

Our Better Future Plan

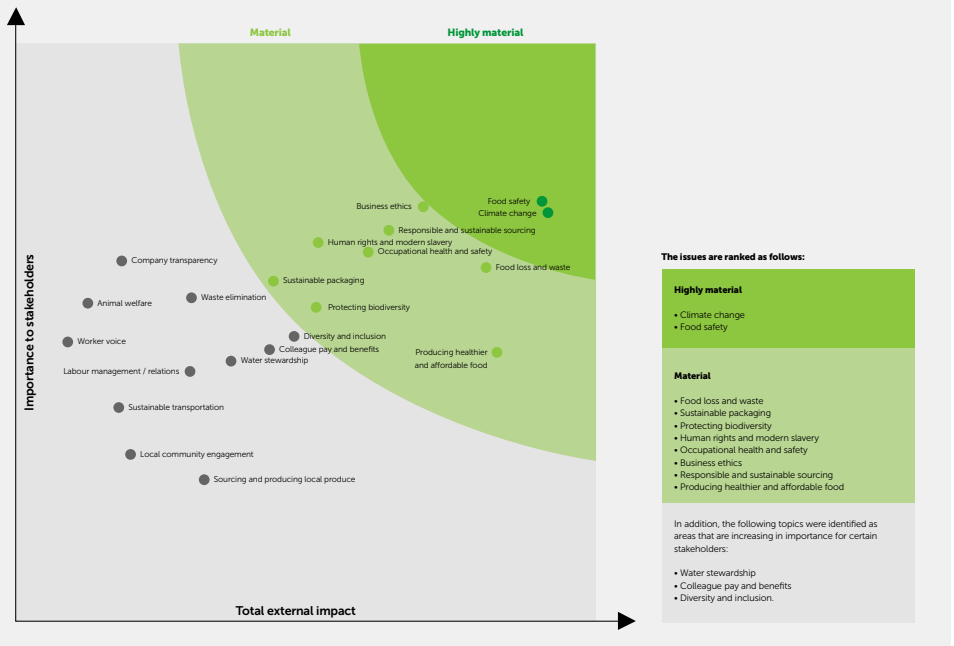
About our Better Future Plan

The global food system is facing multiple challenges, from conflict and climate change to increasing hunger and malnutrition. These factors threaten the food system’s ability to feed a growing population – our Better Future Plan is Greencore’s commitment to address these issues.

We recognise we have a responsibility to help consumers make healthier food choices that have a minimal impact on the environment. Our Better Future Plan aligns with the aims of the National Food Strategy and ensures we put health, affordability and sustainability at the forefront of everything we do. For us, ‘better’ is about making a meaningful difference for all of our stakeholders, whether they are end consumers, investors, customers, colleagues, the communities in which we operate, or the wider planet.

Materiality

For our inaugural sustainability report, covering the period October 2019 to September 2020, we undertook a formal materiality assessment to identify the sustainability issues that matter most to our business, and which will assist us in meeting our GRI requirements. This assessment operates on a two-year cycle, so our material impact matrix remains the same for the reporting period October 2020 to September 2021.



Governance

We have embedded our Better Future Plan throughout all our business units. Our governance structure ensures that all parts contribute to the achievement of our ambitions.



Our ambition

Our Better Future Plan is built around three pillars: Sourcing with Integrity, Making with Care and Feeding with Pride. Each pillar contains a set of priorities with aspirational goals supported by milestone targets which relate to the most pressing sustainability challenges, risks and opportunities facing us as a business and the food system we operate within. Underpinning all of this activity are our colleagues, the People at the Core, who enable the success of each of the pillars.

Sourcing with Integrity



By 2030, we will source our priority ingredients from a sustainable and fair supply chain

Sourcing
We will source sustainable ingredients with transparency by holding ourselves and our suppliers to the same high standards of integrity.

Human rights
We respect the human rights of everyone who works for, and with us.

A low carbon supply chain
We will take action on climate by reducing the carbon impacts of our products and supply chains.

Making with Care



By 2040, we will operate with Net Zero emissions

Resource efficiency
We will use less to make more by becoming more resource-efficient and operating a Net Zero business.

Food waste
We will halve food waste within our operations and work with others to minimise waste both upstream and downstream into our supply chains.

Local community
We will invest in our local communities to help them thrive, by helping to alleviate food poverty and providing economic opportunity.

Feeding with Pride



By 2030, we will have increased our positive impact on society through our products

Our products
We will design products with health, affordability and sustainability in mind; by identifying where the best opportunities are to meet all three requirements, while not compromising taste.

Packaging
We will ensure our packaging has the lowest planetary impact by making it easier to recycle and eliminating single use plastic.

A future-fit food system
We will play our part in creating a future-fit food system by using our platform to rethink how we do business while working with others to tackle shared challenges.

Mapping our plans to the UN Sustainable Development Goals



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People at the Core

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



The UN Sustainable Development Goals ("SDGs")

The United Nations' Sustainable Development Goals ("SDGs") are a collection of 17 interlinked global goals designed to act as a blueprint to achieve a better and more sustainable future for all. Our Better Future Plan aligns with these important goals, which help to inform our activity across the business.

Transparency and disclosure

Greencore is committed to the highest level of transparency in our reporting. Being transparent holds us to account, inspires others and encourages an industry-wide shift towards positive action.

Benchmarks / disclosures	Description	Our performance
CDP	The Carbon Disclosure Project ("CDP") is a not-for-profit charity that runs the global disclosure system for investors, companies, cities and regions to manage their environmental impacts.	Published FY22
ODP	The Ocean Disclosure Project ("ODP") enables seafood businesses to demonstrate their commitment to transparency and responsible sourcing of seafood by disclosing annual sourcing details of their seafood production.	Published FY22
Sustainalytics	Sustainalytics provide an ESG risk rating for over 12,000 companies designed to help investors identify and understand financially material ESG risks in their portfolio companies and how those risks might affect performance.	At our last update in May 2021, Greencore Group plc received a rating of 27.7 medium risk, ranking 101 out of 560 within the food products industry group.
MSCI	The MSCI ESG rating measures a company's resilience to long-term, industry material environmental, social and governance risks.	At our last update in December 2020, Greencore Group plc received an MSCI ESG rating of AA, reflecting 'a company leading its industry in managing the most significant ESG risks and opportunities'.
TCFD	The Task Force on Climate-related Financial Disclosures ("TCFD"), established by the Financial Stability Board, is a reporting framework based on a set of consistent disclosure recommendations for use by companies as a means of providing transparency about their climate-related risk exposure.	Greencore Group plc reports in line with the TCFD framework. View our report here
SASB	The Sustainability Accounting Standards Board ("SASB") is an ESG guidance framework that sets standards for the disclosure of financially material sustainability information by companies to their investors.	Greencore Group plc reports in line with the SASB framework. View our SASB index here
GRI	The Global Reporting Initiative ("GRI") is an international independent standards organisation that enables all companies and organisations to report their ESG performance.	Greencore Group plc reports in line with the Global Reporting Initiative. View our GRI index here

Industry engagement and partnerships

Creating a future-fit food system that works for everyone requires collaborative and collective action, so Greencore works closely with others in the sector to address both our own material topics and those of the wider food industry.

Partnership	Description
	The UK Plastics Pact brings together businesses from across the entire plastics value chain with UK governments and NGOs to tackle the issue of plastic waste.
	The Marine Stewardship Council ("MSC") is a global non-profit organisation that works to end overfishing around the world.
	The Chilled Food Association ("CFA") represents many of the UK's biggest chilled food manufacturers in the UK. They champion best practice across the industry, providing their members with chilled prepared food expertise in areas including sustainability, research and training.
	The Roundtable on Sustainable Palm Oil ("RSPO") aims to transform markets to make sustainable palm oil the norm.
	The Food Network for Ethical Trade ("FNET") is a forum for sharing issues and best practice, and developing practical solutions to human rights issues.
	Champions 12.3 is a coalition of executives from governments, businesses, organisations and research institutions dedicated to accelerating progress toward achieving SDG Target 12.3 by 2030.
	The UK government's 'Step up to the Plate' initiative calls on key players within the food industry to drastically reduce food waste in five steps.
	National charity GroceryAid offers crisis support and financial assistance to those working within the grocery industry.
	The Institute of Grocery Distribution ("IGD") operates two interconnected communities – Commercial Insight and Social Impact – to drive positive change within the grocery industry.



Our progress

Since launching our purpose and sustainability strategy last year we have made solid progress in working towards our ambitious goals, many of which we have already achieved. Some areas of focus remain challenging, which has helped to guide our roadmap for the forthcoming year.

<h3>Sourcing with Integrity</h3> 	
<p>Set clear expectations for our suppliers – launch our Responsible Sourcing Code of Conduct</p> <p>Map our high risk forest commodities (palm oil, soy, paper)</p> <p>Screen 100% of ingredient suppliers for environmental risk</p> <p>Calculate Scope 3 (supply chain) emissions, set a science based target, and get this externally verified</p> <p>We will transparently report on our sustainable sourcing progress via disclosure platforms such as CDP and ODP</p> <p>We will undertake a detailed analysis of our supply base to deepen our understanding of the social risks our ingredients pose</p>	<ul style="list-style-type: none"> ● On track We launched our sustainability strategy to our supply base at our supplier conference, and have developed our Responsible Sourcing Code of Conduct which will launch in FY22. ● Providing a challenge Our visibility of forest products including palm oil and paper is good throughout our supply chain, but soy transparency remains low. Soy is primarily used as an ingredient in animal feed for protein products; having clear visibility of supply is a challenge for the whole industry and one which we intend to tackle in collaboration with industry partners. ● Achieved We have built a risk assessment model to assess the sustainability risks associated with the ingredients we source and have embedded this, alongside our human rights risk assessment process, into our supply chain analysis. ● Achieved We have completed a carbon footprinting exercise to measure the total carbon impact of our Scope 1 (direct), Scope 2 (operational electricity) and Scope 3 (supply chain) emissions. We have set an externally verified carbon reduction science based target, that includes our indirect Scope 3 emissions. ● Achieved We updated our CDP disclosure for climate change, water and forest submissions, and completed, for the first time a summary of our fish sourcing via the ODP. ● Achieved We have embedded a human rights risk assessment process into our supply chain analysis. Our human rights risk model assesses ingredients and suppliers for a range of risks, based on the nature of the product and the country from which it is being sourced.
<h3>Making with Care</h3> 	
<p>Every site will deliver a Net Zero roadmap</p> <p>Build a food loss and waste programme, to halve food waste in our own operations</p> <p>Community engagement #StartsWithFood plan at every site</p>	<ul style="list-style-type: none"> ● Significant focus We have completed a Net Zero roadmap for our lead pilot site, which will inform our carbon reduction approach across our whole network. ● On track We have launched our #WarOnWaste pilot programme at our site in Northampton. This will help us design an approach that will work across all our sites and provide consistent direction to achieve food waste reduction across all of Greencore's business. ● Achieved We have finalised our Community Engagement Policy and have a Community Engagement Plan, focusing around #StartsWithFood at every site. We have developed a community engagement tracker tool to measure our impact.
<h3>Feeding with Pride</h3> 	
<p>Establish and install a science based approach to "lowest impact" packaging (life cycle assessment)</p> <p>Build sustainability considerations into new product development</p> <p>Develop partnerships to tackle our biggest issues through sector collaborations</p> <p>Develop 100% recyclable sandwich packaging</p>	<ul style="list-style-type: none"> ● Achieved We have embedded the GaBi Packaging Calculator into the development process for our packaging to help us determine the life cycle analysis of materials we use. ● On track We have a policy to help guide our teams in the areas of healthy and sustainable diets. Embedding the policy with our process will take longer and is a focus for the coming year. ● On track We have been involved in a pioneering product footprinting and eco-labelling trial in association with non-profit organisation Foundation Earth. We have publicly supported the call for mandatory reporting on health and sustainability as outlined in the National Food Strategy. ● Achieved We have launched 'test and learn' trials of an all-fibre, plastic-free fully recyclable sandwich skillet.

Colour key: ● Achieved ● On track ● Significant focus ● Providing a challenge



Further quick reads

Net Zero

Our action plan to become a zero carbon business and to help mitigate the impact of the climate crisis on people and planet, as well as our own operations.



View this quick read [here](#)

Inclusion and diversity

How Greencore invests in creating a thriving culture where colleagues can fulfil their potential and help our business be the best it can be.



View this quick read [here](#)

Responsible sourcing

The steps we're taking to address supply chain challenges such as deforestation and human rights abuses, and ensure our ingredients come from sustainable sources.



View this quick read [here](#)

Food waste

How Greencore is reducing food waste to drive efficiency benefits and make a positive contribution towards global food security and the fight against climate change.



View this quick read [here](#)

Healthy and sustainable diets

What we're doing to ensure our products contribute to a sustainable food system and form part of a healthy and balanced diet.



View this quick read [here](#)

Plastics and packaging

How we are working to ensure our packaging is circular, climate-smart and leaves no trace, helping to protect natural resources while contributing to a fossil fuel-free world.



View this quick read [here](#)