or text on 07971 140954.



*Abi*

## shine AWARDS

### Shining the spotlight on our colleagues

**A huge thank you to everyone who nominated an individual or team in our first ever Greencore Annual Shine Awards.**

We are delighted with the high quality of the nominations which are now being shortlisted. We'll be celebrating all the winners and shortlisted colleagues at an awards event in December, and we'll share more about the winners in the next issue of *The Core*.

## OUR COMMITMENTS

# Fully recyclable sandwich packaging to be trialled in the UK



**Last autumn, as part of our purpose launch, we made a series of commitments that demonstrate how we live in the Greencore Way and deliver our purpose of making every day taste better.**

Earlier in the summer we announced, that in partnership with Co-op, Aldi and Sainsbury's, we will commence 'test and learn' trials of 100% recyclable sandwich packaging in stores across the UK, which will deliver on one of those commitments.

The packaging developed with ProAmpac has taken 18 months of research and development and is believed to be the first of its type in the world. It will have a plastic-free window and be made entirely from paper-based materials, with the exact same shelf life as traditional packaging.

Data showed us that consumers were finding it challenging to separate the plastic film from typical sandwich packaging, meaning recycling rates were nowhere near as high as they could be. Subject to successful trials this autumn, the roll-out of the packaging will begin later this year, with it then being made available to the wider UK market.

Andy Wright, Head of Sustainability at Greencore, said:

"Consumers are increasingly aware not just of the importance of their own health but also of the impact their food has on the health of the planet. Developing a fully recyclable sandwich skillet is one of the key ways we can reduce waste and help our customers do their bit to protect the environment.

"This is not a problem we can solve alone, though. The complexities of the challenges we face require collective action, inside and outside our industry, and Greencore is pleased to have such supportive customers who share our enthusiasm for making great food for all, that's accessible, healthy and sustainable."



## Patrick's update

I hope as we head towards the autumn, that many of you have been able to take a well-earned break after what has been an incredibly busy year. As COVID restrictions have lifted, it has been great to start getting out to some of our sites again and meet with some of you in person. I will be doing much more of this over the coming months.

Our orders have increased significantly over the summer period, and I realise that this has put additional pressure on many of you during what was already a busy time. Managing these additional orders has been demanding but this is a positive challenge for us to be dealing with and it has been great to see our teams working collaboratively to find solutions to many of the resourcing issues we faced. You can read more about this in the updates from our Business Unit Directors on pages 8 & 9.

We are now in the last few weeks of our current financial year and it remains imperative that we do all we can to perform strongly and meet customer expectations. We are also busy finalising budgets for the new financial year which starts next month.

Later this month, I will be sharing more details with you about our business goals for FY22 and your manager will also be sharing details about what the FY22 priorities are for your area and the role you can play in supporting us in achieving these.

It's now almost a year since we launched our purpose – this issue is full of articles that show the great work taking place right across our business to help us make every day taste better. I continue to be humbled by the dedication I see day-in, day-out from our colleagues – thank you for your continued support.

*Patrick Coveney*  
Group Chief Executive Officer

# A *sign* of the times

In our last issue of *The Core*, we brought you up to speed on the progress of rebranding our Direct to Store fleet vehicles. In this issue, our focus is on the rebranding of site signage.

## In summary...

We have managed this project in difficult circumstances; the coronavirus pandemic, a steep rise in demand and our peak season at many sites. Restrictions on movement between sites and contractor visits required a high level of communication and control between the project team, sites and our signage supplier, Aura Brand Solutions Ltd.

Work began in July 2020 when our brand champions audited their sites to identify where and how our old brand was used. We then decided what should become 'standard' signage, what we would de-brand, and what was specifically tailored to sites. From November 2020, we worked with Aura to conduct formal site surveys and design our new signage, which we started to roll-out in April 2021. Twenty one of 34 site and depot exteriors are now complete, with the rest scheduled to be completed by the end of the year.

## What kinds of signs have been rebranded?

Our focus has been on our exterior signs – what people see first when they arrive at a Greencore site...

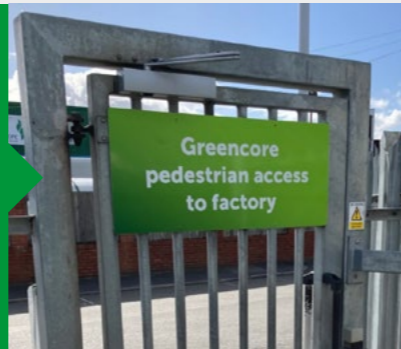
### HIGH LEVEL

These signs are critical for visitors and our identity, but also the most complex to access and install or replace



### WAYFINDING

Making access points and directions around sites as clear as possible



### RECEPTIONS

We wanted the brand to be seamless for visitors from finding us to meeting us



### INSTRUCTIONAL

We need people to see easily what's expected of them while they are working on or visiting our sites



We talked to **Gary Rowland**, L&D Coordinator and Brand Champion, and **Jane Stanton**, General Manager at Warrington, to hear their thoughts on the difference our rebrand makes to the site...



**Gary Rowland**,  
L&D Coordinator  
and Brand Champion  
at Warrington

### What were your priorities for Warrington?

Making sure our colleagues came on the journey with us and understanding that this wasn't just about us putting up new signs and logos, but actually about re-purposing the Greencore Way to make sure we were ready and focused for a post-COVID world.

### What were your first impressions of how our brand has changed?

It looks really clean and fresh. When you look at our purpose, making every day taste better, it is very clear how much thought has gone into it. Over the past few years, I've seen how

well we've been working across the business but that wasn't really reflected in the brand. The evolved brand really encompasses how we work now. The fact that we use 'Greencore' externally and 'the Greencore Way' internally is really helpful, because when we're positioning a piece of work, we should think about who our audience is; for me, the Greencore Way is a checklist. If I'm going to do something new, does it contribute to the Greencore Way? If it doesn't, why am I doing it? It's also really easy to link what we're doing every day to the purpose.

### Describe your experience of being a brand champion

It was really interesting. I found that we had logos in places that I didn't think we'd find them, and it made me think more carefully about where we re-deploy them. Having the Greencore Way and our purpose present in signs on the wall helps us remember that

**"Having the Greencore Way and our purpose present in signs on the wall helps us remember that we are making a difference and each of us has an impact on the business."**

we are making a difference and each of us has an impact on the business. We've had very positive feedback; not just about how the new brand looks, but also the guidance we've had around what the new Greencore Way really means. For colleagues who were here in 2014 when we launched the Greencore Way, it really meant a lot to them, but like any kind of initiative, there is always the danger that it becomes just another thing on the wall that people walk past. The relaunch really allowed us to hold those conversations about what it means to each colleague.



**Jane Stanton**  
General Manager at  
Warrington

### How do you think our new signage supports our work environment?

I think it's a really easy way to get the message across and for colleagues to understand what the Greencore Way means for the business and because of the way it has evolved and looks, it is instantly recognisable. Our new signs also make us easily recognisable, again as one business. Having worked at Greencore for such a long time, it makes me proud to see the vans popping up with colleagues all over them, faces that we recognise driving around the country. It is much more reflective of who we are as a business.

### What do you think of our new brand?

It's a lot cleaner and a lot simpler. The evolved Greencore Way is easier for people to relate to. The old Greencore Way gave boxes and boxes of information and some of it was hard to communicate to people. I think it was long overdue to have a brand that represents us as one business. There were lots of things that we did in the same way but for lots of reasons, we felt we were doing things differently because of the structure - now it looks and feels like one business. People now get on board with new things because it's Greencore, not Prepared Meals or Food to Go. It feels like we are one team now.

### What three words would you use to describe our old brand?

Busy, tired and old-fashioned.

### And how would you describe our brand now?

Simple, fresh and uniting.

You can hear more from Jane and Gary, plus Depot Manager Andrew Garner, and watch the process of a signage rebrand by following the QR code.



### What comes next?

From 1 October, we will be rebranding our interior signs.

### And into the future...

Aura Brand Solutions Ltd are now our sole supplier of branded signage. If you have any requirements for your site or depot, please get in touch with Angela Edmonds, Engagement & Communications Manager and we will connect you to their team to discuss.

# Celebrating the success of our *Great Food*

Great Food is at the heart of our business. Protecting food safety, leading on taste and winning on quality are all integral elements to our Greencore Way. Our New Product Development teams across the business created and launched 719 new products last year, and are consistently finding new and innovative ways to meet changing consumer needs. Here we share with you some of our new launches we've created, in collaboration with our customers.

## Prepared Meals

### Co-op Honest Value Meals

This is an exciting Co-op own brand launch, created at the height of the coronavirus pandemic. With people's personal finances being impacted, the right range of value products for customers was created in November last year. The brand is about being approachable and uncomplicated and is produced at our Consett site. Products include Spaghetti Bolognese, Macaroni Cheese and Cottage Pie.



### Aldi Specially Selected Soups

We supported the Aldi team in enhancing their best-in-class premium soup on their all-year round flagship 'Specially Selected' mixed case, which includes Pea & Ham, Tomato & Lentil and Chicken

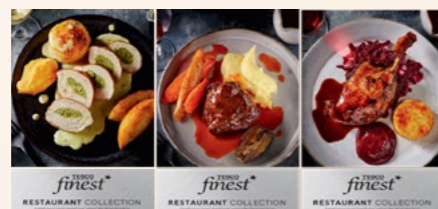
Laksa. The recipe development focuses on appearance, taste, texture and aroma. Find the new improved recipes in store from November.



### Tesco Finest Restaurant Collection

With restaurants being closed throughout the pandemic, people were unable to go out and enjoy great food and nothing in the supermarkets filled that gap. Greencore and the Tesco Academy team worked in collaboration to be the first to market in special occasion dining with our Tesco Finest Restaurant Collection meals, which launched in April this year.

High end, restaurant quality, serving two people with a choice of Ballotine of Chicken, Confit Duck Leg and Slow Cooked Ox Cheek.



## Selby

### Marks & Spencer Cooking Sauces

Marks & Spencer (M&S) was a new customer to the Selby team in 2020, with development starting at the start of the first lockdown in March. The team created a 'best-in-class' range of 10 Indian and Oriental cooking sauces.

through virtual panels, launching when Selby's demand was at its peak.

Since lockdown, there has been an increased trend for cooking at home, with more shoppers wanting to cook from scratch. We followed the initial launch with three pastes, creating a convenient solution for the consumer to make an authentic curry at home.



### Morrisons Summer Range

This range of products was created in collaboration with Morrisons to add excitement to summer eating. The sauces can be used as a marinade, table sauce or dip with a choice of Peri-Peri, Korean, Apricot & Harissa, and our award-winning Kansas BBQ, which won the Best Supermarket Buys for Barbecue Food in the BBC Good Food Summer Taste Awards. The Burger Slaw and Pickle were both also launched as part of this range.



## Salads

### Aldi Specially Selected Salads (enjoyed hot or cold)

With many people working from home, our Salads team created a range of products that is an alternative to a normal salad or sandwich, for those with easy access to a microwave oven. The range includes Chicken Shawarma, Onion & Sweet Potato Bhaji & Rice and Chipotle BBQ Pork. All the salads are healthy, with no 'reds' on the nutritional information.



### Co-op Irresistible Fresh Meals

We wanted to increase our world cuisine offering into an existing range, increasing freshness and vibrancy. We launched our Irresistible Chicken Penang Curry and King Prawn Bucatini in Autumn 2020. The Penang Curry won a Q Award in the South East Asian Ready Meal category.

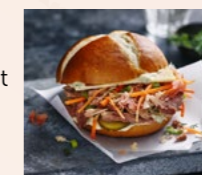


## Northampton

### M&S Plant Kitchen New York Style No Salt Beef Sandwich

The Northampton team, in collaboration with M&S, wanted to create a 'showstopping', market leading meat lover's dream for the Plant Kitchen range. The humble pastrami sandwich was elevated at every element, with the additional challenge of it being vegan. Launched in January of this year, M&S have sold a whopping 15,000 sandwiches each week! April Preston, M&S Director of Product Development

said: "This is the best substitute/faux plant-based product I have ever eaten."



### M&S Collection Sandwiches

The M&S team worked with us to create a range that continues to lead the premium retail sandwich market, using British ingredients that are high quality and indulgent – ensuring that the product be as visually impactful as possible. A range of premium sandwiches, which includes Aberdeen Angus Beef, Watercress and Chutney, Smoked Salmon, Avocado and Egg Mayonnaise, Mature Cheddar, Pickled Onions and Chutney and Chargrilled Chicken, Smoky Bacon and Tomato, launched in May this year.



### M&S Sushi Relaunch

Following our sandwich relaunch last year, we worked with M&S to relaunch their sushi range, elevating and refreshing the core and fresh lines, including new topped dragon rolls, bento boxes and sushi wraps. One of the challenges was to not only to improve a market leading range but also do that while reducing overall packaging to support our combined sustainability agendas.



## Food to Go

### Shell Jamie Oliver sandwiches

Our Jamie Oliver range launched in Shell forecourts in July 2021, having won the business after 17 years! We created a range of 19 sandwiches, wraps and salads as well as distributing 17 third-party chilled fruit pots, pastries

and snack pots through our Direct to Store distribution team. We manufacture and deliver the Jamie Oliver range to over 500 stores daily – it's a real cross functional effort. Products include Roast Chicken and Bacon Caesar Wrap, All Day Breakfast, BLT Triple and many more!



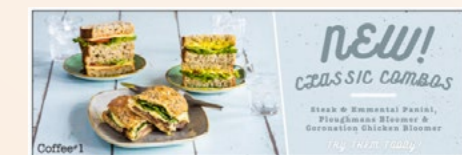
### Sainsbury's Café Sandwiches

Sainsbury's reached out to our team for help and support in launching the Sainsbury's Café range at short notice. With only 12 weeks to launch 14 products; eight hot and six cold, our team in Bow worked quickly to elevate existing recipes, fast-track the development and ensure we hit the target launch date. Sandwiches include a Cheese Ploughman's, Egg and Watercress and Prawn Mayo, Toasties including Cheese and Onion and Chicken and Bacon and a Tomato, Mozzarella and Pesto Panini which all launched successfully in June.



### Caffè Nero Focaccia and Panini's

Following on from the success of winning Caffè Nero business in 2020, we really wanted to push the boundaries and incorporate authentic Italian ingredients and flavours into some new products, capturing the essence of our customer. Our new focaccias include Spicy N'Duja Chicken and Brie and Smoked Chilli Jam. Our paninis are a favourite among their customers, so we aimed to produce a limited-edition alternative to stand out, but also complement the range. Our new rustic seeded panini is Italian Milano Salami and Red Pepper, which launched in June.



**An update from our Business Unit Directors**

As we look back on what has been another busy, exciting but also at times extremely challenging year, we asked each of our Business Unit Directors to share thoughts from their areas of the business.



Andy Gillies

*Direct to Store (DTS)*

In DTS we have emerged from the lockdown phases of COVID with many things to celebrate. Our business has grown, and we have won new and exciting contracts with customers including Caffè Nero and Shell which add strength, depth and diversity to our business.

While this is really positive, we face a number of challenges. Volumes have increased quickly following the end of lockdown. We have had to manage through this against a backdrop of a national labour shortage and COVID absence rates being higher than at any time of the pandemic to date. These challenges have recently been amplified by the holiday season while needing to deliver projects delayed by COVID, such as the opening of our new site in Exeter (see page 10). In many ways it's been the perfect storm, but we are weathering it!

During this period, I have been very encouraged by our People at the Core survey scores. Using your feedback and building on the learnings from the survey will be a key focus in FY22, but as we look to close out FY21, I must say thank you for all the hard work, resilience and good humour you have shown throughout the year.



Nathan Mills



*Selby*

It's clear from recent orders from the supermarkets that shopping habits are getting back to 'normal'. It's a good moment to pause and reflect on the great job the Selby team have done over the last 18 months throughout COVID. We have fed the nation, contributed strongly to the wider business performance and looked after each other. Thank you to each and every member of the team.

We are now looking to the future with exciting plans for next year. We are aiming to win more new business, deepen our relationships with customers and grow our margin through efficiency and innovation. We also want to make Selby not just a fantastic place to work but also one which is more environmentally friendly.

To deliver the volume for next year, one of the big changes we have made is around our shift patterns. Thank you to all our colleagues who have adapted to the new patterns and a very warm welcome to the 100 new colleagues who have joined us.

Finally, I love tasting our amazing products and I encourage you all to try our Marks & Spencer (M&S) Balti Sauce. It's ideal for those colder Autumn nights and gets five stars on Ocado! Enjoy!

Our Marks & Spencer Balti Sauce



Fred Lea

*Prepared Meals*

Since the last issue, we've continued to work hard keeping our people safe and keeping Britain fed across Prepared Meals. Our manufacturing sites continue to do an amazing job, so a big thank you to all our colleagues.

It is fair to say that we continue to make strong progress, seeing the highest demand for our chilled ready meals since 2019! Our bakery at Kiveton where we make quiche for Tesco & Co-op has been busy over the summer months following the successful completion of our 'Deep Chill' facility, which enables us to give longer shelf life to our products, and helps us better manage the impact of peaks in demand.

We have also continued to make progress on our growth strategy, winning significant new business in ready meals and building on demand from our customers for healthier products - producing fresher meals and more premium 'Dine at Home' products as part of our innovation.

Looking ahead to FY22, our momentum is strong, but like the rest of our industry, we have challenges around inflation and labour availability - we will need to remain focused on these areas (in addition to everything else!)



Andy Parton

*Food to Go*

Since the last issue of *The Core*, we have continued to see our sales recover – back to a similar level to what we experienced in 2019.

We've successfully onboarded our latest new customer, Shell forecourts. This is an outstanding piece of work which involves every area of our business unit, across both manufacturing and distribution. It was a seamless launch and our relationship with Shell really embodies our customer engagement model, as we lead the whole process, from product development, to making the products, to distributing them to every Shell forecourt via DTS. The General Manager at Shell described it as the best transition and launch of new business in her career – well done everybody!

This is made even more impressive when our immediate challenge has been recruiting the number of new colleagues we need in many of our sites to meet the increases in demand. While our sales are recovering, this is making our ability to service the increased demand really tough.

Given the circumstances, which are not unique to Greencore, we are doing an outstanding job still maintaining high levels of service. Our collective efforts are focused on how we continue to support one another and put the appropriate actions in place to meet our customer's needs.

It's hard work every day for our teams and I thank you for your outstanding commitment and contribution.



Simon Ball

*Northampton*

Looking back over the last few months, it has once again been a busy period at Northampton, which has included some exciting new product launches.

Following on from launching four ciabatta sandwiches in May, we re-launched the entire M&S sushi range including six entirely new products, with the two Bento boxes being my personal favourites. More recently, we also launched four salad products. On the back of this, it's fantastic to see M&S experience six consecutive periods of growth for sandwiches and sushi.

Colleague's health and safety is always our priority and following on from our RoSPA Food & Drink manufacturing award success, the feedback in our recent EHS audit was nothing short of superb! Led and guided by our SHE colleagues, this is another result of great team effort; thank you!

Looking forward, and as we close out the year, we're experiencing some tough challenges. While we've seen demand recover across our peak time and beyond due to staycations, we've struggled due to an ever-challenging labour market. That said, we are confident the plans we've put in place will help us perform in Q1 of the new financial year (October to December 2021) in line with our forecasts.

We are excited about the revitalisation of our colleague forum which was relaunched in August and is set to play a greater role in Northampton going forward; I'll talk more about this in the next issue of *The Core*.

Thank you once again for all you've done in what's been a tough year.



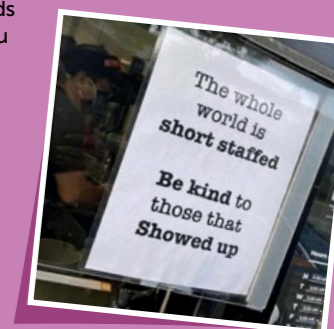
Lee Ormrod

*Salads*

In Salads, we have experienced transformational growth fuelled not only by new orders but also a real bounce back of the economy helped by staycations. In any other year, prior to Brexit and COVID, this would have been welcomed with open arms. Although it gives the business real confidence that we are operating in exciting product categories that are growing, it will not be a surprise to you that we have struggled to recruit enough colleagues to manufacture the volume required of all our great food.

We have invested in rates of pay and are continuing to do so, ahead of our competitors. We are also looking at how we can make Greencore an even better place to work following your feedback in our People at the Core survey. I saw a post on social media recently that captures my sentiment around how we should treat all our people:

If you have friends or family that you feel would be a great addition to the Greencore family, then please use our refer a friend scheme. Contact your local HR team if you want to know more.



Reflecting on the last year, we have experienced more challenges than I have personally experienced in my 20 years in the food industry. It's been hard but the teams have pulled together and we have done the very best that we could in the circumstances, and I am immensely grateful. It's going to get easier, and we will be stronger on the back of it.



## Greencore's new depot opens its doors

Earlier this year, we opened our newest Direct to Store (DTS) depot in Exeter.

Opened in June, to serve our customers in the South West of England, our Exeter depot operates 25 routes and employs over 40 warehouse operatives and drivers, with plenty of space to accommodate the rapid growth that our DTS team is currently experiencing.

Mike Shakeshaft, Head of SHE, Property and Facilities in DTS has played a key role in the opening of the Exeter site and said: "You might think that it is a simple task to move into a new distribution hub, but a lot of groundwork needs to take place before any move is made. There are several key considerations that need to be addressed, including location, access, space and capacity, as well as ensuring that the new depot is prepared and meets our high standards for health and safety."

"Due to a significant increase in demand, we had outgrown our Plymouth depot and needed to create a larger space for growth at Exeter. We're really pleased with how the move went."

"The move coincided with the roll out of our new Greencore branding on our vehicles and sites, which is so modern and vibrant - there really is a sense of moving into a completely new location."

Commenting on the new distribution hub, Scott Campbell, Depot Manager at Exeter, said: "We're excited to have opened our new distribution depot in Exeter - it will serve our retail, convenience and foodservice customers in the region, including Co-op, Boots, Caffé Nero, Morrisons and Sainsbury's. It has been interesting and at times challenging recruiting new colleagues, but we are now starting to build a really great new team in Exeter."

If you know of anyone in the South West or across the UK looking for a warehouse or driving role, contact [dtsrecruitment@greencore.com](mailto:dtsrecruitment@greencore.com).



### 60 seconds with... Tomasz Neimec

**Tomasz Neimec, Driver at our Direct to Store depot in Manton 110 has recently been awarded third place in Logistics UK's Driver of the Year Awards. Here Tomasz tells us about his career at Greencore and the awards, in our new feature, 60 Seconds with...**

**Tell us about your role**

I started working as a picker. I'm now a van driver and looking forward to my training for heavy good vehicles (HGV's).

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

Five years.

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

Recent times have shown me how important Greencore is in the market and how important we have been to delivering food throughout the pandemic.

**What do you enjoy most about your job?**

Driving itself is one of my favourite things to do and I'm happy when a customer tells me I'm providing an excellent service.

**Tell us an interesting fact about you**

I used to be a competitive swimmer.

**What's your biggest achievement?**

I have recently bought a new house with my partner which I'm very proud of.

**What's your favourite positive quote/motto?**

Respect your elders.

**Tell us about the Van Driver of the Year Awards**

I took third place overall, but I'm most proud of the award in the manoeuvring and safe driving style categories. Motorsport is my passion which is closely linked to driving skills. I adapted these skills to the public roads and took first place in both of these tasks. I didn't expect to win but I'm very happy with third place overall!

**Did you learn any new skills as part of the experience?**

I have looked at the feedback I received and know where I can improve my skills for next time.

**What would be your advice to other colleagues at Greencore?**

If you show that you are trustworthy, you'll get the respect you deserve.



People at the

# CO RE



# THE RESULTS ARE IN

Thank you for your feedback

In April, we launched our 2021 People at the Core survey and asked you to share your views on how you feel about working at Greencore. Your feedback is important to us, so we were delighted that over 8,200 colleagues took the time to share their views. Our survey helps us to understand what we're doing well and where you think we can improve.



Chief People Officer, Guy Dullage, said: "Thank you to everyone who responded to the survey and shared their thoughts with us. After the difficult 18 months we've all experienced both personally and professionally due to COVID, it is more important than ever to understand how you are feeling and your experiences during this time."

"Our overall results this year show some staggering improvements on our 2020 survey and this is something we should all be proud of. They show how we've moved engagement forward despite living through a pandemic. We've seen big improvements in the questions 'Greencore is good at managing change' and 'My manager cares about me'. The results also showed some positive trends in terms of colleagues having space to learn through making mistakes and managers taking time to talk about performance and career development."

"Colleagues have told us that there are some areas where we can still do more. This includes helping colleagues to enjoy their jobs, demonstrating Greencore's environmental responsibilities including supporting our local communities more, and doing more to support colleagues with their work-life balance."



Guy Dullage, Chief People Officer

"We continue to score highly on the topic of safety, food safety and quality – in fact, as the years move on, these scores are getting more and more difficult to improve on. We

are very mindful of the need to sustain these strong scores though – as they are vital aspects of our business."

"Since the last survey, we have changed our survey provider, and with their expertise and tools, we have been able to further increase the accuracy and insight of our results. Over 600 managers now have access to their own results which enables them to analyse their individual scores and create action plans to improve the working experience for colleagues in their teams."

"Since the survey closed in May, I hope that you've had the chance to learn more about the results in your local area. If you haven't had details of your area's results, please speak to your manager."

"We are always keen to hear your thoughts and feedback about working at Greencore – so please don't wait until the next survey to tell us. Continue to give us your views on a regular basis – let us know what we're doing well and what more we can do to fulfil our purpose of making every day taste better."

## Overall Greencore results

**74%**

(5% increase on 2020)

**Greencore Engagement Index**

**78%**

of colleagues feel the relevant information is communicated to them, which is an increase of **10%**

**75%**

(4% increase on 2020)

**Greencore Management Index**

**81%**

of colleagues have **confidence** in the decisions of **Greencore's senior leadership team**

**30+** questions out of 36\* show an **increase** in percentage of favourable opinions compared to last year

\*36 questions from the 2020 PATC survey were asked again this year

**8,203**

(68%)

Colleagues participated in the PATC survey

**93%**

of Greencore colleagues know what **standards of work and behaviours** are expected of them

With a **89%** total score, **safety is the top ranked category**

**5** sites have increased by **6% or more** on the Greencore engagement index – 4 sites have declined

## What next?

Managers have been sharing results for their specific areas during July and August. What comes next... is action!

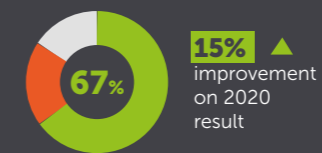
Teams, sites, depots, functions, and our business unit leaders are building plans to ensure we take action to improve your experience of working at Greencore. In some areas managers are holding listening groups to help understand local results and involve colleagues in identifying improvements that will make a positive and practical difference to our working lives.

We will also have a Greencore Group action plan, which will tackle key themes from our results that we can address as a whole business and through things such as our Inclusion & Diversity and Sustainability work.

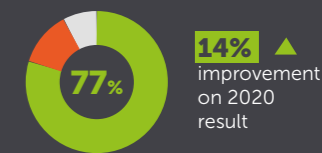
By the end of September, our action plans will be finalised and communicated to colleagues. Many of you will be involved in supporting these actions and we will share regular updates in future issues of *The Core*.

Questions where we have seen the most improvement

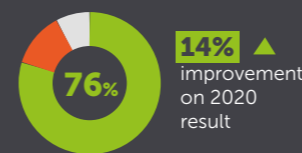
**Drive** | Greencore is good at managing change



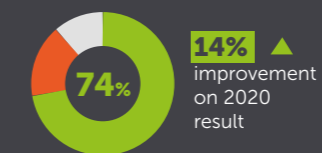
**Engagement** | My manager cares about me



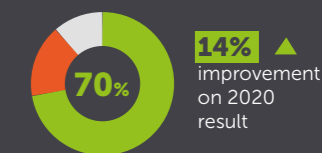
**Drive** | At Greencore it's ok to make mistakes and learn from them



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

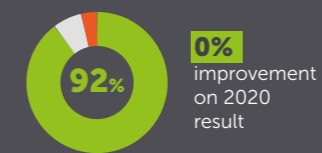


**Manager Index** | My manager regularly discusses my performance with me

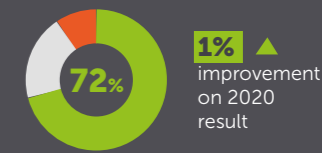


Questions where we have seen less improvement

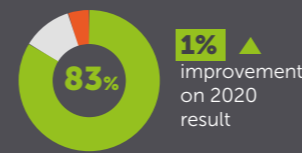
**Safety** | I understand how my role impacts on food safety and quality



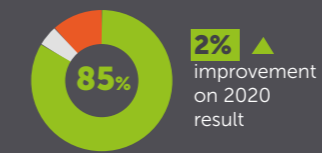
**Engagement Index** | I enjoy my job at Greencore



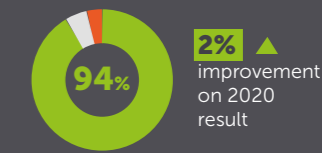
**Engagement Index** | I understand how my role helps us to make every day taste better\*



**Safety** | I have all the appropriate personal protective equipment needed to do my job safely



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



\* This question compares to 2020's question: My role is important to Greencore's performance

New questions which we introduced this year





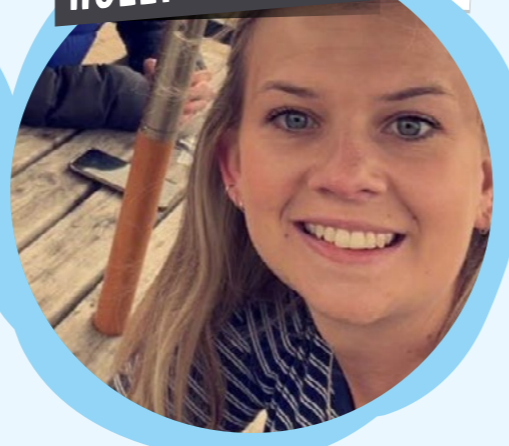
MEET THE TEAM 

# A day in the life of two of our NEW PRODUCT DEVELOPMENT (NPD) BUYERS

JESSICA NEWMAN



HOLLY HARGRAVE



Many of us find it interesting learning about what other people do in their roles. In this issue, **Holly Hargrave** and **Jessica Newman** in our Purchasing team share their thoughts about working as Buyers for Greencore.

## Tell us a little about your career history to date

We both studied at Sheffield Hallam University. Holly studied Food & Nutrition and Jess studied Business & Marketing – we both achieved first class degrees. While at university, we undertook a placement year at Samworth Brothers which was our first insight into the food industry. When she completed her course, Holly went back to Samworth Brothers in their Purchasing team and Jess started her purchasing career at Wilko as a junior buyer on stationery. Holly joined Greencore in December 2019 as the NPD Buyer for Atherstone, Crosby and Heathrow and Jess joined in October 2020 as the NPD Buyer for Bow, Park Royal and took Heathrow off Holly's hands!

## How did you get into your current role?

In July 2020, the NPD Buying team was restructured. Holly became the Group NPD Buyer for protein & vegan. Jess joined the business after the restructure as NPD Buyer for dairy and edible oil.

## What has been your most memorable moment since joining Greencore?

Since being with Greencore, we have both spent most of the time working from home with very little social interaction. As restrictions have lifted, we have had the opportunity to get out and about to meet other team members and visit suppliers. Holly's most memorable moment was visiting Pilgrims in Cornwall where she

got to see the end-to-end process of how our bacon is produced. She just about survived the abattoir! Jess' most memorable moment was visiting Group Dairy Subject Matter Expert Clare Jones' dairy farm in Leicestershire, meeting the calves and seeing the cows being milked!

## What do you most enjoy about your role?

The role of an NPD Buyer is so varied, every day you are sourcing something new, speaking to new suppliers and engaging with different teams. No day is the same and you are always faced with new challenges!

## What do you least enjoy about your role?

We will often spend a lot of time sourcing a new raw material that is suitable for our NPD teams for the customer to decide that they no longer want to move forward with that particular concept. While this is disheartening, it is part of the role and something that you learn to accept.

## Where do you see yourself in five years' time?

We have both recently been promoted to Site Buyers. Holly will be looking after Park Royal and Jess will be looking after Bow. This is a huge step in our careers and we really appreciate the support we have had with our development to get us to this stage. In five years' time, we would like to be experienced Site Buyers with bigger areas to allow us to take the next step at Greencore and we know we'll be supported in achieving this.



Jess has been our NPD Buyer for dairy and edible oil so sourcing our milk and cheese products falls under her remit!

MEET THE TEAM 

## A typical day for an NPD Buyer

A typical day for us doesn't exist! It varies day-to-day but the foundations of the role are pretty static. Here's a bit more about what a day can look like...

*8.30 am*

Log in and check emails that have come in overnight. Review our to-do list and prioritise what is important for the day to get completed. A large proportion of what we do is reactive and needs actioning on the day.

*9.00 am*

Refresh the new raw material tracker and review in a team meeting what new ingredient requests have been submitted by the NPD team members. We then allocate the ingredients that we need to source and what deadline we need to do this by to hit customer panels and review any outstanding ingredients that are overdue from our suppliers.

*9.30 am*

Speak to lead buyers or NPD teams on any queries or advice needed to get the brief out to the right suppliers and deliver what is needed.

*10.00 am*

Review ingredient requests to check there is nothing existing that could be used instead. We also check whether the weekly volume will be achievable and start sending the information out to our suppliers. This is a combination of email and speaking to them directly – sometimes providing photo attachments or additional detail as to what is needed brings it to life.

*10.30 am*

Our team call with all eight NPD buyers – this has been virtual since we moved to the new structure last year. We have still never all been in the same room together! We discuss any challenging ingredients, have NPD team members join to discuss up and coming projects and make sure we share relevant information with the rest of the team.

*11.30 am*

Site feasibility and handover meeting. We play a key role in feasibility, making sure every new ingredient is suitable for the volume, technically approved for the customer and right for the product and the site it is going into. We highlight any new suppliers to the site or to Greencore and flag any issues we are unable to overcome.

*12.30 pm*

Lunch and a walk when we can get off the phone!

*1.00 pm*

Customer team meetings - we discuss progress of all ingredients and where they are at in our development process. Has the customer seen it, do they like it, do we need to amend it?

*2.00 pm*

This is one of our favourite parts of the job – supplier presentation and tasting! We get one of our key suppliers to send us samples of their new development that may be of interest to our future projects. They take us through what they can do, market trends and anything exciting that's in the pipeline.

*3.00 pm*

Following handover of new products approved to launch, we start the onerous task of raising raw material codes, sending launch confirmations to our suppliers and confirming all of the information required to take a new raw material to launch in our factories is correct.

*3.30 pm*

Take all of the completed information back from suppliers, check the detail, challenge suppliers as necessary, and put it back into our tracker so they are visible for NPD to use in their costings. It's really important that suppliers give us information on their lead time, their pack formats, minimum quantity we can order, pricing and shelf life. This is what enables the sites to pass a raw material at feasibility.

*4.00 pm*

We are also responsible for lead buying an area of spend for the Group. We spend time each week reviewing what is happening in the market that could affect our purchase price or supply. We also work with our suppliers building our knowledge of their processes and detail of what goes into making our raw materials.

Did you know that we have sourced almost

**8000**

new ingredients this year so far?

Did you know that we've briefed

**166**

suppliers this year?





# Building community through giving back



**Emilie Thomas-Mais, Master Data Analyst, is passionate about making a difference in the community and helping shape the lives of our younger generation. The Core spent time with Emilie to find out how volunteering not only helps the lives of others but has changed hers too...**

## Tell us about your role at Grencore...

Hi! I've been at Grencore for 16 years – I initially joined for a 3-4-week summer job after finishing my International Business degree at university, and I've never left! I moved to Worksop and got the job at Grencore to pay my living costs before finding something else...and 16 years on, here I am. I joined as a quality auditor on the night shift, have worked as a supervisor on days, then got a role in

data input in the Finance team, worked as a management accountant for Crosby, Bow and DTS and now I work as a Masterdata Analyst in Food to Go. Grencore is intertwined in my life – I met my husband over a stack of bread!

## What do you enjoy most about your role?

Getting paid! (laughs) In all seriousness, it may sound like a cliché but it's the people I work with – they are absolutely amazing! We all have different areas

of expertise which means there's always someone to help. Every role is important because it helps another part of the business deliver our purpose of making every day taste better.

## What training and development have you done at Grencore?

I'm a First Aider – the health and safety training has been really beneficial for me both inside and outside of work. It's important for me to be able to help other people should they need it.



Emilie as a Guide leader, ready to support girls through their Stem badge

EMILIE THOMAS-MAIS



## Tell us about your interests outside of Grencore

I love history, so most weekends you'll find me at a National Trust or English Heritage site – or in the woods, making dens with my children – we love being outside! The thing I love most is volunteering – I volunteer for the local school on the Parent Teacher Association helping with fundraising, the local vaccination centre supporting those getting their COVID jabs and for Girlguiding, supporting girls to be their best.

## How did you get involved with Girlguiding?

Six years ago, my Mum passed away close to Christmas, which was a special time for us both. I was doing my food shopping with my children in the local supermarket and was struggling. There was a lady, Helen, who stood at the end of the till, packed my bags and then sat down with me and talked things through. This lady changed my life. I was drowning in grief, she told me she was a Girlguide leader and my daughter signed up there and then. Three years later after keeping in touch with Helen, I signed up as a Guide leader myself.

## Why is Girlguiding important to you?

If I can make a difference to one family like Helen has for us, then I can be happy. Through fun, friendship, challenge and adventure, we help girls find their voice, helping them discover themselves and make a positive impact on the community.

## What have you learnt about yourself?

Girlguiding is a great leveller – some of the leaders are really senior in their respective sectors (NHS, council etc). We are women that are there to inspire young girls to have fun. It's what it's all about.

## How does volunteering support your career and vice versa?

In so many ways – I attempted to Zoom with 20 children under the age of 11 during the COVID pandemic. If you can do that and keep everyone connected

**“Every role is important because it helps another part of the business deliver our purpose of making every day taste better.”**

and maintain a sense of fun – you can do anything! We have to run a unit – it's like running a business, everything is audited, we have to keep all paperwork up-to-date, we have to do risk assessments and you have to plan and then plan if the plan doesn't go ahead! From this, I have learnt at work that if something doesn't go to plan, that it will all be okay – I have a moment of calm and know I can do it.

Girlguiding has taught me to push myself and take on the challenge, rather than just sitting still. I get involved with the activities too – much to the dismay of the girls but you have to show you're willing!

## What's your biggest achievement to date?

My biggest achievement is pushing myself out of my comfort zone and taking on the guide leader position. COVID was difficult but I'm proud to have re-opened my unit with eight girls there currently.

## How do you manage your role alongside the volunteering work you do?

Grencore really supports me with this – my manager is really flexible, but that works both ways. I do my work when it fits around volunteering and vice versa. I want to thank my team, Category Data Capture Controller Paul Beard and my manager Leigh Clark, Master Data Manager – the last couple of years haven't been easy but they continuously support and encourage me.

## Why should others consider volunteering?

Find something that you like – if that's dog walking but you can't have one at home, volunteer at a local shelter and walk dogs there. If it's mental health, look at local charities where you can help with their support services or fundraise for a charity that means a lot to you. It doesn't have to be hours and hours of work – it can just be one hour a week.

Although these roles help people and the local community, they'll also help you. What you do makes a difference – go with your instinct and have fun!



Emilie's daughters Megan and Millie on parade

-  Rainbows 5-7 years
-  Brownies 7-10 years
-  Guides 10-14 years
-  RANGERS 14-18 years

If you want to get involved in volunteering in Girlguiding or your child wants to attend, you can speak to Emilie or go to [girlguiding.org.uk](http://girlguiding.org.uk).

# Bringing inclusion & diversity to *Life*

Some of the I&D events that have taken place over the last six months



In the last issue of *The Core*, we introduced the work we are doing on inclusion & diversity (I&D). We now want to introduce our colleague catalyst group - the colleagues who are helping bring our inclusion work to life. *The Core* spent time talking to **Matthew Watson, I&D Manager**, who leads our colleague catalyst groups and inclusion agenda, and members of the group to find out why they wanted to be involved and what they've learnt so far...



Matthew Watson, Inclusion Manager

*"I joined Greencore four years ago as HR Administrator for Consett. Our People at the Core ethos was something that resonated with me before joining, as I've always wanted to help make a difference. After two years at Consett, I moved to be a learning & development specialist, aiding the development of our colleagues who work on the frontline in Manton Wood, Selby and Crosby with our Line Co-ordinator Framework. Then in March this year, I got heavily involved in our I&D work which led to me becoming our Inclusion Manager in August."*

*"Following the I&D survey earlier in the year, we held listening groups with colleagues to find out what people thought about inclusion at Greencore. These sessions were eye-opening for everyone involved and from the off, we realised that people wanted colleagues to lead our education on important I&D topics."*

*"Fifteen of our colleagues who participated in the listening groups volunteered to become members of our inclusion catalyst group and they've helped us shape and bring to life the events in our inclusion calendar. Being a member of the group is also a great development opportunity for them."*

*"I chair our regular meetings, where we plan the events coming up, which include webinars, case studies and activities. We want to make sure we create resources that can support education through storytelling and enable our colleagues to share their stories and experiences both personally and professionally."*

*"I really enjoy seeing the impact the events have on our colleagues. Talking more openly about inclusion really makes a difference to those who share their stories but also impacts those who are hearing about the topics for the first time too."*

## What's coming up...



**27 Sept to 1 Oct - National Inclusion Week**  
A week focusing on inclusion for all. Look out for the release of our new 2022 Inclusion calendar during this week!



**Month of October - Black History Month**  
We'll be hosting events and releasing educational resources, as well as hearing from colleagues on why it's important to them

**4 November - Diwali**  
As we recognise the festival of lights, we'll learn more about it and what it means to our colleagues



**19 November - International Men's Day**  
Do you want to recognise and celebrate the men around the business who go above and beyond? Then this is the perfect time to do it. Keep an eye out for how to nominate



**3 Dec - International Day of Persons with Disabilities**  
Around 15% of the world's population live with a disability, and this day aims to promote and recognise this with various activities.

# Introduction to Catalyst Group Members

Four of our Catalyst Group members talk about I&D and why they wanted to be involved, the events they've most enjoyed and why they'd encourage other colleagues to get involved themselves.

**Gemma Steward,**  
**Category Marketing Manager**



**Why did you want to get involved as a catalyst group member?**

I've always believed in fairness and equality and I saw being part of I&D as a way I could make a positive change for our colleagues and the business.

**What have you learnt?**

That it's okay not to know a huge amount about I&D, but that being part of the conversation is as important as being an expert.

**What upcoming event are you most looking forward to?**

Black History Month in October; just listening to some of the initial conversations we've been having makes me see how far there is to go in educating and understanding, and I'm excited to be part of that journey.

**What do you think we can do more of?**

I would love to see I&D be a much bigger part of our everyday conversations; and hearing our management teams talking, supporting and encouraging team members to take part in our events.

**Gary Potheary,**  
**Commercial Controller**



**Why did you want to get involved as a catalyst group member?**

I am very much a people person and throughout my career have always put the needs of other colleagues before my own. This typically means listening and understanding colleagues' wishes and then thinking how I can make a difference. That's really important to the I&D agenda.

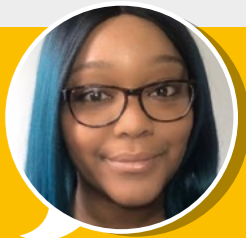
**What have you learnt?**

I have learnt so much about my colleagues both within the team and colleagues from the wider business who have been kind enough to share their stories as part of our inclusion work. Those stories have a real impact!

**Why would you recommend being a catalyst group member?**

It is very worthwhile and gives you the opportunity to give back to people - you are supported and mentored every step of the way by a dedicated team. We are all here to make a difference.

**Chantelle Christie,**  
**Talent Acquisition Specialist**



**Why did you want to get involved as a catalyst group member?**

It's a subject close to my heart. I've been in some situations where I have felt uncomfortable and not quite included so being part of the group has given me the courage to speak up. I wanted to be a part of something that would be ongoing and genuinely make a difference. It's been great to contribute to the events.

**Why is I&D important to you?**

For me I&D is about respecting and accepting people as they are. Everybody should be able to be themselves and feel welcomed regardless of their colour, sex, gender, race or beliefs.

**What has your highlight been so far?**

I really enjoyed Pride month and I loved being involved in writing Greencore's very first language guide. It has also been great to see the support from across our sites in bringing it to life.

**Luke Fleming, Facilities Manager**



**Why did you want to get involved as a catalyst group member?**

To help shape the I&D agenda at Greencore, through my lens. I hope I can influence change and line the way for those who will follow me.

**What have you learnt?**

We can all be guilty sometimes of unconscious bias whether through age, disability, gender equality, race, religion, sexual orientation, and gender identity. It's about learning individually and then educating others.

**What do you think we can do more of?**

Having more fair policies, practices, and process in place. Also, to make I&D workshops and training mandatory for all.

**Why would you recommend being a catalyst group member to other colleagues?**

To be part of the journey to effect change from within, to provide insight and your personal experience, and to make a difference. We have lots of exciting projects on the go and are moving in the right direction.

# BUILDING ENGINEERING CAPABILITY

This was the idea that inspired Gary Maxwell, Control Systems Engineer, to develop his engineering training facility concept, which is now in full use at our Northampton site.

Gary has worked at Greencore for six years, having started on the night shift in Unit D at Northampton when it first opened. He moved to his position of Control Systems Engineer last year. In this role, he is responsible for the installation and integrity of all the automated controls, such as product validation, programmable logic controllers (which are computers that control our manufacturing processes), printer templates on product packaging, as well as helping to develop new technologies across all of the manufacturing units at the site.

"I wanted to better my own engineering skills and support my colleagues to do the same – so I initially bought my own equipment and started doing private training with individuals on site. After this initial idea, our Chief Engineer at the time encouraged me to develop a training facility. I was given a budget to design and build the equipment, which would enable more people to get hands-on with the training. It's a great way to develop your own learning and build confidence accessing simulators, where you can create a scenario and work on the equipment and technology to help sharpen our capabilities, without any real-life negative consequences. All this was possible with the support and assistance of my colleagues.

"The engineering training facility now comprises of two training rooms; one room which is a modern classroom-based facility, allowing PowerPoint presentations of the training modules, and the other which houses the bespoke practical training equipment.

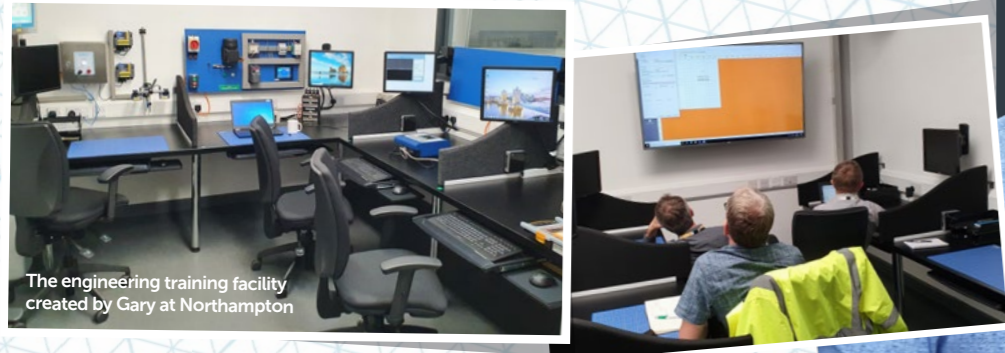
"So far, I have developed five practical training modules, which are based on the needs of the business - these include the Marco Validation System (2D barcode readers), PIC/HMI (programmable interface controllers/human machine interface), Mitsubishi inverter drives, safety circuits and printers. The modules will continue to be developed as our technology becomes even more sophisticated and we move towards more automation and robotics in our manufacturing processes."

The training facility used by the engineering team is something that Site Director Tim Jackson also thinks supports the learning and development of our colleagues. He said: "I am greatly impressed by the work Gary has put into building this training facility. The fact that he has done it off his own initiative and been able to create a centre of excellence in engineering training at our site is a huge achievement. The benefit this has to not only Gary, but all our engineers at Northampton really supports the development of individuals and helps them to grow their careers at Greencore. I think this could be a good model for how we help our engineers to hone their skills right across the business."



Training facility

**"I wanted to create an environment that would enable myself and other engineers to develop our skills without the risk of causing any disruption to our manufacturing process."**



The engineering training facility created by Gary at Northampton



Gary Maxwell

# You and your wellbeing

## Learn something new

Learning new skills can also help improve your mental health as it boosts confidence, raises self-esteem, and helps build new relationships with people.

**Try a new hobby** – whether that's learning to paint, joining a new fitness club or learning a language

**Have a look at part-time courses at a local college**

**Work on a DIY project and use the internet to help you** – there's plenty of online tutorials

**Take on a new responsibility at work** – whether that's being a buddy for a new colleague, joining our inclusion & diversity catalyst group (page 18–19) or being part of your colleague forum.



## Be Kind

Be kind to both yourself and to others. This will help create positive feelings and you'll gain a sense of reward.

**Say thank you to someone for something they have done for you** (if this is at work, use one of our free thank you cards available at site)

**Ask family or friends how they are but really listen to their reply**

**Take time to look after yourself with rest and relaxation** – be that listening to a podcast, having a bath, spending time with people who make you feel good etc.



The wellbeing of our colleagues is our top priority. Here we share five steps to help improve your mental health.

## Make good connections

Relationships can increase feelings of happiness, belonging and purpose, however spending time apart the last 18 months may have been difficult.

**Reconnect with the right people** – focus on the quality rather than quantity of your connections

**Be open about your personal preferences such as mask-wearing, vaccinations and hugs**

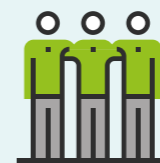
**Connect at your own pace** – everyone is different – pushing yourself too quickly or slowly may cause stress

**Commit to a regular club or class** – this will help create new connections and your mindset

**Visit a friend or family member who needs support or company**

**Volunteer at a local community group** (more on this on page 17)

**Have lunch with a colleague and talk about something other than work.**



## Get active

Physical activity isn't just for burning calories and losing weight, it helps your body function properly, lowers your risk of disease and can add years to your life. Try to do 30 minutes of physical activity every day.

**Swap a car or public transport for walking or cycling**

**Take the stairs instead of the lift**

**Go for a walk in your lunch break or for a family walk after dinner**

**Join a class and try something new** – swimming, badminton or HIIT are just a few examples

**Try our 30-minute HIIT or Yoga classes by scanning the QR codes below.**



HIIT class



Yoga class

## Stay mindful

Paying more attention to the here and now can help with your mental health. This includes your thoughts and feelings.

**Go for a walk and stay off your phone – take in the natural surroundings**

**Create a routine to help feel organised**

**Take time to practice breathing to calm down a busy mind and body** – @breathpod on Instagram has classes to support this.

**Research emotional support** – this may be able to help you when faced with challenging circumstances to help with a stable mindset.



## If you are struggling, remember you are not alone

You can contact our peer-to-peer support service, **Talk2Us** on **01246 385290** or **GroceryAid**, our charity partner for a wide range of support from counselling to financial grants on **www.groceryaid.co.uk**.

# Noah's



## blog

### Early careers, returning to university and supporting our operations

*Hi everyone,*

Hope you are all keeping well. There has been plenty going on in the early careers' community to keep me busy.

In my last blog, I mentioned the importance of our brand ambassador work in driving awareness of Greencore externally. To support this, our graduates and degree apprentices have recently produced a video advertising our early careers programmes. The filming took place at Manton Wood and although the project had its challenges logistically given the current environment we are working in; we were able to get some great footage that will showcase our early careers programmes to potential candidates. Don't just take my word for it – you'll be able to see it for yourself when we launch next year's campaign in the autumn.

Greencore's biggest intake of early careers colleagues has now joined us – we have onboarded new starters across degree apprenticeships, graduates and engineering apprentices. This is an exciting time – they will bring enthusiasm, motivation, fresh ideas and drive to our teams. Taking time to reflect on my own experiences, it can feel daunting joining a new business and a new team, especially when for many, this will be their first full-time role. I hope that you will give them a warm welcome and the same level of support I received during my induction period (and beyond) as they make the transition into our business. I think it's great that our business is so committed to investing in future talent, particularly in the current environment.

On a more personal note, alongside my cohort of degree apprentices, I have recently returned to in-person learning at Nottingham Trent University. Our university journey started in January 2020 but was quickly disrupted by COVID, meaning like many students across the country, our course was moved to online learning. In May, it was deemed safe for us to return to campus with all



Nottingham Trent University, where all our degree apprentices' study

Our early careers' programme filming at Manton Wood



Supporting our Operations team: some of the products I have helped produce

the COVID protocols in place. Since returning, we've all particularly enjoyed being able to catch-up and share learnings from across the business. I also find it much more engaging being taught in person rather than online.

As a commercial degree apprentice, I complete a series of rotations across the commercial function, to gain experience and develop knowledge throughout the programme. Selby, along with our other business units, has displayed great resilience throughout the pandemic but this relentlessness has brought challenges for those working in our factories. That's why, although it sits outside of my commercial programme, I have spent some time working in the factory co-ordinating and supporting a project to release stock to our customers. Seeing a different area of the business has been interesting and it has reminded me just how big our operations are, and the importance of us working collaboratively across all areas to deliver for our customers.

I look forward to sharing more about our early careers programmes next time. In the meantime, I'd love for you to reach out with any questions or what you'd like to hear about from me.

*Noah*

# Supporting you and your development

Regular time with your manager is the cornerstone to great performance, building a genuine and trusting working relationship, providing and sharing feedback with one another, and guiding and supporting development opportunities makes all the difference.

*The Core* spent time talking to Ciaran Farren, Quality Assurance (QA) Supervisor at Consett, about how regular performance conversations have helped him grow at Greencore.



Ciaran Farren

### Tell us about your time at Greencore

I've been working at Consett since January 2020. I started on a fixed-term contract as a Quality Auditor and I'm now QA Supervisor with a team of three colleagues. In my role, I promote food safety and ensure compliance of procedures and policies.

### How did you get into a food safety career?

I've always had an interest in food safety as I worked in the hospitality industry when I was younger.

I was interested in the compliance side and thought the best option for me would be to complete a three-year food safety degree at Teesside University.

### What makes development different at Greencore?

Development gets a huge focus at Greencore – regular performance conversations with your manager are important to aid your development. What I like is that we will always try to promote from within. We regularly talk about development and that's supported at the very top of the business - I've had development conversations with Matt Bott, our General Manager at Consett, and he is very supportive.

### What opportunities have you had since joining Greencore?

I have done a three-month secondment within the Technical Services team; this has helped me in my current role as I learnt a lot about raw materials and how to deal with suppliers and customers. From there I did a secondment as a QA Supervisor and I'm pleased to say that's now been made permanent.

### How do you find your performance conversations?

They help me to focus on my development and along with my manager, gives us the opportunity to review and reflect on what we have done and achieved.

As I'm now a supervisor, there's also so many things to help me support the development of my team.

### How does your Line Manager support you?

Paulina, my manager, wants the best for all our team. She knows that I want to develop, and she encourages me to get involved in different projects and activities to help with that. We talk about my master's degree; she values and cares about me as a person and I really appreciate that. She's very respectful of everyone, she's fantastic. Paulina also will discuss and challenge my thoughts on my own performance and will help to guide me on the things I can work to improve.

### What do you value the most about discussing development with Paulina?

She shares her experiences with me, and this gives me the opportunity to develop in my current role. I appreciate that she listens to me and helps me with my development. We've talked about career aspirations and Paulina is going to help me to get to my next step over time. I'm excited to see where my future takes me at Greencore.

## RoSPA Awards for Northampton & Wisbech



Our teams in Northampton and Wisbech are celebrating after winning an internationally recognised award for demonstrating high health and safety standards.

Northampton received the RoSPA commended award in the Food, Drink & Manufacturing Sector for working hard to ensure that colleagues get home safely to their families at the end of every day.

Lee Hazlewood, SHE Business Partner said: *"To be Food & Drink Industry Sector award winners for two years in a row, where we have had to demonstrate improvement, systems, processes that has enabled our continual improvement programme in our Occupational, Health & Safety performance, especially through the challenges of the coronavirus pandemic, is particularly pleasing. This is fantastic news, and we are delighted to have sustained our RoSPA Gold status for 17 consecutive years."*

Our team in Wisbech were also recognised with their sixth RoSPA Gold health & safety award.

Paul Biggs, General Manager at Wisbech, said: *"We are absolutely thrilled to have been recognised once again with a RoSPA Gold Award. The health, safety and wellbeing of our colleagues is paramount, and we have worked hard throughout the pandemic to keep our people safe, while at the same time helping to feed the nation."*

Organisations receiving a RoSPA Award are recognised as being world-leaders in health and safety practice. Every year, nearly 2,000 businesses enter to win the highest possible accolade in what is the UK's longest-running health and safety industry awards.



## Atherstone site breaks records

Well done to everyone at our Atherstone site who recently broke a 27-year record with over 1.2 million products being produced in one week.

Nick Davies, General Manager, said: *"It's a fantastic achievement to produce record breaking volumes at a hugely challenging time. It's testament to the hard work and dedication of the entire team at Atherstone to produce this level of volume at a consistently high quality. Thank you all."*



## What a driver!

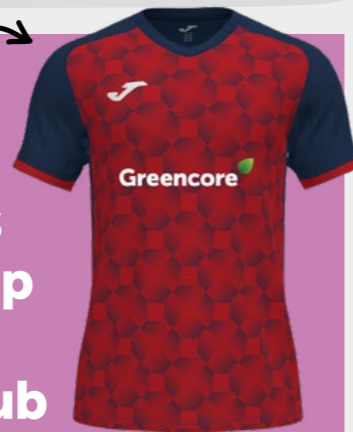
Tomasz Neimec - a driver at our Manton Wood depot - has been awarded third place in Logistics UK's Driver of the Year Awards.

All participants were tested across several areas including safe driving style, economical driving, legislative knowledge, manoeuvring, pre-use defect checks and risk assessment. In addition to the overall third place, Tomasz came in first place in the 'safe driving style' and 'manoeuvring' categories.

Congratulations Tomasz on a fantastic achievement. **You can read more about Tomasz on page 10.**

Aston Swallowest's sponsored football shirt

## Kiveton announces sponsorship with local football club



Our Kiveton site has announced its partnership with Aston Swallowest Junior Football club for the next two seasons. Commenting on the sponsorship, Darren Haywood, General Manager, said: *"We are absolutely delighted to be sponsoring Aston Swallowest JFC. As a large local employer, several of our colleagues will have a connection with the club, and we are proud to enter this partnership for the next two years."*

Phil Sanders, Chairman of Aston Swallowest JFC said: *"We are excited to build our partnership with Greencore over the next two years supporting our teams, the local communities and our chosen charity of Harrison Kicks Leukaemia and the Sheffield Children's Hospital. We're looking forward to building our partnership."*

## Greencore joins forces to support survivors of modern slavery

We've joined forces with Asda to help support survivors of modern slavery.

Working alongside charity organisations City Hearts and The Snowdrop Project, we have developed an initiative to help survivors of modern slavery gain confidence in culinary skills and regain their trust in people, by hosting a series of online cooking lessons. It also provides an opportunity for our chefs to promote healthy eating, eating on a budget and minimising food waste.

Prior to each session, the participants each receive a box of ingredients, so they are fully prepared for their lessons.

Phill Clayton of City Hearts and Anna Smith of Asda said: *"We are excited about the adaptation of the Asda and City Hearts Ingredients for life model into a digital setting by Snowdrop and Greencore - this is another example of the positive impact that can be brought about through survivor focused business/charity collaboration."*

Our chefs during their live cooking demonstrations



## Up for an award!

We're delighted that *The Core* has been shortlisted for Best Magazine at the national Institute of Internal Communications (IOIC) Awards.

The IOIC's prestigious awards recognise the impact internal communication has on organisations and people at work. Thank you to all our colleagues who have been featured in and provided content - this is great recognition for everyone who has input into our magazine.

The winner will be announced at the awards evening on 24 September - we've got our fingers crossed!



## Manton Wood donate sandwiches to local sports team

Our Manton Wood site kindly donated sandwiches for a group of young people in Sheffield throughout the school summer holidays.

Zahid Minhas, Financial Analyst at Greencore supports and coaches Sheffield-based Darnall Football Academy in his spare time. The club wanted to help provide lunches for the young players, several of who would miss out on their school meals during the holidays.

Zahid said: *"I was so grateful for Greencore's support. Darnall Football Academy has been holding activities for the youngsters throughout the holidays and it's been great to be able to provide them with lunch too."*

Darnall FA was established in 2013 to help raise the aspirations of young people from different ethnicities and backgrounds.





# Helping you protect your personal data

Technology is something we're all familiar with and use every day – whether that's in our roles at work or in our personal lives. We all use email and text messages but probably never think about the cybercriminals who can use this as an opportunity to scam us. Here we provide some important hints and tips to help everyone stay safe online.

## Did you know?

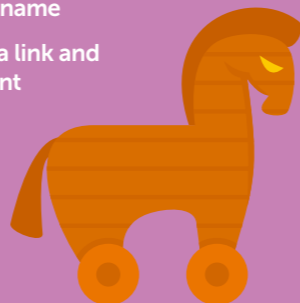
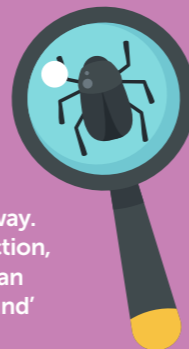
- In 2020, email threats increased by 64% as cybercriminals took advantage of the increase of people using IT and the internet
- It is estimated that over 3 billion scam emails are sent across the world every day. On an average day, over 200,000 emails are sent into Greencore and scanned before they reach our users. Around 100,000 of these are flagged as spam or malicious emails
- Of all our IT users, there are approximately 11.5 million website requests per day and 400,000 of them are blocked because of malicious or unauthorised website categories
- Our IT Service Centre receives over 200 requests per day and works 24 hours a day 7 days a week to ensure that there is IT support available around the clock.



## Would you know how to recognise a scam email, text or telephone call?

### HERE ARE SOME TIPS TO HELP YOU SPOT A SCAM:

- **URGENCY** – you may be told you have to act straight away. The message may try and scare/worry you into taking action, for example 'your account will be blocked', or offer you an incentive such as money or a free gift 'you are due a refund'
- **SENDER** – the message may appear to look like it has been sent by someone from a trusted place such as a bank or well-known company such as Amazon, Google, Apple, Netflix, but the sender's telephone number/email address may not quite look right, for example NOREPLY@AMAZON.CO.UK (can you spot the difference? The O is a zero)
- **ADDRESSEE** – the message may be generally addressed such as 'Dear Sir/Madam' or on emails it may take part of your email address, for example 'Dear joe.bloggs123' as the sender will not know your name
- **LINKS** – the text/email may ask you to click a link and provide your details and/or provide a payment
- **ATTACHMENTS** – an email may have an attachment pretending to be something important/urgent and may be harmful to your device and your data, for example 'unpaid invoice'.



## What should you do if you think you have received one?



- Never click on links you don't trust
- Never provide your personal data. Only provide your personal data when you initiate the call/contact with a company. A genuine company will already know your personal data and may confirm some of it to you, for example, 'I'm contacting you in regards your account ending 4386'. If you are unsure, do not take any action and separately contact the company's customer services through a different method to check that it is genuine
- Except for Greencore's IT Service Desk, never give anyone 'remote access' to your device, this is normally done by saying that there is a problem with your device and asking you to download some software to enable them to take control of it
- Never open suspicious email attachments and never click on 'Enable Macros' if you see it in an email attachment, as it can take control of your device or monitor what you do.
- Whenever in doubt, seek advice from <https://www.actionfraud.police.uk/> or the National Cyber Security Centre <https://www.ncsc.gov.uk/> - if you are using Greencore IT facilities, follow the instructions in the purple box below

## What should you do if you think you've been scammed?

- Contact your bank if you have disclosed any financial details
- Change your passwords on any online accounts and/or contact the company's customer services to check that your accounts are safe
- Contact Action Fraud on 0300 123 2040
- If you have been visited in person by a scammer, contact the Police straight away



## Use strong passwords to protect your information:



### DO's

- Think of three random words
- Add uppercase, lowercase, symbols and numbers
- If you have a smart phone, use the 'remember your password' facility on it to securely store your passwords

### DONT's

- Use anything related to you like names of pets, family, dates of birth or anniversary dates (a hacker will trawl through social media to find out details about you)
- Use the same password for all your accounts (if an account is hacked, the hacker will know the passwords to all your remaining accounts)
- Don't write passwords down

## Latest common scams:

- **TEXT MESSAGE** – Royal Mail, you need to pay a delivery fee of £2.99. These companies will always post a card through your door if this is genuine
- **TELEPHONE CALL** – NHS Track & Trace, you have been in contact with someone suffering from COVID and need to have a test sent out costing £500. You will never have to pay for a COVID Test, unless you are entering the UK from another country
- **TELEPHONE CALL** – Police, or your bank, claiming that you have been subject to a bank account scam, then they ask for your details. Always contact your bank directly, preferably by online chat, to check that it is them
- **EMAIL** – HMRC, you are due an Income Tax refund, click this link to fill in your details to claim. HMRC will never email you



## Has your password or personal data already been stolen?

- You can check on the following website - [haveibeenpwned.com](https://haveibeenpwned.com)
- Also, register your email addresses by clicking "Notify Me" and you will receive an alert if one of your accounts have been involved in a data leak
- If your account has been involved in a data leak, change your password on all of your accounts straight away where the email address has been used following the strong password guidance on page 27.



## Protecting your information at Greencore:

We have a dedicated team within our IT department at Greencore that is responsible for information security. If you have any concerns about any emails, texts or telephone calls you may receive at work, please contact [Security.Alerts@greencore.com](mailto:Security.Alerts@greencore.com) straight away.



# Peer-to-peer wellbeing team



**Talk2Us:** Our confidential support service

- “ Providing a confidential ear for all colleagues
- “ Offering emotional support to colleagues who need someone to talk to for general advice, listening, welfare and additional care and support
- “ Enabling colleagues who feel isolated or lonely to connect with other Greencore colleagues

Call **01246 385290**

Email **Talk2Us@greencore.com**

Monday to Friday 8.30am - 4.30pm

**the  
Greencore  
way** 

