

OUR ESG REPORT 2023/24

FOOD TO FEEL GOOD

WELCOME TO OUR FIRST ESG REPORT

Welcome to The Compleat Food Group's Environmental, Social and Governance (ESG) report. As a company recently formed in 2021, this is our first report on our ESG commitments. It highlights the important activity and work we're undertaking and how this supports our purpose to make food to feel good, taste good and do good.

We're one of the UK's fastest growing chilled food companies. Our success – and our future achievements – are inextricably linked to our approach to ESG. By taking our social and environmental impacts seriously and putting responsible business at the heart of everything we do, we're building a strong and resilient company that delivers sustainability hand-in-hand with financial growth.

Our private equity ownership gives us freedom to act in bold, innovative ways. For example, we're the only UK manufacturer to have its own UKAS-accredited animal welfare scheme, through our European Farm Partnership programme. This year, we hit a major milestone on delivering more than one million meals to our partners at FareShare and have raised more than £1 million for Action Against Hunger through our brand unearthed®. Elsewhere, 85% of our packaging is now recyclable at the kerbside, and in its first year alone our School Ambassador Network supported 10,685 impact hours with youngsters entering the job market.

All of these initiatives, and more, are critical in reaching our key 2035 targets of operating with net zero emissions and scaling our social value tenfold. This year has been especially valuable for these ambitions, as we've developed comprehensive new strategies for a range of material issues including decarbonisation, biodiversity, human rights and community investment, among others. We've also been working hard to improve our data systems, so we can report on our progress with greater accuracy, and better identify opportunities for impact.

I'm very pleased with what we've achieved so far, especially since we're a recently formed business comprising a variety of brands, foodservice companies and own label products. Getting full sight of where we are as a single entity has been a challenge, but one that we've heartily embraced. This work means we're in a stronger position to deliver greater impact.

But that doesn't mean it'll be easy. There are a lot of challenges ahead, many of which we can't address by ourselves, which is why collaboration with everyone in our value chain – from suppliers and retailers to customers and industry bodies – will be so vital as our ESG action ramps up. Everyone at The Compleat Food Group is dedicated to making food to feel good, taste good and do good, and that means working with others to do the same, so the whole industry benefits and can deliver change at scale.

We're passionate about what we do, so I've every confidence that we'll achieve and exceed our ambitious targets. I'm incredibly proud of the brilliant work everyone at The Compleat Food Group has achieved to date, and very much look forward to delivering continued momentum in this critical space.

Nick Field
Chief Executive,
The Compleat Food Group



OUR ESG HIGHLIGHTS

NET ZERO

Our net zero carbon emissions targets have been validated by the Science Based Targets initiative (SBTi) to help keep global temperature increases below 1.5°C.

LIFE CYCLE ANALYSIS

We've carried out a full Life Cycle Analysis (LCA) on all our branded lines so we can make targeted reductions in environmental impact through Existing Product Development (EPD) reformulations.

MEAL DONATIONS

We've donated one million meals to FareShare, who redistribute our surplus food to those in need.

CONTENTS

INTRODUCTION	02
WELCOME TO OUR FIRST ESG REPORT	02
BUSINESS OVERVIEW	03
BUSINESS STRATEGY	04
OUR ESG GOALS	05
OUR ESG STRATEGY	06
OUR TEN-POINT PLAN	07
ENVIRONMENT	08
OUR APPROACH	09
NET ZERO	10
NATURE	12
PACKAGING	13
FOOD WASTE	15
SOCIAL	16
OUR APPROACH	17
COMMUNITY	18
EDI AND WELLBEING	19
HEALTH AND ACCESSIBLE NUTRITION	21
GOVERNANCE	23
RESPONSIBLE SOURCING	24
RESPONSIBLE LEADERSHIP	27
GOVERNANCE AND RISK	28
TRANSPARENCY AND INDUSTRY ENGAGEMENT	29
OUR ESG ROADMAP	30
DISCLOSURES	31
KPIs AND PROGRESS	32
SASB INDEX	35

BUSINESS OVERVIEW

Formed in 2021, The Compleat Food Group is a food group on a mission to create great quality, tasty and affordable food, that people love to eat.

And we're committed to doing it in a sustainable way that delivers a positive impact on the world and maximises the wellbeing of the communities we're part of.

At Compleat, we're home to exciting brands including Pork Farms, Wall's Pastry, Squeaky Bean®, unearthed®, Vadasz, Wrights and Palace Culture. We're also a leading supplier of delicious own label pastry, sweet bakery, party food, olives and antipasti, continental meats, dips and sauces and plant-based food to the UK's largest food retailers and foodservice companies.

Employing more than 4,600 people across 14 sites¹ we've an annual turnover of £0.9 billion and our ambition is to become the UK's number one chilled prepared food company measured by ESG, culture and business performance. We're owned by European private equity firm PAI Partners.

Nothing brings people together like great food that fuels the soul. Our passion for this belief extends throughout our entire business, from making products that are sustainable to having a positive impact on our communities. With a clear vision and guiding principles, we produce 'Food to Feel Good.'



OUR BRANDS



OUR LOCATIONS



CLITHEROE, LINCOLN WAY
Olives and antipasti – mixing, marinating and packing

CLITHEROE, TWIN BROOK
Pickles and ferments – processing, mixing and packing

CREWE BAKERY
Foodservice, savoury pastry and sweet pastry

DORSET FOODS, SHAFTESBURY
Scotch eggs, cocktail sausages and mini savoury snacking

EBBW VALE
Chilled dips, houmous, sandwich fillings, toppings and marinades

MARKET DRAYTON, PALETHORPES BAKERY
Hot pies, sausage rolls, pasties, slices and party food

MIDDLESBROUGH, RIVERSIDE PARK MANUFACTURING
Fried, party food

MIDDLESBROUGH, SOUTHBANK MANUFACTURING
Fried, party food

MIDDLESBROUGH, WYNYARD DISTRIBUTION

MILTON KEYNES
Olives and antipasti, plant-based pieces. Grilling, slicing and packing

NOTTINGHAM, RIVERSIDE BAKERY
Quiche, tarts, frittatas and gluten free

NOTTINGHAM, TOTTLE BAKERY
Pork pies, cured, uncured, tinned and Meltons

POOLE BAKERY
Hot pies, pasties, slices and sausage rolls

REDHILL
Warehouse, continental meats, technical, logistics, marketing and NPD

WE EMPLOY MORE THAN 4,600 PEOPLE ACROSS 14 SITES

¹ The Compleat Food Group operates across 14 sites including SK Chilled Foods and Zorba Delicacies that were acquired in February 2024. Subsequent figures in this report exclude data related to SK Chilled Foods and Zorba Delicacies unless explicitly referenced.

BUSINESS STRATEGY

WHAT WE STAND FOR

We're a food group on a mission to create great quality, tasty and affordable food that people love to eat. We're committed to doing this in a sustainable way that has a positive impact on the world and maximises the wellbeing of the communities around us.

We call it 'Food to Feel Good'.

Our ambition is to become the UK's number one chilled prepared food company. Our Food to Feel Good ethos means we'll achieve this by valuing the way we operate as much as the financial results we achieve. That's why we're transforming the way we work to set a new standard in 'good food for all', underpinned by science based targets (SBTs) for net zero and a commitment to scale our social value.

These principles run throughout our business. We're creating an authentic and inclusive environment where our team feels valued and supported and have all the tools they need to thrive. We want everyone to feel passionate about making Food to Feel Good.

As a recently formed company we don't have all the answers yet, but we've a great opportunity to drive change at pace and scale, and we're committed to being completely open and transparent as our journey progresses.



PURPOSE

We make food to feel good, taste good and do good. For everyone.

VISION

Become the UK's No.1* chilled prepared food company.

*ESG / CULTURE / PERFORMANCE

MISSION

Delight our customers and consumers every day.

VALUES

Our values are the principles that guide the decisions we make and embody who we are as a business.

QUALITY

Quality is at the heart of everything we do, always.

INTEGRITY

Doing the right thing, even when nobody is looking.

PACE

We make clear decisions and deliver on our commitments on time.

CUSTOMER FIRST

Driving category growth for our customers through our focus on understanding consumers and our relentless pursuit of innovation.

COURAGE

Having the courage to think differently and challenge the norm.

ONE COMPLEAT

Working together and supporting each other as one Compleat team. Making Food to Feel Good.

In 2023, we launched our behavioural framework, The Compleat Way, which outlines these values. This framework is shared with all employees across the business, empowering us all to make bold and purposeful choices as we create Food to Feel Good.

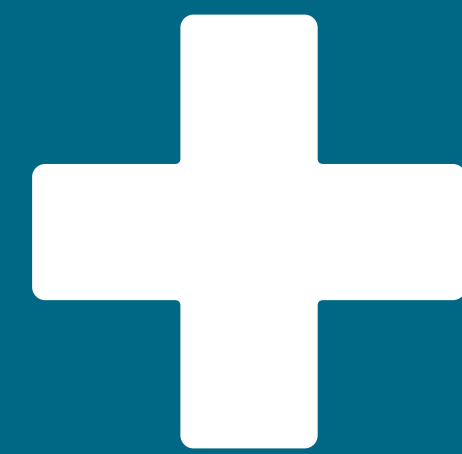
OUR ESG GOALS

We're stepping up to the converging challenges of climate, health and affordability. This means making our social and environmental impacts as much of a priority as our economic success. We've set two key goals:

BY 2035 WE'LL BE A
BUSINESS OPERATING WITH

**NET ZERO
EMISSIONS**

AND BY 2040 ACROSS OUR VALUE CHAIN



BY 2035 WE'LL BE A BUSINESS
THAT HAS SCALED OUR

**SOCIAL
VALUE
TENFOLD**

OUR ESG STRATEGY

Our ESG strategy defines what we'll do and how we'll do it in order to achieve positive outcomes for people, planet and profit.

ENVIRONMENTAL

To guide us to reduce our environmental impact and transition our business to a low carbon future.

SOCIAL

To challenge us to play our part for a fairer, stronger society where healthy, nutritious food is accessible and affordable to all.

GOVERNANCE

To galvanise us to be a standard-bearer for a more sustainable and resilient food system.

Guided by the Sustainability Accounting Standards Board (SASB) and through a Life Cycle Analysis (LCA) approach, we've identified the material issues that affect our business and our ability to deliver on our commitments. From this, we've created a high impact plan that covers our main focus areas and outlines our key goals.



OUR MATERIAL TOPICS:

CLIMATE CHANGE AND DECARBONISATION

DEFORESTATION AND PROTECTING BIODIVERSITY

PRODUCT PACKAGING AND PLASTICS

FOOD WASTE

HEALTHY LIFESTYLES AND ACCESSIBLE NUTRITION

COMMUNITY INVESTMENT

EQUALITY, DIVERSITY AND INCLUSION

RESPONSIBLE SOURCING OF RAW MATERIALS

HUMAN RIGHTS AND MODERN SLAVERY

EMPLOYEE WELLBEING AND SAFETY

OUR TEN-POINT PLAN

ENVIRONMENTAL

- 01** We commit to becoming a net zero business by 2035 for our own operations and 2040 for our value chain, working to an approved science based target (SBT) and only working with suppliers who share our standards.
- 02** We'll undertake Life Cycle Analysis (LCA) on all of our products during 2025, to inform our emissions reduction roadmap.
- 03** We'll operate as a zero waste business, eliminating edible food waste and partnering and collaborating to reduce, recycle and reuse our waste and water resources.
- 04** We'll play a leading role in creating a responsibly sourced, regenerative food system and will support our priority suppliers to shift to nature-positive, high welfare methods with 100% traceability and zero deforestation.
- 05** Our packaging will be 100% recyclable or reusable and we'll reduce our packaging consumption across the value chain every year.

SOCIAL

- 06** We'll create an equitable and inclusive workforce, create employment opportunities for under-served groups, and achieve gender parity across leadership roles by 2030.
- 07** Our communities will be better because we operate in them. We'll maximise social, economic and environmental wellbeing in local communities with a quantified increase in social value by site every year.
- 08** Our products will be affordable, healthier and more sustainable as standard. We'll actively innovate to continuously improve our consumers' access to nutritional benefits and plant-based choices.

GOVERNANCE

- 09** We'll build the capacity of our teams to deliver our 'Food to Feel Good' strategy, delivering climate literacy programmes to all employees and educating our key suppliers.
- 10** We'll be transparent about our progress and publicly disclose against global frameworks including TCFD, CDP and SASB.



ENVIRONMENT

We're taking action to support nature and the climate and minimise our impacts from packaging and food waste.

In this section:

OUR APPROACH	09
NET ZERO	10-11
NATURE	12
PACKAGING	13-14
FOOD WASTE	15

OUR APPROACH

The food industry is one of the biggest emitters of greenhouse gases (GHGs) globally, second only to fossil fuels. These GHGs drive climate change, which in turn threatens our ability to produce food. We need urgent action if we're to avoid pushing the environment to a tipping point from which it can never recover.

As a leading business within the food industry, we recognise we've a critical role to play in catalysing positive change. We want to be part of the solution, so as well as meeting mandatory requirements such as the Streamlined Energy and Carbon Reporting (SECR), Energy Savings Opportunity Scheme (ESOS) and Climate Change Agreements (CCAs), we're pushing hard on initiatives that address net zero, food waste and packaging, and which support the natural world. Without an abundant and resilient natural system of pollinators, insects, mammals, birds and reptiles our food ecosystem will collapse.

But no one business can take on these industry-wide challenges by itself, which is why we're focused on collaboration with all our supply chain partners, consultants and NGOs, so we can drive change from within. There are tremendous opportunities here for positive impact even beyond the food industry, which is why we're also committed to empowering our people and attracting new minds to the food business, so we can explore new ideas and innovations.



NET ZERO

Across our whole organisation, we're energised in our approach to the net zero challenge, and we're putting a lot of work into making our data and systems robust.

We're a committed member of the Science Based Target initiative (SBTi), which works with more than 4,000 businesses around the world to drive climate action in the private sector. In October 2023, our science based targets (SBTs) were validated. This will ensure we reduce emissions in line with the goal of the Paris Agreement to keep global temperature increases below 1.5°C.



PROGRESS

Achieving our targets means being thorough and consistent in our net zero approach. In 2023/24, we engaged the help of specialists to make sure we've got the right foundations in place for long-term success.

Working with Sustained, we've carried out a full Life Cycle Analysis (LCA) on all our branded lines to help our New Product Development (NPD) teams make targeted recipe changes that will reduce our products' environmental impact. We'll be rolling out these LCAs to all products in 2024/25.

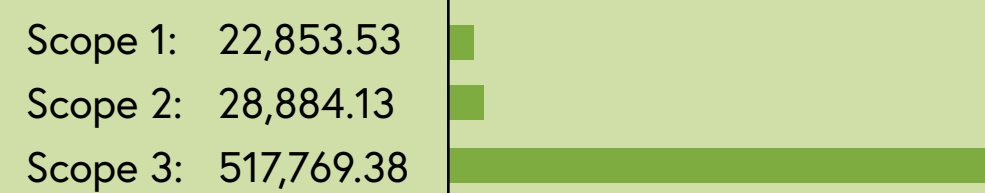
We're working to improve accuracy and availability of our emissions data. Using Envantage's Vision platform, we now have full sight of our gas, electricity and water usage across ten of our sites. We've also

made enhancements to our employee commuting and business travel data, which led to an improved emissions assessment methodology in last year's emissions assessment.

To tackle our Scope 3 emissions, we're focusing on supplier engagement and collaboration. Better access to supplier data will help us to identify and support those that haven't yet mapped their own carbon impact and enable us to drive further change through more informed procurement decisions. This is demonstrated by the increase in Scope 3 emissions this year; in 2021/22, a lack of relevant data meant we hadn't included beef as a specific category. Now we have this data, we're able to take action on this hotspot which is important to Compleat because beef is used in a lot of our hot pies.

We've also invested £1.3 million in eight compressed natural gas (CNG) vehicles for our Wrights fleet. The new vehicles are expected to deliver a 95% saving in carbon emissions as they deliver frozen goods to UK retail and hospitality customers and baked items to local shops and businesses across the North West.

OUR CO₂ EMISSIONS (2023/24)



OUR TARGETS

Scope 1 & 2 targets
(emissions from our own operations)

50% reduction from 2020/21 levels by 2030

90% reduction from 2020/21 levels by 2035

Scope 3 targets
(emissions from upstream supply chain)

50% reduction from 2020/21 levels by 2030

90% reduction from 2020/21 levels by 2040

We're finalising short-term targets to reduce our Scope 1, 2 and 3 emissions, and have started to calculate our Forest, Land and Agriculture (FLAG) emissions according to the SBTi's FLAG Guidance for companies in land-intensive sectors.

We'll re-baseline our targets and update emission reduction plans for significant changes to our business, such as new acquisitions. For example, in February 2024 SK Chilled Foods and Zorba Delicacies became part of The Compleat Food Group, and re-baselining for these will be completed in 2024/25.

NET ZERO

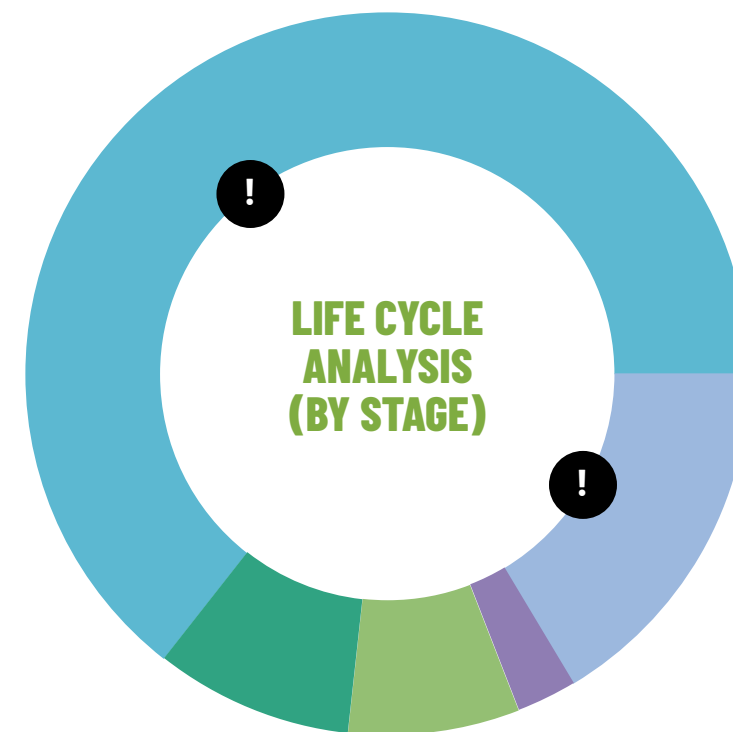
NET ZERO // CASE STUDY

LIFE CYCLE ANALYSIS: THE NET ZERO SAUSAGE ROLL?

A Life Cycle Analysis (LCA) is an analysis technique that identifies environmental impacts associated with all the stages of a product's life, from the extraction of raw materials through to processing, manufacture, distribution and use.

In 2022, we conducted a manual LCA of a Wall's sausage roll, asking ourselves 'what does a net zero sausage roll look like?' This was our first foray in product LCAs, and while it didn't yield scalable findings, it sparked a big appetite to dig deeper into the environmental impacts across more of our products.

This year, on a mission to prove that targeted impact reduction is possible at scale, we worked with Sustained to conduct full LCAs across 31 Stock Keeping Units (SKUs) covering own label and branded products from Squeaky Bean®, Wall's and Vadasz. The automated process looked at ingredients, production methods, transport and more, accounting for 16 impact categories such as climate change, land use and water scarcity. This data revolutionises the way we model new and existing product development, and we're looking forward to rolling the system out to all Compleat brands.



- ! Raw materials (67.9%)
- ! End of life (16%)
- Production (7.8%)
- Distribution (6.8%)
- Use (1.5%)
- ! Most relevant

“The LCA work with Sustained is really exciting because it’s changing the way we think about environmental impact and will give us the tools to show how we can reduce our emissions at a product level. This means we can provide meaningful information about each product and brand, and actively work on improvements with our customers. It will enable much more specific Scope 3 calculations.”

David Moore, Group Head of ESG



CARBON FOOTPRINT (WALL'S SAUSAGE ROLL)

9,218

tCO₂ per year

140g

CO₂e

PER SAUSAGE ROLL

3.25kg

CO₂e

PER 1kg OF PRODUCT

38%

of emissions are FROM THE MEAT

24%

of emissions are FROM THE MARGARINE

NEXT STEPS

With solid data foundations in place, we can now focus on identifying areas for improvement, particularly around our Scope 1 & 2 emissions. All of our sites are setting up dedicated Energy Working Groups or Champions, and our new Envantage Vision platform allows site teams to review our energy usage and put targeted action plans in place to reduce consumption. Replacing old machinery with newer, more energy efficient models will be a key part of this work.

Supplier engagement will continue to be a priority in addressing our Scope 3 targets. Our supply chains are where the vast majority of our emissions come from, and we're committed to being proactive in supplier partnerships and collaboration to drive change at pace. Completing our first SBTi FLAG emissions assessment will inform this exciting work.

2024/25 will also see us carry out a formal SBTi re-baselining to incorporate our acquisition of SK Chilled Foods and Zorba Delicacies.

NATURE

Nature is becoming an increasingly important topic across all industries, especially ours. A healthy natural world is vital to the production of food, so we're committed to helping it thrive.

The arrival of frameworks such as SBTi for Nature and the Taskforce on Nature-related Financial Disclosures (TNFD) makes it clear that nature needs to be a key business priority, so we're building nature-related metrics into the data capture work we're doing with Sustained and Envantage, so we can map our impact in this area. We've signed up to the Courtauld Commitment 2030 and are committed to protecting critical water resources. In 2024/25, we'll also be reviewing our water stress targets for both our own operations and key suppliers.

NEXT STEPS

We're proud that our teams are already keenly aware of the natural areas surrounding our sites, which has led to the creation of our Compleat Nature community group. Around three-quarters of food crops rely on insect pollinators, so we will be planting more species of shrubs, flowers, and trees across our sites to help them thrive. With the planned installation of AgriSound boxes, we will be able to collect data and track our progress of increasing biodiversity in these areas. Other initiatives include litter picking events at our Clitheroe and Redhill sites and conservation work in partnership with Reigate District Scouts and other community groups.

We also plan to get involved with larger local projects in 2024/25, in addition to encouraging volunteering at our local community and wildlife trusts.



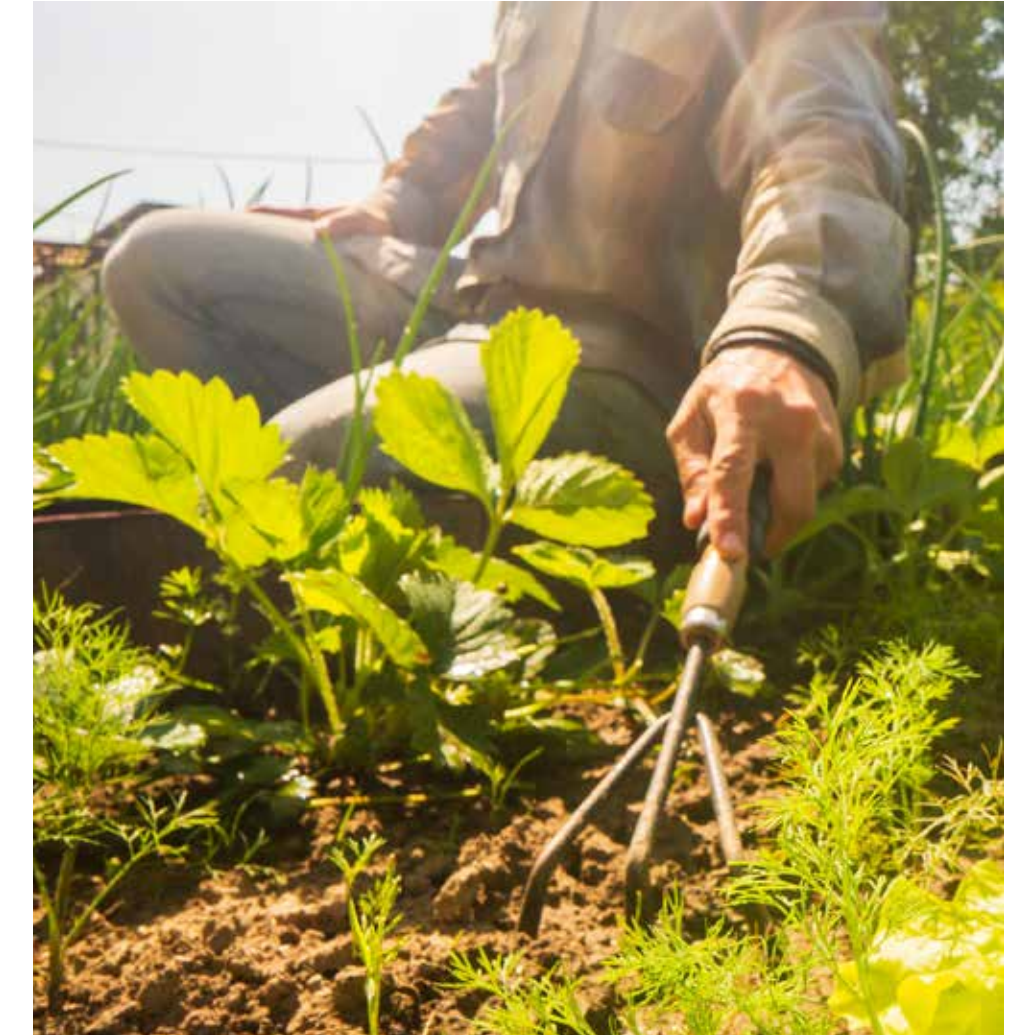
NATURE // CASE STUDY

THE COMPLEAT NATURE COMMUNITY

We want to rebalance the relationship between business and nature. In August 2023, Compleat Nature was launched across the Group, and fully established by 35 enthusiastic nature-lovers across Compleat by October, with the aim of promoting and protecting biodiversity at all of our sites.

The group will be working within the local community on a range of projects, including litter picking, and will be increasing biodiversity around sites by planting for pollinators, installing bird boxes, bug and bee hotels, and spreading awareness on the importance of nature recovery and conservation.

In 2024/25, we plan to have a champion based at each site to help drive local initiatives and encourage more colleagues to get involved. As part of this we'll be creating a regular newsletter and updating the group's new community page with useful information and inspirational reminders of the value of nature and our shared responsibility to look after it.



“It’s been fantastic to have the support from Compleat to build this community group. Together with colleagues throughout the business, we want to create biodiverse habitats and wildlife corridors for nature and wildlife. Pollinators desperately need our help to recover, and we’re excited to see what can be achieved on our Group sites.”

Compleat Nature Co-Chairs Sarah Helms, Payroll Clerk at Tottle Bakery and Harriet Brocklebank, Compleat Graduate

PACKAGING

Packaging plays an important role in keeping food protected and fresh, which in turn helps to reduce the impacts of food waste. But plastic is also a big problem for the environment, and we currently use 4,140 tonnes of plastic every year, so we're committed to new innovations and solutions that can address this dilemma.

As a signatory of WRAP's UK Plastics Pact, we're working to remove plastic where possible, incorporate more recycled content, and use materials that are more easily recyclable.



PROGRESS

We're taking a holistic approach to our packaging challenge, exploring new ways of doing things backed by robust data and collaboration across the business. Guiding our efforts is our new group packaging dashboard which tracks our overall packaging usage across all substrates, with a separate focus on plastics in particular.

Over the last year we've replaced the rPET plastic trays used by our Squeaky Bean® brand with paper-based board that's recyclable at the kerbside. This delivered an 82% reduction in plastic used across the range of products. Whilst more expensive, this was a great brand to trial this innovative solution with since Squeaky Bean® consumers typically have a heightened interest and awareness of environmental issues.

Flexible films remain a challenge across the industry, due to the difficulties in recycling. We expect this material to be collected at the kerbside from 2027, so we're working towards ensuring our film specifications will have a high chance of being recycled. An example of this is introducing a mono-material film for our chorizo packaging, allowing it to be recycled via supermarket

collection points, and at the kerbside when this is available.

This year we've also been experimenting with AI technology in our packaging artwork design process, to make it more appealing and useful to consumers. We've launched revised artwork on a number of our own brand products and are looking forward to seeing its impact on consumer perception.

A highlight for us this year was our Packaging Innovation Workshop in November 2023, which brought together a cross-functional team to review current formats and explore opportunities for innovation and plastic reduction. The event involved colleagues from our Technical, Marketing, Commercial Insight and New Product Development teams, as well as some of our key suppliers.

We're rolling out trayless pork pies to reduce plastic use for this product by 75% (see more here).

Finally, all paper and board we use in our packaging is FSC or PEFC-certified.

OUR TARGETS

We align with the UK Plastics Pact targets:

Eliminate problematic or unnecessary single-use packaging by 2025

100%
of plastics packaging to be reusable, recyclable or compostable by 2025

30%
average recycled content across all plastic packaging by 2025

NEXT STEPS

We want to be a leader in responsible food packaging, so it's important we keep this momentum going. We'll be increasing our use of recycled plastics, and introducing our new innovations to further product lines, such as paper-based trays to continental meats, and lined card trays to antipasti platters.

Our packaging data collection will also increase in 2024/25 as we further our partnership with packaging compliance company Clarity Environmental.

Packaging represents a real challenge to the food sector, but by working together with retailers and industry, we can find innovative solutions that address this shared problem. As such, engagement and collaboration will continue to be a priority for us in this space.

PACKAGING

PACKAGING // CASE STUDY

TRAYLESS IS WASTE-LESS FOR PORK PIES

After implementing the second stage of investment into automation equipment this year, we were able to move our higher volume pork pie packs to trayless packaging.

The main challenge here is the speed of the packaging process. Automation requires a pause between each set of four or six pies. However, the new innovative investment at our Tottle site will reduce plastic use for this product by 75%, saving 110 tonnes every year. We'll be rolling it out from summer 2024 for both our own label products and a range of private label products.



“This step forward in our packaging formats validates Compleat’s commitment to our packaging strategy, in particular those targets aligned with the UK Plastics Pact of eliminating unnecessary single-use packaging, through innovation.”

Nick Bligh, Head of Packaging Innovation

“The new trayless format has required numerous trials to overcome the issues we faced with wrapping the products. This involved a collaborative approach with our Engineering teams and equipment suppliers to ensure we can pack the products with the same efficiency and speed, whilst eliminating the tray.”

Christina Chow, Group Packaging Technologist

FOOD WASTE

We want to be a zero waste business by 2040. This is a big challenge and means eliminating edible food waste and collaborating with others to reduce, recycle and reuse our waste and water resources. We're already zero waste to landfill and have already been for many years but this is not enough, we must go further.

Our efforts in this area are guided by the Courtauld Commitment 2030, which aims for a 50% reduction in food waste from a 2020/21 baseline by 2030. We've set reduction targets for food waste over the next three years including a 10% reduction in 2024/25.

PROGRESS

Food waste has been a difficult area for us, so to make sure we're channelling our energy in the right direction we're planning to undertake a comprehensive review of our food waste generation, including the way we record this data, how we cost food waste into our processes and what it will take to get to a zero waste position.

We look for local partnerships that can redistribute any surplus food. For example, our Wrights shops partner with the Too Good to Go app, and our Crewe site donates surplus items from our Urban Bistro vending machines to the Macari Foundation for local people in need.

We've a great partnership with our waste contractor P H Hull & Sons, which manages waste

across the whole business. It has a comprehensive system that allows us to accurately report and record our food waste data in line with WRAP's Food Waste Reduction Roadmap.

A lot of our current food waste goes to anaerobic digestion (AD), but we're exploring opportunities to direct it elsewhere, where it can have more beneficial impact. For example, we're looking at ways to divert more edible food away from AD to our food redistribution partner FareShare, and we're considering options to use more AD-bound food waste as livestock feed. We're also looking at sending food waste bound for AD to specialist farms to feed insects, which can then be used to feed animals.

NEXT STEPS

In the coming year, as well as exploring more useful applications for our food waste, we'll be running a number of trials to give us more insights into this area. For example, we're investigating uses for our trim pastry to determine whether it can be repurposed or donated to other food companies or charities. In 2024/25, we'll also be launching a key pilot study at our Poole Bakery, using the site as a case study for achieving zero base waste and then sharing those findings with all our UK sites.



FOOD WASTE // CASE STUDY

ONE MILLION MEALS FOR FARESHARE

As a leading food company, we want to do what we can to address hunger and food insecurity in our local communities. Since 2012, we've been working with charity FareShare to redistribute our packaged edible food waste and surplus to those in need. We're delighted to have hit the major milestone of one million meals donated during 2023.

We're extremely proud of our partnership with FareShare and we'll continue to support the vital work it does to tackle hunger and reduce food waste in the UK. Currently, all of our edible food is redistributed, but we're working together to identify more opportunities to increase our donations, such as diverting edible food waste bound for anaerobic digestion.

“One million meals is a massive milestone for The Compleat Food Group. Food waste is such a problem so it's important we help tackle it by redistributing our surplus. We're delighted to be a leading partner with FareShare UK and will continue to work hard on increasing the amount we can redistribute.”

Peter Birch, Divisional Manufacturing Director

SOCIAL

We're scaling our social value to contribute to a more equitable society.

In this section:

OUR APPROACH	17
COMMUNITY	18
EDI AND WELLBEING	19-20
HEALTH AND ACCESSIBLE NUTRITION	21-22

OUR APPROACH



We believe that businesses like ours have a responsibility and opportunity to create social value for the people we work with and the communities in which we operate. We've an important role to play in supporting diverse groups throughout society, and can deliver significant social impact from measures such as employment opportunities and initiatives supporting physical and mental wellbeing.

We consider social value to be our full contribution to society, including the economic, social and environmental outcomes we create. It's built around the products we make for our customers and consumers, the way we work with our colleagues, the way we source our products and work with our suppliers, the way we interact with the environment and our local communities, and the way we invest in programmes for society as a whole.

SOCIAL VALUE

We want to scale our social value tenfold by 2035. To track our progress, we measure our social value in hours of responsible business activity, which includes volunteering, fundraising, education and charity donations. Our 2035 target will comprise 200,000 hours of responsible business activity, with near-term targets of 30,000 hours in 2023/24, 40,000 hours by 2024/25 and 50,000 hours by 2025/26.

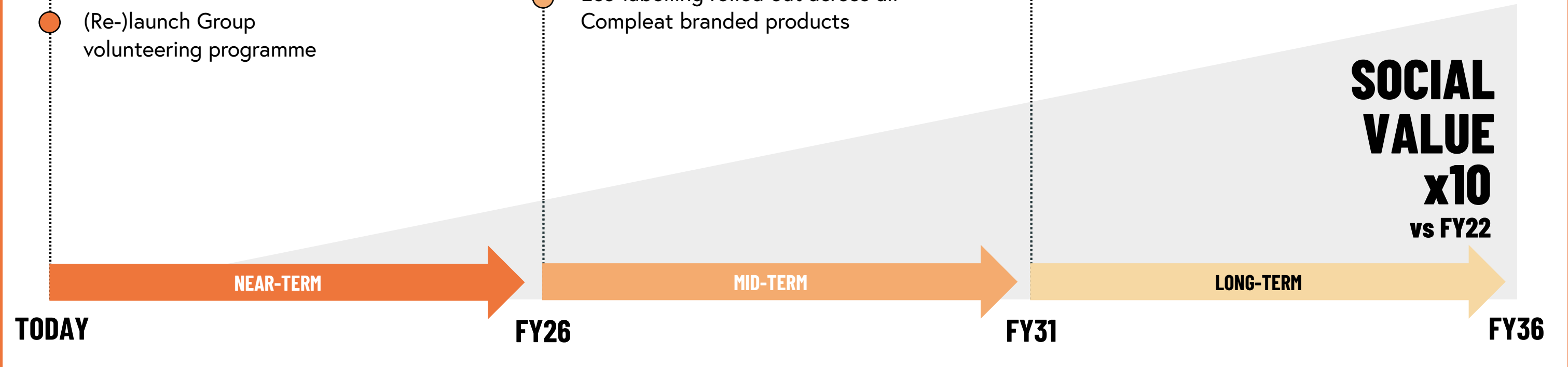
motivate and engage stakeholders, including employees, customers, investors and community members, creating a sense of purpose and progress, inspiring greater participation and commitment to social value initiatives.

We've created a social value roadmap that outlines the steps we'll take to reach our 2035 goal. This framework not only guides our activities in this area but helps to ensure all of our initiatives are tallied individually towards our goal, and that our overall impact isn't diminished by double counting.

These targets hold us accountable for our social impact commitments. They also

SOCIAL VALUE ROADMAP

- Responsible Sourcing Code and Sedex, 100% compliance
- Signed up to the Courtauld Commitment 2030 and Food Network for Ethical Trade (FNET)
- Group outreach scheme: schools, under-served groups and communities
- 100% packaged edible food surplus redistributed or recycled
- (Re-)launch Group volunteering programme
- Gender parity in all leadership and graduate roles
- Gender pay gap better than industry average
- 100,000 hours of responsible business activity
- Extend range of delicious, plant-based meat alternatives
- Eco-labelling rolled out across all Compleat branded products
- 50% raw materials from regenerative farms; 100% net zero farms
- Gender and diversity pay gap eliminated
- 200,000 hours of responsible business activity
- Enhanced nutritional/health benefits for all Compleat branded products



COMMUNITY

As a leading food business, we've an important opportunity to use our resources and influence to help shape a more equitable society.

Our work to address food waste goes hand-in-hand with initiatives to alleviate hunger, with our FareShare food redistribution partnership helping to provide meals to those in need within our local communities. Through our unearthed® brand we're also partnered with Action Against Hunger, supporting children suffering from life-threatening malnutrition.

PROGRESS

We encourage all of our sites to partner with and support local charities, and we're proud to work with a diverse range of causes, from youth sports teams and scout groups to homeless shelters and hospice centres. In 2023/24, we've raised more than £156,330.

It's important to us that our business reflects the diversity of the communities we serve, so we recruit from a wide range of backgrounds. We are actively working with FareShare and our labour provider to create a partnership in 2024, so Compleat can recruit staff from the FareShare Employability Programme. We also want to encourage a diverse range of young people to pursue careers in the food industry, so our new School Ambassador Network is designed to share careers advice and guidance with youngsters entering the job market. In its first year the network gave 120 hours of time and supported 10,685 impact hours – an amazing achievement for this new initiative.

COMMUNITY // CASE STUDY

£1 MILLION DONATED TO ACTION AGAINST HUNGER

One penny from every pack of unearthed® goes to Action Against Hunger, which supports the lives of children suffering from life-threatening malnutrition. unearthed® has supported this fantastic humanitarian charity since 2010 and in November 2022 our donations hit the £1 million mark. We're proud to be its second biggest financial contributor.

To celebrate this major milestone, in 2023 some of the unearthed® team joined Action Against Hunger ambassadors in Peru to trek over 26 miles up to Machu Picchu, at the same time raising an additional £20,000 for the charity.

Seeing those pennies add up has inspired all of us to get more involved with the charity, and we've since visited the projects we fund in Africa, taken part in fundraising runs, bake-offs and bike races, and continued to enthusiastically spread the message of Action Against Hunger's vital work.

Matt McAuliffe, Group Innovation & Product Development Director, and Carrie Hollis-Patel, Head of unearthed® Marketing, were two of our trekkers who saw the charity's work first hand in Peru.



“Action Against Hunger does incredible work with children suffering from malnutrition. Seeing for ourselves how our partnership helps their activities was extremely rewarding, and has inspired us all to do more to support the charity and consider ways we can tackle food poverty as a business.”

Matt McAuliffe and Carrie Hollis-Patel

NEXT STEPS

Following the success of our School Ambassador Network, we'll be expanding it to create a volunteering network across our group, powered by our Club Compleat intranet. By bringing all the information on our local and national charity partners together in one place, our colleagues can more easily plan their annual two days' volunteering time around causes they care about.

In addition to our existing fundraising, we're delighted to announce that Macmillan Cancer Support will be our national charity partner for 2024/25. Our national charity partner is chosen by an annual vote by Compleat colleagues, and we're proud to set a target of £100,000 to support this vital organisation in the work it does to support those whose lives are affected by cancer.



EDI AND WELLBEING

We're passionate about food, but we can't make great food without great people. We want every member of our team to feel valued and empowered to help build a better business that has a positive impact on the world around us.

SUPPORTING OUR COLLEAGUES

We're committed to creating an equitable and inclusive workforce, to creating employment opportunities for underserved groups, and to achieving gender parity across leadership roles by 2030. Currently women account for 38% of our senior positions, and 34% of our workforce overall.

	Male	Female
Executive Management Board	65%	35%
Board Reports	66%	34%
Enterprise Leadership Team	62%	38%

Our People strategy helps to guide our equality, diversity and inclusion (EDI) activities, which we believe are essential in ensuring we live our purpose to its fullest. Our strategy focuses our work across seven pillars: governance and safety, reward and pay, culture and journey, learning and development, industrial relations, employee relations, and recruitment and talent. We're enthusiastic about welcoming innovative new talent to the business, which we support and nurture through our graduate programmes and a variety of apprenticeships.

Continuing professional development is also important to us, and initiatives such as our future talent programme, confidence in business programme for women and mentoring by senior executives help to ensure that our colleagues' talent is identified and supported.

We encourage our colleagues to form internal community groups around topics they feel passionate about, and we're proud that Compleat is home to diverse and supportive communities focusing on a range of topics, such as health, LGBTQIA+, menopause awareness, mental wellbeing, nature and neurodiversity.

We've an ongoing partnership with GroceryAid to support our colleagues with a wide range of matters, but we recognise that these are especially challenging times financially. In 2023, to support our staff during the cost-of-living crisis, we launched the Club Compleat benefits package, and were delighted that 81% of colleagues utilised savings from this new initiative.



SAFETY

At The Compleat Food Group, Safety, Health and Environment (SHE) is more than just a priority, it's an integral part of our organisation, where safety, health and the environment is a core part of what we do. 'Think, act and stay safe' is the mantra for everyone associated with our business, our twelve lifesaving rules provide a framework for everyone to follow.

This year we welcomed our first SHE Director, who has supported us in developing our ambitious new strategy. As a result, we've invested in the structure and welcomed many new practitioners into the business.

We launched a new independent audit programme, a balanced SHE scorecard and continue to develop a new management system aligned to international standards. Next, we're launching our first ever SHE campaign focused on a monthly theme aimed at giving equal measure to creating both a 'safe place to work' and 'safe people'.

All this has led to significant improvements across SHE, including a 46% reduction in our lost time incident frequency rate.

HUMAN RIGHTS

While our Human Resources and Ethical teams take a lead role on upholding human rights, all our departments are accountable and work together to achieve our goals.

We're committed to working collaboratively to help increase our effectiveness in tackling modern slavery. We've Human Rights Champions at each of our UK sites, and every month we hold group ethical meetings to focus on key human rights issues within our supply chains. We're members of Sedex, FNET (Food Network on Ethical Trade) and the Association of Labour Providers (ALP) and play an active role in other collaborative working groups across the industry and more widely. Our Modern Slavery Statement is published on our website.

In 2023/24, we relaunched a new Speak Up procedure across our sites providing all employees with a variety of routes to escalate concerns at a site or Group level. This is supported by an independent whistleblowing hotline hosted by a third party, EthicsPoint. This provides the ability to raise concerns anonymously and in multiple languages. We encourage all our employees to Speak Up through our induction process and induction refresher programmes. All reports are tracked to enable trend analysis across the Group, this is reviewed by the Human Resources and Ethical teams to establish future actions.

Our supply base consists of hundreds of small growers and farmers – reaching out to these producers using appropriate communication methods and materials remains a constant challenge. Our Technical teams have been undertaking ethical audits as part of their routine visits to high-risk sites and with these findings we've been able to identify common areas to focus on upskilling and understanding.

EDI AND WELLBEING

EDI AND WELLBEING // CASE STUDY

YOUTH VOICES ON FOOD SUSTAINABILITY AND CAREERS

Our Compleat Youth Advisory Board brings together young people from across the country to discuss issues around sustainability and careers in the food industry. Supported by youth participation organisation Votes for Schools, Compleat hosted students from Outwood Grange Academy, Huxlow Academy, University College School and Bury Grammar School.

Launched in 2023, Compleat has hosted four sessions including a broad summary of ESG at Compleat and our Future Talent Network, Packaging and Recycling, Health and Nutrition and most recently on Food Waste. At each session, the students are introduced to different aspects of our business, and work through workplace scenarios with a focus on the environmental and social impact of food and food companies. The students provide valuable insights into the thoughts and priorities of younger generations, and the sessions also help to introduce students to the roles, challenges and dilemmas that they may face in their future careers. The sessions are organised as part of Compleat's future talent programme and Compleat feeds the outputs and insights from these sessions into our Operational ESG Committee (OESGC) and Executive Board to help ensure the voices of future colleagues and consumers are represented in our business agenda.

“I wanted to be part of the Youth Advisory Board to represent my school as a place with true ambition, pride and respect, voice my opinions and give feedback to help this company represent young people as prospective employees and customers. As a part of the future generation, it’s important that I take part in projects like this and do my part to ensure the future is brighter and better with more environmentally friendly solutions and ways of supplying their products.”

Erin, Huxlow Academy



NEXT STEPS

We take efforts to support our people and strengthen our culture and we'll continue to build systems and structures that encourage and empower high performing teams. For us, this includes involving everyone, getting people to play to their strengths, providing fair pay and interesting jobs.

Our new learning management system (LMS) will have a number of training modules dedicated to supporting inclusion and wellbeing at Compleat. We're launching a module that will help raise awareness of autism, dementia and disabilities, as well as those that support colleagues with unconscious bias, managing anxiety, and emotional intelligence.

We're also rolling out a recognition module in Club Compleat to encourage everyone to recognise their colleagues' achievements, wherever they are in the business.

As part of our commitment to an inclusive culture and a more enhanced working environment, we'll continue to be informed by the annual survey. Through this, colleagues can anonymously share with the Board what they feel the company is doing well and where they would like to see improvements.

HEALTH AND ACCESSIBLE NUTRITION

We believe that working in the food business means working in the health business, and we want to do the right things for consumers, not just meet our legal obligations.

We want to create great-tasting food that people love to eat, but which also forms part of a nutritious, balanced and sustainable diet. We know that our portfolio includes product categories that can be viewed as unhealthy, so it's critical that we get the balance right between permissible indulgences and good education on what a healthy diet looks like. This means offering our customers and their consumers healthier options across all the categories where we operate.

In June 2023, we launched the Compleat Health Charter which helps us create delicious, convenient products that make it easy to eat healthily. The Charter guides our product development with key principles that ensure we:

- Provide the best-quality healthy product options in every tier
- Develop nutrition-dense alternatives to existing products
- Keep dietary requirements, allergens and intolerances front of mind, but don't treat them as fads
- Offer the consumer convenient options
- Make allowances for treats and indulgences from time to time
- Stay mindful of commercial opportunities
- Support consumers in helping them to live the healthy lifestyles they want

We're working with our colleagues across the business – particularly our Insights, Marketing and Packaging teams – to improve consumer awareness and understanding about the food choices that they make. There's a misconception that healthy food is boring, but we're proud of our innovations that prove otherwise. We welcome the opportunity to show everyone just how delicious and exciting healthier options can be.

PROGRESS

Our commitment is that our products will be affordable, healthier and more sustainable as standard. We'll actively innovate to continuously improve our consumers' access to nutritional benefits and plant-based choices.

We've set a range of targets to help us deliver on this commitment, including growing our plant-based offering, increasing the volume of branded sales from healthy products, and increasing our volume of fermented food products. There's growing interest in the way fermented foods can support good gut health, as evidenced by increased demand for our Vadasz brand kimchi. As kimchi is made from Chinese leaf cabbage, we're exploring using the base of plants that would otherwise be left to spoil in the field, which would be a great example of reducing food waste whilst boosting soil health.

This year, we've started exploring healthy innovations across a range of our brands, including vegetable-dense pastry with Eat More Plants, and salt-reduction and plant-based options with Squeaky Bean®.

We're also working hard on getting baseline data and statistics in place. We've started nutrient profiling on our entire pastry division, and this data certainty will ensure we're setting the most impactful targets. All 80 members of our New Product Development (NPD) team have been trained on nutrient profile scoring, and we've created a dedicated Health Working Group that meets once a month to discuss our progress in this area. This has sparked the creation of our new NPD toolkit – underpinned by WWF's best practice Livewell diet – which will eventually act as blueprint for healthy criteria in our new products.



HEALTH AND ACCESSIBLE NUTRITION

NEXT STEPS

Once we've completed our data work, we'll be focusing on setting KPIs for our health and nutrition projects, so we're able to measure our progress more robustly. This will help to guide a wide range of activities, from improving the nutritional density of our core pastry products and growing our Evolve Plant-Based strategy, to exploring wider applications for fermented products.

We want everyone at Compleat to benefit from our commitment to healthy nutrition, so we also plan to launch a Food to Feel Good recipe bank, delivered by our Culinary team and shared with all of our employees, so they always have a source of healthy mealtime inspiration.



HEALTH AND ACCESSIBLE NUTRITION // CASE STUDY

SQUEAKY BEAN® NUTRIENT PROFILING

To better understand how we can improve on health and nutrition, we've been tracking and analysing the nutrient profiling scores (NPS) of products within our Squeaky Bean® range. The insights we've gained during this project have been key in helping us strike that important balance between flavour and health.

For example, to support Squeaky Bean® consumers in making healthier choices, we've launched a 'fish' range comprising Beechwood Smoked Salmon Style Slices and Tuna Style Flakes, both of which have an NPS below 4. In other instances, we've determined that reformulating a product to lower its HFSS (high in fat, salt and sugar) value isn't always feasible. Take our Squeaky Bean® Pastrami Style Slices. While reducing the salt in this product would make it HFSS compliant, saltiness is a key characteristic associated with cured meats, and removing the salt would have a significant impact on the flavour of one of our bestselling products.

This work has increased the proportion of Squeaky Bean® products that can be classed as healthy (<4 NPS) from 59% in 2023 to 63% at the start of 2024. We acknowledge that there'll be some products in our range which are HFSS due to their very nature and the flavour and quality that consumers have come to expect. However, we're committed to offering healthier options so our consumers have plenty of choice.

“Developing products for Squeaky Bean® is exciting! We work towards having the best possible product focusing on both deliciousness and health. It’s great that we can achieve this and bring to the market products that taste great and are good for you.”

Brogan Munslow, Nutritionist and Junior Product Developer, Squeaky Bean®



GOVERNANCE

Through strong ethics and transparency, we'll be a standard-bearer for a more sustainable and resilient food system.



In this section:

RESPONSIBLE SOURCING	24-26
RESPONSIBLE LEADERSHIP	27
GOVERNANCE AND RISK	28
TRANSPARENCY AND INDUSTRY ENGAGEMENT	29
OUR ESG ROADMAP	30

RESPONSIBLE SOURCING

We're committed to playing a leading role in creating a responsibly sourced, regenerative food system. For our business, this means supporting our priority suppliers to shift to nature-positive, high welfare methods with 100% traceability and zero deforestation.

We've robust systems of certification in place to ensure we meet our responsible sourcing targets. These cover both our own label and branded products, and apply to ingredient suppliers, livestock farms, vegetable growers and slaughterhouses. All of our suppliers are required to sign our Code of Practice, those that complete Sedex SMETA audits must disclose the results with us and those that aren't Sedex members must complete our annual self-assessment questionnaire to disclose information on their operations and responsible business practices.

NEXT STEPS

Engaging our suppliers on ESG is absolutely central to our ability to make food to feel good, taste good and do good. In 2024/25, we're aiming to review and rate the Authenticate ESGenius scores of all our suppliers, then focus on our most material suppliers to develop targeted action plans to improve their performance.

RESPONSIBLE SOURCING // CASE STUDY

SUPPORTING REGENERATIVE AGRICULTURE THROUGH OLIVE EXCELLENCE

Since 2007, we've partnered with our trusted Spanish agricultural partner, known for its pioneering attitude towards environmental management. Its two sites in Seville boast a range of innovative technologies designed to minimise the use of natural resources, such as water conservation equipment, photovoltaic plants and biomass boilers, which are fed by waste olive pits for a truly circular energy system.

The company combines its operations with dedicated research farms focusing on the development of new olive varieties alongside the promotion and safeguarding of biodiversity. Here, the sites are bursting with measures designed to support wildlife and nature. Nest boxes have been installed for insectivorous birds, hoopoes, owls, kestrels and bats. Insect hotels have been introduced to attract bugs such as bees and solitary wasps, which act as pollinators and help to ward off pests. Elsewhere, grasses and a mix of annual mono and dicotyledonous species have been planted to support vegetative diversity, while ponds and streams have been regenerated to create bustling ecosystems that further benefit regenerative agriculture.



It's a groundbreaking production method and due to the swift harvest to production time and bespoke harvesting technology ensures high-quality and minimal defects from bruising while keeping the trees healthy. We also employ technologies that measure the stress level of the trees and irrigate accordingly to minimise water wastage. Each olive tree even has its own QR code, for ultimate supply chain transparency. Every batch of olives goes through an 80-point check, from farm to fork, so our customers and consumers can be confident that they're getting a product that's as tasty and high-quality as it is sustainable.

“Choosing our strategic partners is a conscious part of our sourcing process: we prioritise a ‘can-do’ attitude to embrace continuous improvements in quality, crop management, efficiency, transparency and reliability of supply. It’s fulfilling to partner with those who share our values and ambitions.”

Damian Shaw, Chief Outsourced Officer

RESPONSIBLE SOURCING

LAND

Agriculture is one of the biggest drivers of deforestation worldwide, yet at the same time, we need healthy ecosystems and thriving biodiversity in order to support agriculture. The food industry urgently needs to adopt far more sustainable methods of obtaining vital ingredients, such as palm oil and soy. We're setting a strong example with commitments that minimise our environmental impact while driving nature-positive solutions.

SOY

Mass soy production has detrimental impacts on important biomes such as the Amazon, Cerrado and Gran Chaco, which are all home to unique climate, vegetation and animal life. These areas must be protected from deforestation and land use change (conversion) to protect nature and mitigate the impacts of climate change.

Our soy footprint is primarily composed of soy as an ingredient in animal feed, which is used in the production of cattle, lamb, pork, poultry, eggs and dairy products. We're committed to ensuring that all the soy in our supply chain will be verified 100% deforestation- and conversion-free by 2025. This aligns with our commitment to the UK Soy Manifesto.

To deliver this pledge, we've an action plan that will support our transition through to physically segregated, sustainable soy by moving any soy in our supply chain to mass balance certification. In cases where this isn't available, we'll purchase Round Table on Responsible Soy Association (RTRS) credits. In 2023/24, we purchased 28,000 RTRS credits from two farms in Brazil's Matopiba region via our impact facilitator and fellow RTRS member, AchieveNow. This investment will help drive demand and by extension, supply, of certified deforestation- and conversion-free products from this area.

We closely monitor our soy consumption in our continental meat supply chain through our bespoke supply chain management tool developed by Authenticate.

PALM OIL

A growing demand for palm oil has led to large swathes of rainforest being cleared to make way for palm oil plantations, resulting in the loss of important biodiversity and wildlife habitats. The Roundtable on Sustainable Palm Oil (RSPO) is tackling this by promoting the growth and use of sustainable palm oil products through robust global standards.

Palm oil fat is a key ingredient in our pastry products, and we're committed to ensuring that all the palm oil we use is RSPO-certified. In 2023/24, we used over 7,500 tonnes of palm oil: 6,642 tonnes of segregated RSPO-certified oil (palm oil from certified sources that is kept separately throughout the supply chain) and 937 tonnes of mass balance RSPO-certified oil (palm oil from certified sources that is mixed with ordinary palm oil throughout the supply chain).

All of our sites that use palm oil are certified under the RSPO accreditation scheme to supply products containing sustainable palm oil. The sites were audited by recognised certification bodies and meet all the requirements of the RSPO Supply Chain Certification Standard.

Our suppliers must have full traceability systems and strict factory intake procedures in place to ensure that only RSPO-certified palm and kernel oil products are used in the products they supply to us. These systems must be audited every year by a recognised RSPO certification body.

OLIVES

We're proud to be the number one provider of pre-packed chilled olives and antipasti to the UK market, working in partnership with high-quality growers from around the world.

Through these partnerships, we're exploring nature-positive solutions for olive production. Working with growers in Spain in conjunction with SEO Birdlife, we've been supporting a project designed to boost the biodiversity of olive farms.



RESPONSIBLE SOURCING

ANIMAL WELFARE

We take a farm partnership approach to unite the whole supply chain – from farmer and producer to customer – with the same vision and long-term commitment from all parties. This means that we ring fence farms and slaughterhouses so that animals are guaranteed for our use from the start of their life. Our welfare principles focus on minimising confinement, reducing surgical procedures, improving environment and increasing living space. This has now been developed and implemented across Spain, Italy, Germany, Holland and France.

Since 2012, we've been working alongside Compassion in World Farming (CIWF), an organisation dedicated to ensuring farm animals lead better lives. In June 2018, we received a special recognition award from the CIWF Good Farm Animal Welfare Awards. The award recognises companies that demonstrate outstanding innovation, commitment or achievements in a particular area of farm animal welfare.

Our CIWF work has introduced industry-leading animal welfare standards for our farmers' pigs including considerably more space for each pig, larger breeding facilities for each sow, free farrowing and complete restrictions on tail docking and teeth clipping.

Underpinning our animal welfare development work is our European Farm Partnership (EFP) scheme. It brings together farmers and partners to share knowledge, learning and the latest industry technology and developments. In 2018, we gained UK accreditation for our Pig Module, which is unique in that it covers the entire supply chain from breeding and rearing to finishing, transport and slaughter. The standard also takes into account health and welfare issues.

Following accreditation of the module, we're proud to have the first pan-European UKAS-accredited standard for welfare, comprising three tiers: bronze, silver and gold. Farms certified to the gold tier operate to the highest welfare standards in Europe.

ANIMAL WELFARE // CASE STUDY

A PEDIGREE OF PIG WELFARE

The legacy of our pig welfare standards work started in 2000, when Compleat predecessor Winterbotham Darby began to develop the WD Pig Scheme that was introduced four years later, with standards way ahead of EU legislation at the time. In 2018, we launched EFP Pig Module V1, the first pan-European accredited standard for welfare and identified bronze, silver and gold tiers of welfare.

This standard covered every element of the supply chain (breeding, rearing, finishing, transport and slaughter) along with animal health and welfare (including commitments on environments, medicines and biosecurity). This meant that farms certified to the gold tier operate to the highest welfare standards in Europe.

Our animal welfare specialists continue our legacy of excellence. Following consultation from supply partners, farmers, customers, NGOs and other industry experts, EFP Pig Module V2 was introduced in 2021. The revised standard updates, strengthen and broaden welfare criteria as well as incorporating 'bolt on modules' for site-specific requirements to meet individual and confidential customer needs. Stringent assessment and auditing take place, allowing complete transparency across the supply chain.

EFP Pig Module V2 is the only accredited standard of its kind for Europe and all farms which are audited against the Pig Module (in France, Italy, Spain, Holland and Germany) will meet or exceed current UK supermarket or retail requirements. EFP Pig Module V2 is also accredited by UKAS (UKAS ISO/IEC 17065:2012).



“We work really hard to make sure our industry-leading standards remain relevant and robust. While taking into consideration the different production systems, we want to continually improve animal welfare standards and advance animal welfare across different regions within Europe.”

Maria Murillo-Mariscal, Group Head of Farm Assurance

RESPONSIBLE LEADERSHIP

It's our vision to be the UK's number one chilled prepared food company. We know that diligent and responsible leadership will be critical in getting us there.



We make food to feel good, taste good and do good. For everyone. We stay true to this purpose by taking our role as a responsible business seriously. This means leading with confidence, thinking ahead and embracing everything there is to learn in our fast-moving sector.

This approach is embedded throughout our business, underpinned by The Compleat Way, which was rolled out in 2023. This is our leadership framework, which sets out our values and behaviours and helps us assess development and performance across the Group. It gives equal emphasis to the way we operate as well as our financial results, ensuring we remain both profitable and sustainable, so that we can continue delivering positive impact long into the future.

To ensure the longevity of this approach, we launched a learning management system in April 2023 to identify upskilling opportunities and add to the expertise of our people, so that responsible business remains a core focus as our Leadership teams evolve. Dedicated ESG and sustainability upskilling modules will be added to our learning management system in 2024/25.

We're an active member of the Future Food Movement and will run a specific leadership accelerator programme for our Group and Executive Board in 2024/25.

As part of our responsible approach, our Leadership teams are committed to sharing our ESG journey with all stakeholders, through this report and other mediums. Our Carbon Labelling Report published in June 2022, for example, continues to gain recognition and demonstrates our commitment to research and open knowledge-sharing around one of the trickier challenges for the food industry. Within our business, meanwhile, we want our product information and labelling to be as clear and meaningful as possible for customers and consumers. Our in-depth work on LCAs is key to informing this.

GOVERNANCE AND RISK

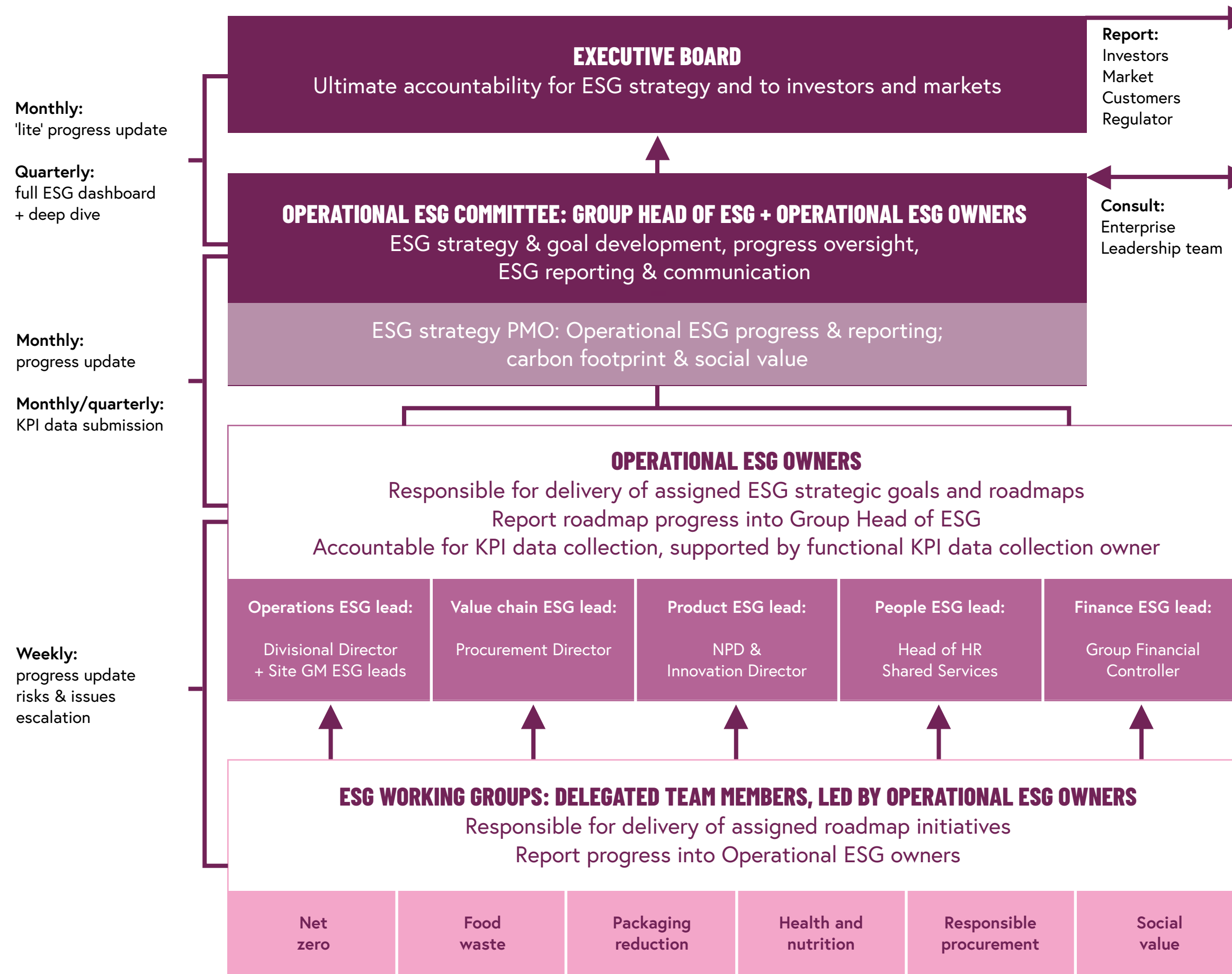
We want to be accountable for the targets and ambitions we've set as a group. With a robust system of governance in place, we can drive cultural change in our people and processes, and ensure the business is on track to meet our goals.

Ultimate responsibility for our ESG strategy lies at Executive and Group Board level, overseen by our Chief Procurement Officer (CPO). Our Group Head of ESG reports to our CPO and Executive Board on a quarterly basis.

The Group Head of ESG chairs the Operational ESG Committee (OESGC), which acts as the main governance structure within Compleat. The OESGC is formed of other direct reports to the Executive team from Finance, Logistics, HR, Technical, Operations, SHE, Procurement and New Product Development. Below this we've our ESG Working Groups and delegated team members covering our roadmaps for net zero, food waste, packaging reduction, nutrition, responsible sourcing and social value, which report to the OESGC.



OUR GOVERNANCE FRAMEWORK



TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

In 2023, we began a comprehensive gap analysis to determine our climate risk maturity against the Task Force on Climate-Related Financial Disclosures (TCFD) framework, which is the baseline for most disclosure frameworks. In analysing our approach to governance, strategy, risk management, and metrics and targets, we've identified several areas for action, leading to the creation of a TCFD roadmap designed to protect and create long-term value for the business. Our TCFD report is included in our financial accounts.

Guided by this roadmap, we'll undertake narrative scenario planning and strategy formation, embed physical risk analysis into our risk registry and risk management process, and develop our governance structure. Key to this will be Group Board and Executive upskilling and training, to further their understanding of climate risks and opportunities.

TRANSPARENCY AND INDUSTRY ENGAGEMENT

We're committed to being transparent about our progress, publicly disclosing against global frameworks TCFD, CDP, SBTi and SASB, and learning from these disclosures to focus activities on our net zero and social value goals.

ESG is an increasingly important consideration for our customers, consumers, investors and colleagues, so transparency is critical. As a leading food company, credibility and trust is integral to Compleat so we need to be held to account by all of our stakeholders.

This report shares our ESG commitments, many of which are aligned with global frameworks and corporate responsibility standards. As our ESG journey develops, we'll report on our progress in all of these areas, and more.

We recognise that we've challenges ahead. Tackling our emissions, for example, requires a clear reduction plan, while data consistency will become more complicated as we acquire more companies and our portfolio expands. But we're working to improve our data gathering so that our disclosures are more accurate, helping to focus our ESG actions further.



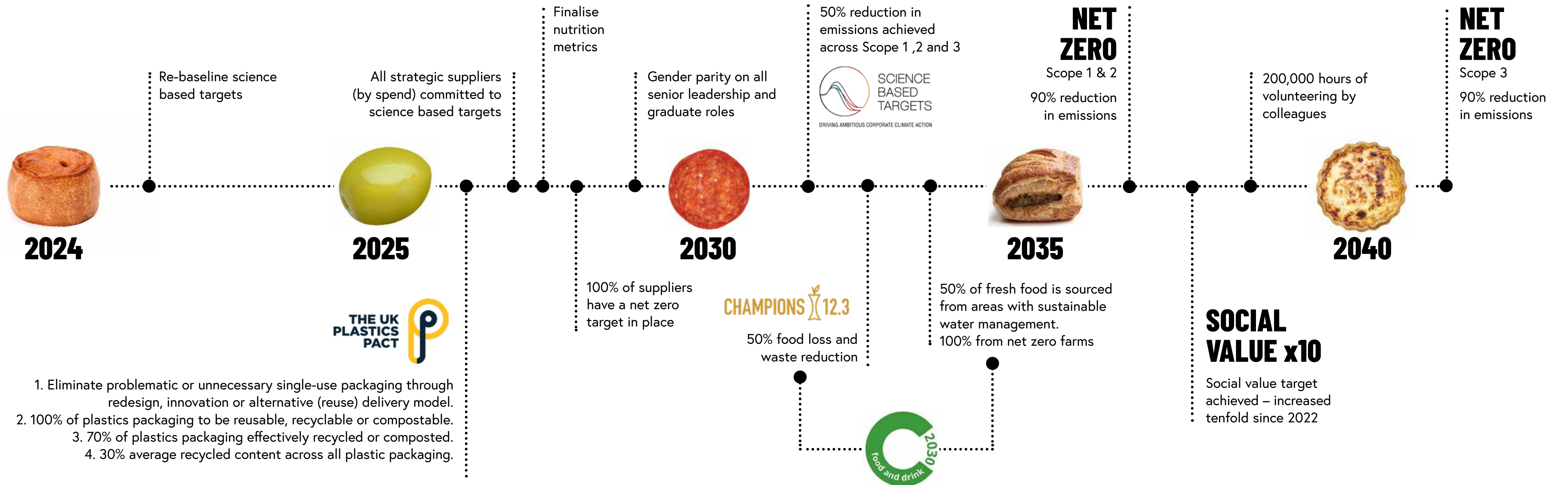
KEY COMMITMENTS AND STANDARDS

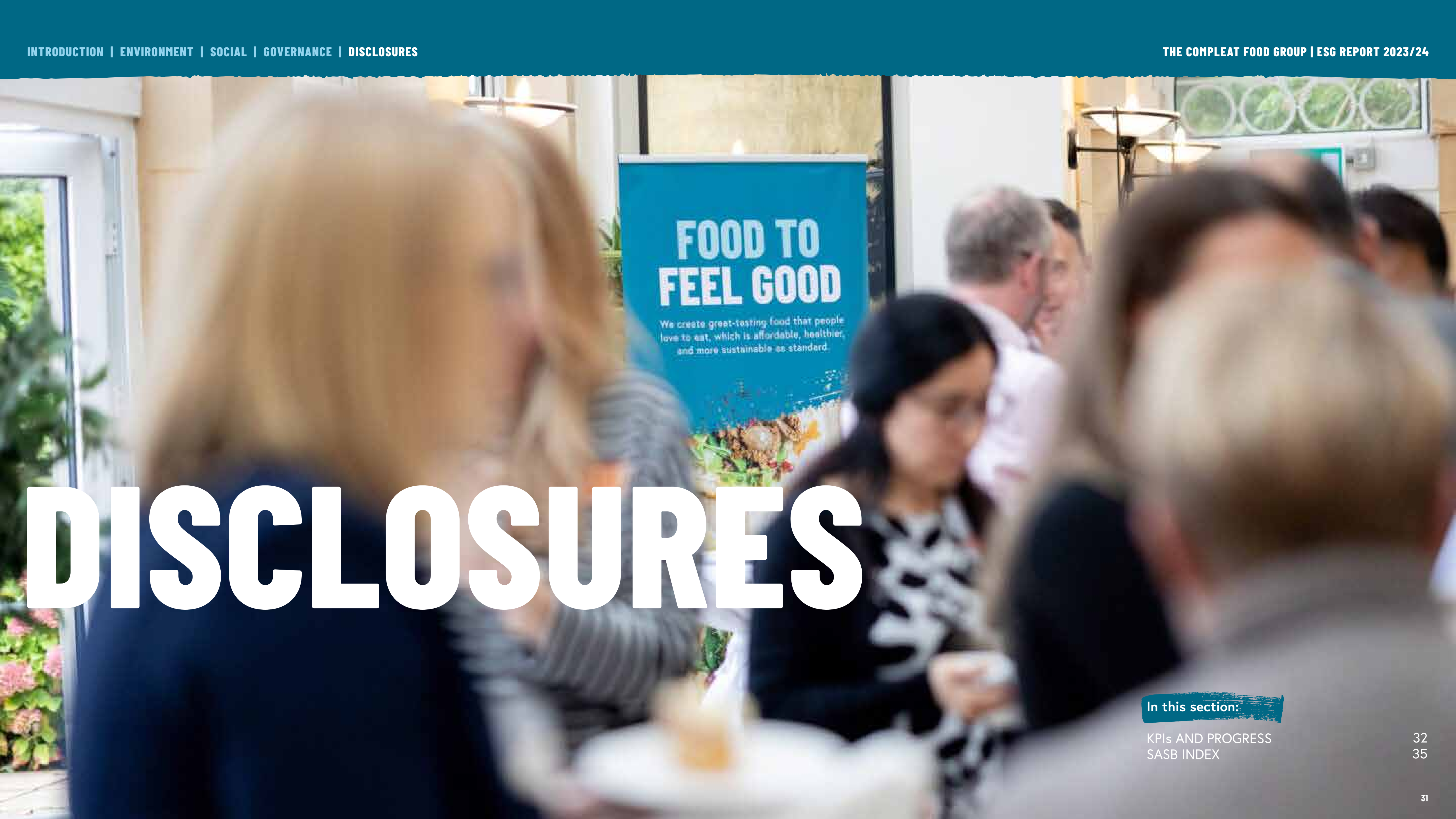
We're proud to align with the following external commitments and standards, which keep us accountable and underline our dedicated approach to transparently doing the right thing for people and planet.



We work with industry bodies and government departments to share knowledge and help accelerate the pace of change to a more sustainable food system in the UK. This year, we've supported the Food Data Transparency Partnership (FDTP) to develop mandatory methodologies for calculating the environmental impact of foods sold in the UK and consistent nutritional labelling on food products.

OUR ESG ROADMAP





DISCLOSURES

In this section:

KPIs AND PROGRESS
SASB INDEX

32
35

KPIs AND PROGRESS

CLIMATE AND NATURE

KPI	Target(s)	2022/23	Results	2023/24
CO ₂ emissions in our own operations (2020/21 baseline, 27,865.44) (tCO ₂ e)	Net zero (90% reduction) in our own operations by 2035 Interim target: 50% reduction by 2030	35,041.53		51,737.66
CO ₂ emissions across our value chain (2020/21 baseline, 282,618.62) (tCO ₂ e)	Net zero (90% reduction) across our value chain by 2040 Interim target: 50% reduction by 2030	217,637.99		517,769.38

PACKAGING AND FOOD WASTE

KPI	Target(s)	2022/23	Results	2023/24
Food surplus and food waste tonnage (2020/21 baseline, 13,236) (tonnes)	Zero waste business by 2040 Interim targets: 50% reduction in food waste by 2030 10% reduction in food waste during 2024/25	15,365		16,672
Percentage of packaging that is recyclable or reuseable (%)	Eliminate problematic or unnecessary single-use packaging by 2025	Not available		90
Percentage of plastic packaging that is recyclable, reuseable or compostable (%)	100% by 2025	85		83*
Percentage average recycled content in all plastic packaging (%)	Eliminate problematic or unnecessary single-use packaging by 2025 Interim target: 30% by 2025. Target met 2023/24 and to be revised 2024/25	Not available		40.06

*includes shrink wrap

CREATING A MORE EQUITABLE SOCIETY

KPI	Target(s)	Results	
		2022/23	2023/24
Social value	Increase tenfold (to 200,000 hours) by 2035 (2020/21 baseline, 20,000 hours) Interim target: 30,000 hours in 2023/24, 40,000 hours by end 2024/25 and 50,000 hours by end 2025/26	16,846	35,269
£ donated to good causes	Fundraising in 2024/25 to include raising £100,000 for Macmillan Cancer Support	£176,682	£117,455
Gender ratio	Gender parity across leadership roles by 2030	Executive Management Board Male 5, Female 1 Board Reports Male 17, Female 4 Enterprise Leadership Team Male 47, Female 20	Executive Management Board Male 6, Female 2 Board Reports Male 20, Female 7 Enterprise Leadership Team Male 44, Female 27
Pay equity ratio	Improve our gender pay gap	8.33% (mean) 6.75% (median)	9.02% (mean) 7.53% (median)
Apprentices	Maintain/increase routes to work including apprentice positions	48	58
Human rights compliance (suppliers)	All suppliers on Sedex or completed company Self-Assessment Questionnaires (SAQs)	Not available	95.3%
Lost time incident frequency rate (incidents per 100,000 working hours)	Minimise lost time incidents	1.29	0.79

OUR CARBON EMISSIONS 2023/24

Market-based – sum of emissions quantity (tCO₂e)

	Group	Mediterranean deli	Pastry	Grand total
Fugitive gases	-	223.84	4,424.07	4,647.91
Mobile combustion	-	-	830.83	830.83
Stationary combustion	-	419.73	16,955.06	17,374.79
Scope 1 total	-	643.57	22,209.96	22,853.53
Purchased grid electricity		1,636.12	21,870.11	23,506.23
Purchased non-grid electricity		-	5,377.9	5,377.9
Scope 2 total		1,636.12	27,248.01	28,884.13
CAT - 1 - Purchased Goods and Services		98,802.58	379,330.78	478,133.36
CAT - 2 - Capital Goods		4,005.68	6,050.41	10,056.09
CAT - 3 - Fuel and Energy Related Activities		397.49	8,390.19	8,787.68
CAT - 4 - Upstream Transportation and Distribution		840.11	4,642.34	5,482.45
CAT - 5 - Waste Generated in Operations		106.69	375.7	482.39
CAT - 6 - Business Travel	8.64	-	-	8.64
CAT - 7 - Employee Commuting (excluding homeworking)		1,568.58	2,723.1	4,291.68
CAT - 9 - Downstream Transportation and Distribution		63.39	5,134.86	5,198.25
CAT - 11 - Use of Sold Products		553.11	1,739.8	2,292.91
CAT - 12 - End of Life Treatment of Sold Products		579.73	2,456.2	3,035.93
Scope 3 total	8.64	106,917.36	410,843.38	517,769.38
Grand total	8.64	109,197.05	460,301.35	569,507.04

SASB INDEX

Topic	Code	Disclosure	Response
Energy management	FB-PF-130a.1	<ol style="list-style-type: none"> The entity shall disclose the total amount of energy it consumed as an aggregate figure, in gigajoules (GJ). The entity shall disclose the percentage of energy it consumed that was supplied from grid electricity. The entity shall disclose the percentage of energy it consumed that is renewable energy. 	<ol style="list-style-type: none"> 683,280.1 GJ. 39%. 0%.
Water management	FB-PF-140a.1	<ol style="list-style-type: none"> The entity shall disclose the amount of water, in thousands of cubic metres, that was withdrawn from all sources. The entity shall disclose the amount of water, in thousands of cubic metres, that was consumed in its operations. The entity shall disclose its water withdrawn in locations with High or Extremely High Baseline Water Stress as a percentage of the total water withdrawn. The entity shall disclose its water consumed in locations with High or Extremely High Baseline Water Stress as a percentage of the total water consumed. 	<ol style="list-style-type: none"> 658,896.8 m₃. Water discharge to sewer is not measured so we're unable to calculate water consumption. According to the WRI Water Risk Atlas tool (Aqueduct), our Redhill site is located in an area of High Baseline Water Stress. We're not currently able to report Redhill's water usage as a percentage of total water withdrawn, however this site is not a high-water user and the percentage will be negligible. Water discharge to sewer is not measured so we're unable to calculate total water consumption.
	FB-PF-140a.2	<ol style="list-style-type: none"> The entity shall disclose the total number of instances of non-compliance, including violations of a technology-based standard and exceedances of quantity and/or quality-based standards. 	<ol style="list-style-type: none"> There were zero instances of non-compliance during the reporting period.
	FB-PF-140a.3	<ol style="list-style-type: none"> The entity shall describe its water management risks associated with water withdrawals, water consumption, and discharge of water and/or wastewater. The entity shall discuss its short-term and long-term strategies or plan to mitigate water management risks. For water management targets, the entity shall additionally disclose: <ol style="list-style-type: none"> Whether the target is absolute or intensity-based, and the metric denominator if it is an intensity-based target. The timelines for the water management plans, including the start year, the target year, and the base year. The mechanism(s) for achieving the target. The percentage reduction or improvement from the base year. The entity shall discuss whether its water management practices result in any additional lifecycle impacts or tradeoffs in its organisation, including tradeoffs in land use, energy production, and greenhouse gas (GHG) emissions, and why the entity chose these practices despite lifecycle tradeoffs. 	<ol style="list-style-type: none"> We haven't identified any risks associated with water withdrawal or consumption, as all our sites are within the UK and use mains supply. Water is used within our production processes, as well as for cleaning and hygiene purposes. Only one of our sites is located in an area of High Baseline Water Stress, according to the WRI Water Risk Atlas tool (Aqueduct), however this site (Redhill) isn't a significant water user. We don't have any issues obtaining permits, however there are risks associated with meeting our discharge compliance within our frying operation. In particular, there's risk of low pH discharge (due to brine used within the process, and low pH following fryer boil-out discharge). We work closely with our water supplier to implement corrective action if non-compliances occur. The Compleat Food Group has signed up to the Courtauld Commitment 2030 and is committed to protecting critical water resources. This means we're aligned to the industry target that 50% of fresh food is sourced from areas with sustainable water management by 2030. In 2024/25, we plan to undertake a risk assessment of our supply chain and will also be reviewing our water stress targets for both our own operations and key suppliers. In addition to supporting the Courtauld Commitment 2030 target, we've set water intensity reduction targets of 3% for every site. Intensity is measured against production volume, and site targets are renewed and reviewed annually. We've installed automated meter readers across all our sites, to allow us to accurately monitor our water use. We aren't aware of any lifecycle impacts or tradeoffs.

Topic	Code	Disclosure	Response
Food safety	FB-PF-250a.1	<ol style="list-style-type: none"> The entity shall disclose its facilities' non-conformance rates with Global Food Safety Initiative (GFSI) recognised food safety certification programmes for (a) major non-conformances, and separately, (b) minor non-conformances. The entity shall disclose the corrective action rates associated with its facilities' (a) major non-conformances, and separately, (b) minor non-conformances. The entity may disclose the GFSI-recognised certification programme by which its facilities are audited. 	<ol style="list-style-type: none"> No major non-conformances. The minor non-conformance rate is 5.33 (nine GFSI-certified sites, 48 minors). N/A. Our corrective action rate is 100% (48 minors, 48 corrective actions). BRC for all GFSI-certified sites.
	FB-PF-250a.2	<ol style="list-style-type: none"> The entity shall disclose the percentage of food ingredients sourced from Tier 1 supplier facilities that are certified to a GFSI-recognised food safety certification programme. 	<ol style="list-style-type: none"> 91.2% GFSI-certified.
	FB-PF-250a.3	<ol style="list-style-type: none"> The entity shall disclose the total number of notices of violation received that substantiate a violation of advisory and administrative code(s), statute(s), or other requirement(s) related to food safety. The entity shall disclose the percentage of notices of violations received related to food safety that was corrected. 	<ol style="list-style-type: none"> No notices of violations received. N/A.
	FB-PF-250a.4	<ol style="list-style-type: none"> The entity shall disclose the total number of food safety-related recalls issued. The entity shall disclose the total amount, in metric tonnes, of food product subject to recalls. The entity may disclose the percentage of recalls that were voluntarily issued and the percentage of recalls that were involuntarily issued. 	<ol style="list-style-type: none"> One recall occurred during 2023/24. 99.86 tonnes of product. There was a voluntary recall of multiple products due to the risk of metal and plastic contamination, after a plastic scraper was found within a piece of machinery. To address this issue rigorously and prevent its recurrence, an elaborate action plan has been implemented. This plan encompasses a thorough review of cleaning frequency and startup checks. Furthermore, measures have been taken to ensure that hygiene equipment is systematically signed in and reconciled against a register.
Health & nutrition	FB-PF-260a.1	<ol style="list-style-type: none"> The entity shall disclose the total revenue from the sales of its products that are labelled and/or marketed to promote health and nutrition attributes. 	<ol style="list-style-type: none"> 0%.

Topic	Code	Disclosure	Response
Health & nutrition (continued)	FB-PF-260a.2	<ol style="list-style-type: none"> The entity shall discuss its process to identify and manage products and ingredients related to nutritional and health concerns among consumers. The entity shall discuss its efforts to identify concerns, the products and ingredients related to those concerns, and resulting risks and opportunities. The entity shall discuss how identified concerns and risks are managed and communicated. The entity shall discuss its use of certification programmes that address consumer concerns and preferences over ingredients, additives and potential allergens. The entity shall discuss any significant complaints, such as those resulting in significant lawsuits, relating to nutritional and health concerns associated with products and/or ingredients, and any efforts to mitigate the related future risks. 	<ol style="list-style-type: none"> At The Compleat Food Group, we monitor sentiment and concerns related to health and nutrition through consumer insights platforms including IGD and Kantar. We use foresight and trends reports to ensure we can anticipate and keep ahead of consumer needs. We also work with expertise from Campden BRI – a leader in global food and drink science and research – to seek confirmation of health claims and ensure our approach is science-based. An example of a topic we're monitoring through research and trends reports are developments relating to alternative proteins and lab-grown foods. In relation to our current products and ingredients, we monitor salt, sugar and fat content in line with HFSS (high in fat, salt and sugar) regulations. We undertake nutritional analysis of all our products, as part of product launch processes, as well as retailer and branded requirements. In terms of salt content, we're currently working on reformulation of Amber-rated products to achieve Green ratings. We use certification for gluten-free and organic products, including: <ul style="list-style-type: none"> Gluten-free products produced at our quiche bakery Organic olives produced at our olives factory (Soil Association-certified) Organic Palace Culture plant-based cheeze produced at our vegan cheeze site (Soil Association-certified) There were no significant complaints or lawsuits relating to nutritional or health concerns associated with our products or ingredients.
Product labelling & marketing	FB-PF-270a.1	<ol style="list-style-type: none"> The entity shall disclose the percentage of advertising impressions made on children. The entity shall disclose the percentage of advertising impressions made on children that promote products that meet the CFBAI Uniform Nutritional Criteria or equivalent dietary guidelines for children. 	<ol style="list-style-type: none"> The Compleat Food Group doesn't target any products or advertising to children.
	FB-PF-270a.2	<ol style="list-style-type: none"> The entity shall disclose its revenue from products sold during the reporting period that are labelled as containing genetically modified organisms (GMOs), and separately, not containing GMOs (non-GMOs). 	<ol style="list-style-type: none"> The Compleat Food Group doesn't use GMOs.
	FB-PF-270a.3	<ol style="list-style-type: none"> The entity shall disclose the total number of substantiated incidents of non-compliance with labelling- and/or marketing-related regulatory code(s), statute(s), or other requirement(s). 	<ol style="list-style-type: none"> There were no incidents during 2023/24.
	FB-PF-270a.4	<ol style="list-style-type: none"> The entity shall disclose the total amount of monetary losses it incurred during the reporting period as a result of legal proceedings associated with marketing and/or labelling practices, such as those related to enforcement of U.S. laws and regulations on nutrient content claims, health claims, other unfair or deceptive claims, and/or misbranded labelling. 	<ol style="list-style-type: none"> None.

Topic	Code	Disclosure	Response
Packaging lifecycle management	FB-PF-410a.1	<ol style="list-style-type: none"> The entity shall disclose the total weight of packaging purchased by the entity, in metric tonnes. The entity shall disclose the percentage of packaging, by weight, made from recycled and/or renewable materials. The entity shall disclose the percentage of packaging, by weight, that is recyclable, reusable, and/or compostable. The entity may break down the disclosure requested above by major packaging substrate (e.g., wood fibre, glass, metal, and petroleum-based). 	<ol style="list-style-type: none"> 17,363 tonnes. 51%. 95%. Aluminium: 100% recyclable Glass: 100% recyclable Paper or board: 100% recyclable Plastics: 82% recyclable
	FB-PF-410a.2	<ol style="list-style-type: none"> The entity shall discuss its strategies to reduce the environmental impact of packaging throughout its lifecycle, such as optimising packaging weight and volume for a given application or using alternative materials, including those that are recycled, recyclable, reusable, and/or compostable. The entity shall discuss the circumstances surrounding its use of recycled and renewable packaging, including, but not limited to, discussions of supply availability, consumer preferences and packaging durability requirements. The entity shall discuss the circumstances surrounding its use of packaging that is recyclable and compostable, including, but not limited to, discussions of regulations, packaging end-of-life commitments, consumer demand and packaging durability. The entity may, where relevant, discuss any packaging-related targets and performance against those targets. The entity may discuss its use of Life Cycle Assessment (LCA) analysis in the context of its approach to environmental impact reduction and maximisation of product efficiency, including weight reduction and transportation efficiency. 	<ol style="list-style-type: none"> We continuously use opportunities during New Product Development (NPD) and Existing Product Development (EPD) to evaluate the use of packaging and in particular the weight of various substrates, including plastic and card, aiming to minimise packaging material used where we can. Where plastics are required, for enabling long shelf-life or providing sufficient product protection, we carefully choose the type of plastic to ensure it has a high chance of being recycled. 95% of all our packaging is currently recyclable and we've an ambition to achieve 100% by 2025 in line with the WRAP UK Plastics Pact. Where available, and safe to use in direct contact with food, we maximise use of recycled content in our packaging. We aim to use Post-Consumer Recycled (PCR) material as much as possible, but a mix of Post-Industrial Recycled (PIR) material is also used, depending on supply chain availability. This applies to rigid plastics, mainly PET, as recycled content in flexible plastics is not yet widely available, due to a lack in collection and recycling infrastructure. We ensure that where plastic is utilised for packaging, it's recyclable either through kerbside collection or in larger supermarket collections. However, there are still some products in certain supply chains that will require advancements in film technologies to enable a mono structure, which would allow them to be collected through larger supermarket collections. We're conscious of the upcoming changes to Extended Producer Responsibility (EPR) regulations. We aim to maximise the recyclability of our packaging in line with EPR to keep our payment obligations to a minimum, and we also aim to exceed >30% recycled content in line with the Plastic Packaging Tax (PTT). Our packaging items all carry the on-pack recycling label (OPRL) which provides consumers with guidance on how to dispose of the packaging items responsibly. The Compleat Food Group is signed up to the UK Plastics Pact, led by WRAP, with the following goals on packaging by 2025: <ul style="list-style-type: none"> Eliminate problematic or unnecessary single-use packaging 100% of plastics packaging to be reusable, recyclable or compostable 30% average recycled content in plastic packaging As part of our wider ESG strategy on product, we're including packaging as part of the overall LCA.

Topic	Code	Disclosure	Response
Environmental & social impacts of ingredient supply chain	FB-PF-430a.1	<ol style="list-style-type: none"> The entity shall disclose the percentage of food ingredients sourced that are certified to a third-party environmental and/or social standard. The entity shall disclose the percentage of food ingredients it sourced that are certified to a third-party environmental or social standard, by standard. 	<ol style="list-style-type: none"> 7.4% of ingredients by weight are certified to a third-party environmental and/or social standard (64 products are RSPO-certified, one is Rainforest Alliance-certified). We request in our Responsible Sourcing Policy that suppliers are either registered on Sedex or complete our Ethical Questionnaire. 85% of our ingredient suppliers are registered on Sedex. 7.42% RSPO.* 0.001% Rainforest Alliance. <small>*In calendar year 2022, 29% of our RSPO-certified palm oil was from Mass Balance and 71% was Segregated.</small>
	FB-PF-430a.2	<ol style="list-style-type: none"> The entity shall disclose its supplier facilities' non-conformance rate with external social and environmental audit standard(s) or internally developed supplier code(s) of conduct for (a) major non-conformances, and separately, (b) minor non-conformances. The entity shall disclose the corrective action rates associated with its supplier facilities' (a) major non-conformances, and separately, (b) minor non-conformances. The entity shall disclose the standards and/or code(s) of conduct to which it has measured social and environmental responsibility audit compliance. 	<ol style="list-style-type: none"> Sedex SMETA 2 Pillar audits (which cover social standards) are undertaken at 50.28% of our ingredient suppliers. These are arranged by the suppliers using third-party audit providers. Not all of these suppliers are required to have audits against our Responsible Sourcing Policy, but if audits have been undertaken, the results are shared with us. There were no major non-conformances during the reporting period (as per the definition used by SASB). Of the total number of supplier sites audited, 87% have had minor non-conformances raised. The minor non-conformance rate is 4.3 for ingredient suppliers into our UK sites. We've just started tracking the closure of SMETA audit non-conformances across all ingredient suppliers. We're focusing on our finished goods suppliers and track 100% closure of these non-conformances. Sedex SMETA 2 Pillar audits.
Ingredient sourcing	FB-PF-440a.1	<ol style="list-style-type: none"> The entity shall disclose the percentage of food ingredients sourced from regions with High or Extremely High Baseline Water Stress. 	<ol style="list-style-type: none"> We aren't currently able to calculate the percentage of food ingredients sourced from regions with High Baseline Water Stress. We plan to undertake a water risk assessment and analysis of our supply chain in 2024/25.
	FB-PF-440a.2	<ol style="list-style-type: none"> The entity shall identify the highest priority food ingredients to its business. The entity shall discuss its strategic approach to managing the environmental and social risks that arise from its highest priority food ingredients. 	<ol style="list-style-type: none"> Our highest priority food ingredients based on spend and strategic importance are: <ul style="list-style-type: none"> Cheese Beef Pork Flour and cereal Processed oil and fats Olives Eggs We manage social risk in our supply chain through use of the Sedex platform to monitor risk factors in suppliers' Self-Assessment Questionnaires (SAQs) and audit results, where available. We've implemented the Authenticate platform to improve the transparency of our supply chain and will be using this to evaluate environment risks in future.
Activity metrics	FB-PF-000.a	Weight of products sold (in metric tonnes).	141,356 tonnes.
	FB-PF-000.b	Number of production facilities.	Ten production facilities, 14 sites in total.

