

SHAPING THE FUTURE OF FOOD FOR THE BETTER

OUR ESG REPORT 2024/25

THE
COMPLEAT
FOOD GROUP

WELCOME TO OUR ESG REPORT

OUR ESG HIGHLIGHTS



ACCESSIBLE NUTRITION

Completed nutrient profiling model (NPM) scoring to inform healthier products



BETTER DATA

More than doubled our data points to better measure our impact



COMPLEAT NATURE

Boosted biodiversity across our sites thanks to our Compleat Nature initiatives



MACMILLAN PARTNERSHIP

Announced a three-year partnership with Macmillan Cancer Support



SCIENCE BASED TARGETS

Began a SBTi rebaselining process to meet our net zero commitments

I’m proud to present The Compleat Food Group’s Environmental, Social and Governance (ESG) report for 2024/25. Here, we share how we’re working towards our vision of Shaping the future of food for the better.

The food industry plays a crucial role in feeding the nation, supporting jobs and strengthening communities. Our success depends on healthy people and a thriving natural environment, from the land and water that sustain our ingredients to the climate that shapes our growing seasons. This report shares our ambitions, challenges and progress in nurturing people and planet.

Global political tensions, economic uncertainty and climate impacts are putting huge strain on supply chains, community wellbeing and business resilience. There are no quick fixes, but by embedding ESG into every decision we make, we’re building a stronger business that will also reach net zero and scale our social value tenfold by 2035.

I’m pleased with the progress we’ve made in 2024/25, particularly as we continue to expand with new, exciting products. We’ve found new, innovative solutions for food waste while maintaining and enhancing quality. We’ve taken a bold new approach to our logistics which saves carbon while improving our customer experience. We’ve launched an extensive new partnership with Macmillan Cancer Support, and our fantastic Compleat Nature teams continue to drive positive changes that boost the wellbeing of our colleagues as well as preserve our natural environment.

Perhaps most exciting of all is our continued product life cycle analysis (LCA) work, which represents a game-changing endeavour for Compleat. Thanks to this we’re now close to sharing data highlighting opportunities for further reformulating that protects product quality whilst reducing their impacts across nature, climate and health. This has supported our work around nutrient profiling models (NPMs),

which has enabled us to create a formal nutritional positioning statement and introduce impact metrics on this important subject for the first time.

In line with our continued growth, we’re also now rebaselining our science based targets (SBTs) to ensure we remain on track to meet our net zero commitments. It’s a significant undertaking but we’re committed to accountability and transparency. That’s why we’ve worked hard to expand the data points that we can share in this report and why we’re open about the areas of our ESG ambitions which have proven to be particularly challenging for us in 2024/25.

“Working with colleagues, customers, suppliers and industry, we’re building a strong and resilient company that delivers sustainability hand-in-hand with financial growth”

We’re resolute that transparency builds trust and trust accelerates action. This report is a timely reflection on how far we’ve come, the learnings we can share and the distance we’ve yet to travel. Working with colleagues, customers, suppliers and industry, we’re building a strong and resilient company that delivers sustainability hand-in-hand with financial growth. I’m proud that our purpose, making Food to Feel Good, continues to act as our guiding principle as we work towards a future-fit food system for everyone.

Nick Field

Nick Field
Chief Executive,
The Compleat Food Group



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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.

We pride ourselves on doing things differently – on embracing innovation, quality and the joy of bringing people together through the love of great food. From our commitment to raising the bar for food standards to our dedication to sustainability, we’re not just feeding people, we’re shaping the future of food for the better. We call it FOOD TO FEEL GOOD.

Compleat comprises six legacy businesses – Winterbotham Darby, Addo Foods, Wrights Food Group, SK Chilled Foods, Zorba Delicacies and Harvey & Brockless – as well as The Real Yorkshire Pudding Company acquired at the end of this reporting period¹. We’re home to exciting brands such as Pork Farms, Wall’s Pastry, Squeaky Bean®, unearthed®, Vadasz 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 major retailers, as well as across foodservice.

We employ more than 5,500 people across 16 sites² and have more than 90 supply partners. With an annual turnover in excess of £1 billion, our ambition is to become the UK’s number one chilled prepared food company by shaping the future of food for the better. We’re owned by European private equity firm PAI Partners.

¹Information in this report is for the financial year ending March 2025. It excludes data from The Real Yorkshire Pudding Company, acquired in March 2025, unless otherwise stated.

² Includes The Real Yorkshire Pudding Company



OUR IN-HOUSE NETWORK - 16 MANUFACTURING SITES²

Established and well invested. Our UK manufacturing centres of excellence are strategically aligned to deliver future growth across multiple categories.

CLITHEROE
Lincoln Way: Olives, antipasti
Twin Brook: Pickles, ferments

CREWE
Foodservice, savoury pastry, sweet pastry

EBBW VALE
Dips, humous, sandwich fillings, toppings, marinades

EVESHAM
Cheese, olives, sauce

LONDON
Battersea: Cheese

MARKET DRAYTON
Palethorpes Bakery: Hot pies, sausage rolls, pasties & slices, party food

MIDDLESBROUGH
Riverside Park Manufacturing: Fried snacking
Southbank Manufacturing: Fried snacking

MILTON KEYNES
Scotch eggs, cocktail sausages, mini savoury snacking

NOTTINGHAM
Tottle Bakery: Pork pies, cured, uncured, tinned, meltons
Riverside Bakery: Quiche, tarts, frittatas, gluten free

POOLE
Hot pies, pasties & slices, sausage rolls

REDHILL
Vegan cheese, med deli

SHAFTSBURY*
Dorset Foods: Scotch eggs, cocktail sausages & mini savoury snacking

THORNE
Yorkshire puddings, toad in the hole, sweet puddings

*closed October 2024

BUSINESS STRATEGY

WHAT WE STAND FOR

With a team of over 5,000 people, a clear vision for sustainability and a strategic focus on innovation, we’re not just aiming to grow – we’re committed to transforming the food industry. Whether we’re leading the charge in food innovation or striving to meet our ambitious 2035 net zero targets, every step we take to make Food to Feel Good is purposeful.

And our journey doesn’t stop at the plate. We’re committed to scaling our social value tenfold by 2035, with ripples across communities that drive meaningful change. Through raising money for charity, delivering meals to those in need and enhancing green spaces, we’ll leave the world in a better place than we found it.

This is more than just a brand – it’s a movement. Food to Feel Good isn’t just our tagline, it’s our purpose.

PURPOSE

FOOD TO FEEL GOOD

VISION

SHAPING THE FUTURE OF FOOD FOR THE BETTER

VALUES

Our values 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:

We drive 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 that makes Food to Feel Good.

OUR 10 PRINCIPLES OF FOOD TO FEEL GOOD:

- 01Our business is enjoyment. We put smiles on faces
- 02We bring people together over the love of good food
- 03If we don’t think it’s delicious, why should anyone else?
- 04It’s about making great food for everyone
- 05We’re raising the bar
- 06Let’s look after the planet and each other
- 07The key ingredients:
 - Our people and pride in what we make
 - Our capability
 - Making the complex simple
- 08If we can’t make it, we create partnerships that can
- 09Together we can change the food industry... for good
- 10It won’t be easy, but it’ll be worth it

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 is the blueprint for our purpose: Food to Feel Good. It defines what we'll do in order to meet our net zero and social value goals, across three key areas:

ENVIRONMENT

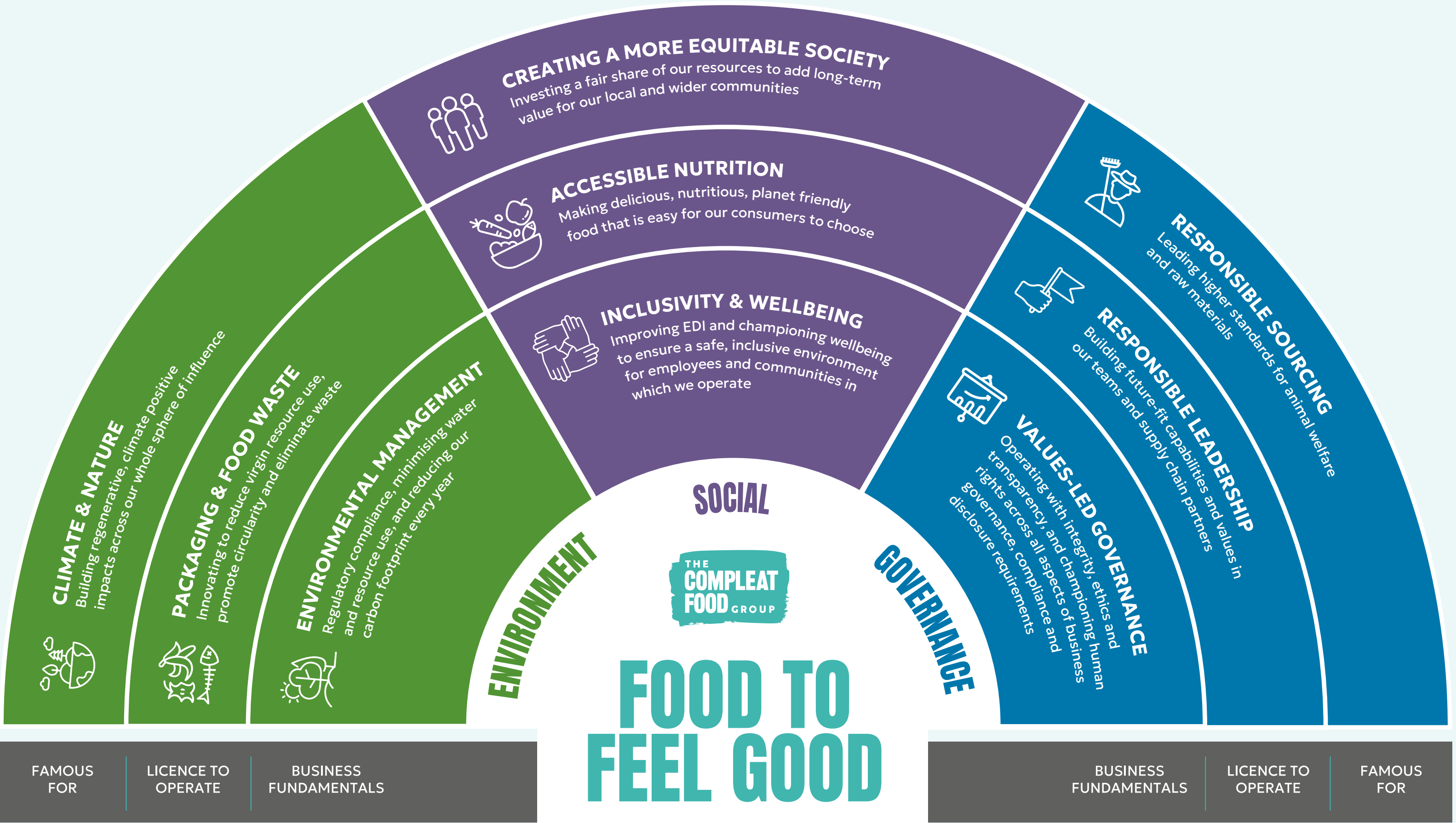
We're taking action on our climate and nature impacts, minimising packaging and food waste, and supporting environmental stewardship.

SOCIAL

With a focus on inclusivity, wellbeing and accessible nutrition, we're playing our part in creating a stronger, more equitable society.

GOVERNANCE

We'll be a champion for a more sustainable and resilient food system through responsible leadership and values-led governance.



OUR MATERIAL TOPICS

CLIMATE CHANGE AND DECARBONISATION	DEFORESTATION AND PROTECTING BIODIVERSITY	PRODUCT PACKAGING AND PLASTICS	FOOD WASTE	HEALTHY LIFESTYLES AND ACCESSIBLE NUTRITION	COMMUNITY INVESTMENT	DIVERSITY, EQUALITY AND INCLUSION	RESPONSIBLE SOURCING OF RAW MATERIALS	HUMAN RIGHTS AND MODERN SLAVERY	EMPLOYEE WELLBEING AND SAFETY
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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. In 2024/25, we revised our ESG strategy arc to include human rights within Governance instead of Social. This reflects our intention to embed human rights issues into a business-as-usual approach and ensure our work here is driven by our holistic commitment to responsible business.

OUR TEN-POINT PLAN

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) and use Recipe Professor 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

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

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 Task Force on Climate-related Financial Disclosures (TCFD) and Sustainability Accounting Standards Board (SASB)





ENVIRONMENT

We’re championing environmental stewardship by supporting nature and minimising our waste and climate impacts.

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OUR APPROACH

The food industry has a significant impact on the environment – it's second only to fossil fuels in terms of greenhouse gas (GHG) production. These GHGs contribute to climate change, which then puts food production at risk. As a major food business, we have a responsibility to minimise our impacts and make a positive contribution to the planet we all share. We want to be part of the solution.

Our revised Group Environmental Sustainability Policy guides our efforts in this ambition, outlining key goals for net zero, nature, packaging and food waste. We're proud that we're already playing our part – we've been a zero waste-to-landfill business for many years, for example – but there's much more we can do in the transition to a low-carbon, nature-positive future.

But we can't do it alone. The challenges facing the food industry are interconnected and complex, so collaboration with our supply chain, partners and industry peers is critical for meaningful transformation. Driving change from within is an important starting point, but our journey doesn't stop at the plate.



NET ZERO

OUR TARGETS

Scope 1 & 2 targets
(emissions from own operations)

50%
reduction in CO₂ emissions
by 2030*

90%
reduction in CO₂ emissions
by 2035*

Scope 3 targets
(emissions from our supply chain)

50%
reduction in CO₂ emissions
by 2030*

90%
reduction in CO₂ emissions
by 2040*

*against a 2020/21 baseline; SBTi validation process for updated baseline started April 2025

OUR STRATEGY

GHG emissions come from every part of our business, so we’re embedding the net zero challenge across all of our operations. Addressing our Scope 1 & 2 emissions is a particular challenge given our dependencies on national power and gas grids, but we’re committed to the objectives of the Science Based Targets Initiative (SBTi).

Our science based targets (SBTs) were validated in October 2023, but we’re now looking at rebaselining our targets to include our recent acquisitions and to expand our ambition in this area, whilst ensuring we reduce emissions in line with the Paris Agreement to keep global temperature increases below 1.5°C.

PROGRESS

In our 2023/24 report, we outlined how we’ve been working with Sustained to carry out a full LCA on our branded products. This continues to be a game-changing endeavour

for Compleat, enabling us to take vital data to our customers so even more products can be reformulated to reduce their impacts.

Harvey & Brockless joined the Compleat family in 2024, and has already helped drive our renewable energy efforts further. A new solar PV system installed at its production site in Evesham in November 2024 is expected to meet 11% of the site’s annual energy demand, helping to reduce our reliance on the National Grid.

In 2024/25, we’ve also calculated our Forest, Land and Agriculture (FLAG) emissions according to the SBTi’s FLAG guidance for companies in land-intensive sectors. We’ve started the validation process with SBTi and will set our targets in line with our wider rebaselining efforts.

Net zero won’t happen in isolation, so we’ve continued to engage our suppliers and customers with the challenge, helping to support their targets and reporting requirements. This not only helps us address our own Scope 3 emissions but fortifies action across the whole food industry for greater impact.



CARBON EMISSIONS 2024/25

Scope 1	Scope 2	Scope 3
3.8%	3.9%	92.3%

COMPLEAT VOICES

“As an industrial engineer, I’ve had the privilege of supporting all our sites in reducing emissions in many ways, from simple measures such as continuously upgrading LED lighting to investigating new, cost-effective technologies.

We have Climate Change Agreements in place at both of our production sites, so making these two sites as energy-efficient as possible is a key priority of mine. Last year, we installed Coolnomix energy optimisers on our refrigeration at our Evesham site. This technology is estimated to save 75,339 kWh of electricity from being consumed and 16 tonnes of CO₂e from being emitted from this site each year. We also plan to install the same technology at our Battersea site in 2025/26.

One of our more demanding projects of late has been the installation of solar PV at Evesham. We expect this to generate 191,783 kWh of green energy each year and, in return, reduce our annual emissions by 11%. These efforts demonstrate the shared interest we have not only in supporting the business but in creating a positive environmental impact.”

Carlos Herrera
Production and
Facilities Manager

Based at our London Battersea site, Carlos has been at Harvey & Brockless for nearly 25 years



CASE STUDY

REDUCING GHGS BY MOVING FREIGHT FROM LAND TO SEA

As a major food company, we transport a significant volume of temperature-controlled goods from the EU. Post-Brexit, these logistics faced a raft of new challenges, including long delays at UK ports. This impacted customer supplies, leading to increased costs for the business. To address this, we partnered with Denholm Good Logistics (DGL) to explore more cost-effective and sustainable alternative modes of transport for these goods to our Clitheroe sites.

The solution? Transporting a higher percentage of ambient and temperature-controlled goods by sea freight instead of road. Sea freight offers the benefits of economies of scale, as large volumes of goods can be transported at once, significantly reducing costs per unit. Container ships also use less fuel per tonne of cargo compared to trucks, leading to lower overall transportation costs.

In 2024/25, 84% of our raw material journeys to Clitheroe were made by sea and 16% by road. Not only did this lead to 17% cost savings compared to business-as-usual, but it resulted in a significant 76% reduction in GHGs. We’re looking forward to helping more sites transition from road to sea.

“Sustainability is part of the day job. It’s factored into every decision we make when moving goods. Selecting the best transport methods for our ingredients means our products maintain our principles of quality, affordability and sustainability.”

Gavin Wenborn
Group Transport Manager



NEXT STEPS

Data is critical to ensuring we’re moving in the right direction, so in the short-term we’ll be focused on data collection and calibration. This will involve rebaselining our SBTs to ensure we stay accountable and calculating emissions-related progress on more specific goals. We’re committed to achieving 100% verified deforestation- and conversion-free (vDFC) soy in our supply chain, which will reduce our Scope 3 emissions.

Data also underpins our LCA work, and we’ll start getting primary emissions data from our suppliers to improve our product level LCA. All of our products will go live on Sustained, opening up a whole world of opportunity to reduce their impacts at category and SKU level.


We’ll also be further reducing our reliance on fossil fuels by moving the majority of sites to renewable energy tariffs in 2025, which is set to reduce our Scope 1 & 2 emissions by 45%.

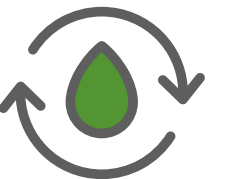
NATURE

OUR TARGETS

We support the targets of the UK Food and Drink Pact (formerly the Courtauld Commitment 2030), with:


50% reduction in food waste intensity **by 2030***

 halve GHG emissions arising from the food and drink system

 ensure that half of all fresh food is sourced from areas with sustainable water management

*baseline 2023/24

We'll also be:

 peat-free **by 2030**



OUR STRATEGY

Nature, biodiversity and the food system are inextricably linked. From the microorganisms in the soil to the array of plants and crops on the land, biodiversity underpins the health of the planet and the productivity of global food production. However, the intensification of global agricultural practices driven by the need to feed a growing population is placing greater pressure on natural ecosystems. Balancing this relationship in the fight against climate change is as critical as cutting carbon emissions.

As we operate in an industry with an increasingly complex global supply chain, exposure to extreme climate events continues to pose a real risk to our business. For Compleat, supporting initiatives that can build on the resilience of the land and its communities will be crucial.

We're committed signatories of the UK Food and Drink Pact, and we're building nature-related metrics into the data capture work we're doing with Sustained, so we can map and minimise our impacts in this area.

PROGRESS

Water conservation and management is critical to ensuring the health of nature, so in 2024/25 we've made it more of a priority among our operations. We've been working with Waterplan to conduct a water risk assessment of our own sites and key suppliers in 2025, including physical risks such as water scarcity, quality and flooding, and transitional risks such as regulation and reputation. From this we'll develop a comprehensive water management plan, which will include our involvement in local water stewardship programmes.

Elsewhere, our revised Group Environmental Sustainability Policy is driving nature-based action in a range of areas. We're now engaging with key suppliers on the UK's target to be peat-free by 2030 and continue to push our deforestation-free commitments through responsible sourcing.

We're aware of the challenges within this space, and we continue to work with our suppliers to ensure we remain aligned to the UK Soy Manifesto and our customer's ambitions to source soy that's legal, verified deforestation- and conversion-free (vDCF).

Nature is emotive and should be enjoyed by all, so promoting colleague engagement is central to our work in this area. Our colleague community group, Compleat Nature, was created in 2023 and has achieved multiple goals in promoting and protecting biodiversity across our sites. These include

initiatives such as No Mow May, litter picking, World Clean-up Day, tree-planting and the installation of innovative pollinator monitoring technology at six Compleat sites.

Compleat Nature has nature champions at seven sites that work to drive engagement through awareness campaigns and a monthly blog which acts as a platform to share, inspire and educate on the importance of nature to everyone.



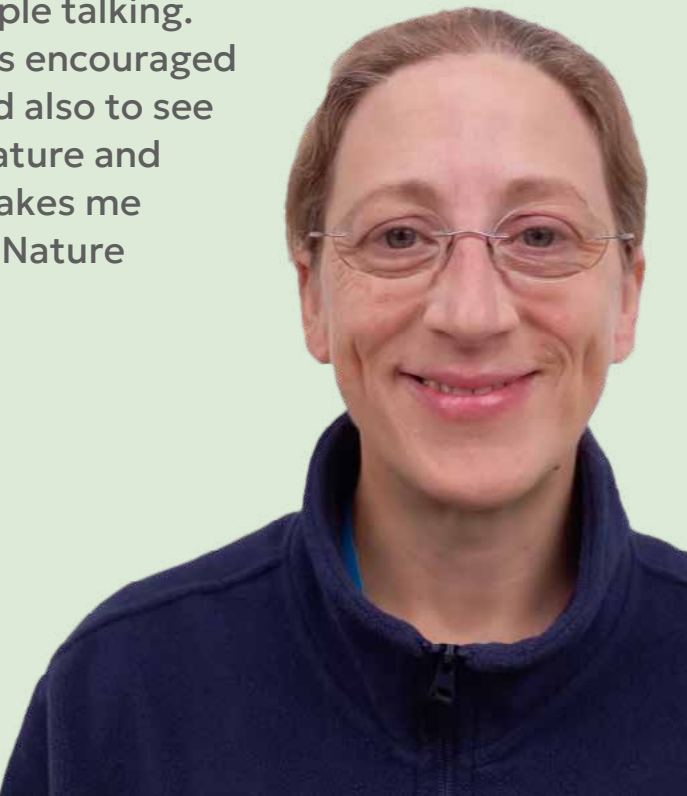
COMPLEAT
VOICES

“In June 2024, I co-ordinated the 30 Days Wild campaign and sent an email to the whole site every day promoting different nature facts and activities that people could get involved in.

From the Sunday ‘crowsword’ to factoids about nature, there was plenty to get people talking. I get a lot of my inspiration from driving to work through the countryside. The emails encouraged people to think about nature each day and how they could do their bit to help it, and also to see the benefits on their own wellbeing too. Being able to take time in my day to help nature and be supported by the business while I do it really lifts my spirits. Compleat Nature makes me proud, and I’ve made some wonderful connections with colleagues in the Compleat Nature groups across sites.”

Claire Valentine-Gibson
Quality Assurance Manager

Claire is our Palethorpes Bakery Compleat Nature Champion. She plays an integral role in engaging colleagues with nature initiatives at the site





TREE RESCUE FOR PALETHORPES WILDFLOWER WAY

The Compleat Nature team at our Palethorpes Bakery is prioritising the creation of spaces to increase biodiversity with the added benefit of enhancing green areas for the wellbeing of colleagues. In June 2024, the team spotted an advert in a local newspaper, looking for a ‘forever home’ for 30 oak and birch tree saplings that had been discarded by a local building site. With support from our technical colleagues and a risk assessment from our field biologist, the team planted them in front of the bakery in July 2024.

The trees now mark the new perimeter of space where Compleat Nature initiatives take place. Colleagues voted that the area should be named Wildflower Way, and the grass was turned over and seeds sown to prepare for the creation of a wildflower meadow for all to enjoy in spring. Four AgriSound insect monitoring units have also been installed at Palethorpes to monitor pollinator levels in real-time and provide baseline data that helps plan for and show the impact of future initiatives to attract pollinators. So far, we’ve installed 13 AgriSound devices across six Compleat sites, which means we can learn from projects across our locations.

Everyone at the site is looking forward to seeing Wildflower Way bloom, and thanks to the Compleat Nature team’s community blog post on the project, will have plenty of inspiration to grow their own wildflowers at home.

“The Palethorpes Compleat Nature team has done an amazing job so far in the implementation of initiatives onsite that will benefit nature, the environment and colleagues. Their engagement with the local community to help save trees that were destined to end up in a skip is immensely heartwarming.”

Sarah Helms
Payroll Officer and Co-Chair of Compleat Nature



NEXT STEPS

We’re on track to meet several key nature milestones in the coming year. By December 2025 – and in line with our commitments as a signatory to the Roundtable on Sustainable Palm Oil (RSPO) – all palm-based and compound ingredients, including derivatives and processing aids, will be traceable to origin, 100% RSPO-certified segregated, and free from exploitation.


Compleat Nature will continue to play a pivotal role in our nature objectives. We plan to expand our planting activities to increase biodiversity and support pollinators across our UK sites, and will explore opportunities to sponsor larger, local wildlife projects. We have multiple awareness events planned for the coming year, including World Bee Day, which will be a valuable opportunity to raise awareness of the importance of pollinators and bees to the food industry and wider society.

PACKAGING

OUR TARGETS

We align with the UK Plastics Pact targets of:

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

 eliminate problematic or unnecessary single-use packaging **by 2025**

30% average recycled content across all plastic packaging **by 2025**

OUR STRATEGY

We’re committed to producing food that’s high-quality and delicious. Packaging plays a critical role in this, as it keeps our products fresh and protected. Well-packaged food can also help reduce food waste. However, packaging – in particular, plastic – can have extremely damaging impacts on the environment. Our challenge, then, is to make sure our products reach the consumer as intended while using the least amount of material and ensuring that the material that’s used is as recyclable as possible. We’re continually innovating our packaging solutions to strike this balance in a sustainable way.

PROGRESS

We’ve seen some great achievements in this area in 2024/25. We’ve removed the trays from our mini pork pies in x4 and x6 formats, saving 100 tonnes of plastic per year. We’ve removed plastic trays from a selection of slices packs at our Poole Bakery, saving 10 tonnes per year, and all the wrinklewall foils from our supplier i2r now have 87% recycled content, saving a significant 919 tonnes of CO₂e (carbon dioxide equivalent) every year.

Following the implementation of Extended Producer Responsibility (EPR), we’ve been working closely with our packaging compliance partner, Clarity Environmental, to review the data across all products to identify where our focus should be. For example, exploring further materials that could increase in recycled content to offset the lack of recycled content available in flexible films. However, we’re still working on ensuring our film specifications can be recycled at the kerbside by 2027.

The Government’s developing Recyclability Assessment Methodology (RAM) is also being used to assess our packaging. This has been a useful tool to help guide decisions around packaging formats, such as paper versus plastic, or different laminate options.



“While plastic packaging is very important in protecting food and keeping it fresh, it remains a major challenge in our industry.

That’s why it’s so encouraging to see the business embrace these changes. During new product development (NPD) and existing product development (EPD), we always challenge existing formats and see it as an opportunity to make a positive change. This could be reducing the weight of the item, switching it for a more recyclable format, or including more recycled content.

When we removed the window from quiche and hot pie cartons, we eliminated 7.5 tonnes of plastic. It also gave us the opportunity to refresh and enhance our packaging with updated artwork, and without the windows we gained more space to visually showcase the product on-pack.

These improvements not only benefit the environment but also demonstrate Compleat’s commitment to aligning with our customers’ packaging reduction goals. I’m proud to be part of a team and a business that’s making a positive impact and driving change to help protect the planet.”

Amy Gould
National Account Manager

Based at our Nottingham Head Office, Amy has been with the business for four years and has a keen interest in packaging solutions





THE TRAYLESS SLICE

After the success of our trayless pork pies in 2023/24, we looked to see what other iconic products could move to trayless production to support our sustainable packaging goals. It didn’t take long to identify our slices: a family favourite that our Poole Bakery produced nearly 17 million of in 2024/25.

One of the key challenges in making the move to trayless slices was the shape of the product. Traditionally the slices had been oval, and this shape meant that the slice would shift in the packaging machine. So, the first step was making our slices rectangular.

Next, we identified the need to make modifications to our wrapping equipment. Trays usually keep product wrapping consistent, so without them we needed to find another way to keep the wrapping process uniform. We did this by widening the pushing plates on the line to maximise contact with the slices as they’re transferred down the conveyor.

It took eight months to trial and confirm the best process, with collaboration across Engineering, Commercial, Operations and Packaging teams and our suppliers. Slices customers that previously had trays made from recycled PET have now gone trayless, which will save 10 tonnes of plastic every year. We’re now exploring the application of this solution to other products and using the knowledge gathered from this initiative to remove card trays too.

“Changing the shape of our iconic slice was a big undertaking and involved a lot of trials and experimentation. I’m delighted that by bringing teams across the business together, we’ve succeeded in creating the same delicious, high-quality slice, with much less packaging impact.”

Razvan Dache
Packaging Technologist



NEXT STEPS

As we approach the end of the initial UK Plastics Pact targets, we’re keeping an eye on developments for what may become renewed targets for the years ahead. We’re also reviewing our own targets, and continue to have key initiatives in the pipeline, such as new innovations in paper-based and lined card trays.

FOOD WASTE

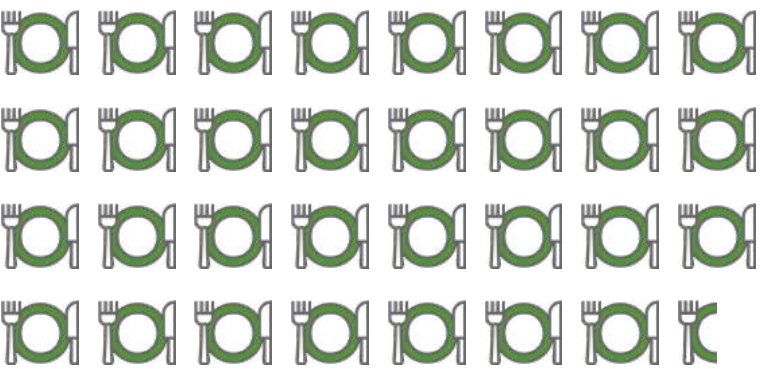
OUR TARGETS

We want to be a zero waste business by 2040, and we’re committed to interim targets of:

50% reduction in food waste intensity **by 2030***

*baseline 2023/24

Partnership with FareShare
We have supplied over **315,000** meals to those in need



= 10,000 meals

OUR STRATEGY

Nearly one in six people in the UK – that’s 11 million people – experienced food insecurity in January 2024. This disproportionality affects under-represented groups and households with young children. Meanwhile, wasted food accounts for 10% of global GHG emissions. Reducing our food waste and redistributing food surplus is therefore critical to reducing our environmental impact and better serving the communities in which we operate.

We’ve been a zero waste-to-landfill business for many years, but we need to go further. As committed signatories to the UK Food and Drink Pact, we want to lead by example, and we’re proud that our Group Head of ESG co-chairs the WRAP Target, Measure, Act Working Group, which encourages food companies to disclose their food waste performance annually.

PROGRESS

This has been a challenging year for the business as food waste has increased in line with business expansion. However, this has catalysed renewed efforts to find ways to reduce and reuse this resource in different ways. We’re learning to use data to better identify issues and hotspots, and are exploring innovative solutions, such as feeding our organic waste materials to black soldier fly larvae to recycle our waste materials.

We continue to partner with food redistribution charity FareShare and have supplied over 315,000 meals to those in need. We’re also running new trials to expand our partnership by creating new relationships between sites and depots. Our Tottle Bakery is currently exploring ways to redistribute edible pork pies in bulk to the charity, highlighting the importance and potential of local solutions.



COMPLEAT VOICES

“I’m proud to work for a company that values society and the environment, and is committed to continuous improvement in sustainability and food safety.

Seeing the way we implement high standards – whether that’s through audits, customer requirements or internal improvement projects – shows how seriously we take our role in delivering safe, high-quality products responsibly. I recently contributed to our ESG efforts by creating an automated system to collect food waste data throughout the bakery. This system helps us identify key drivers of waste generation, allowing us to implement targeted corrective actions and reduce overall waste. Knowing that my work supports both efficiency and sustainability makes me feel truly invested in our ESG goals.”

Constantin Popescu
Safety, Health and Environment Manager

Constantin has worked with us for 17 months at our Tottle Bakery





RESOURCE EFFICIENCY PROJECT

Tackling waste is a key part of our ESG efforts in sustainable and responsible manufacturing. At our Poole Bakery, we’ve launched a comprehensive waste reduction initiative that has seen the amount of waste produced by the site drop from 11.7% to 9.4% – and counting.

The project kicked off using a factory model to identify waste across the end-to-end food manufacturing process. The analysis allowed us to set the scope of the project, including defining material waste, identifying and categorising waste, conducting a root cause analysis and establishing robust data collection, performance tracking, action planning and delivering sustainable, long-term solutions.

The key focus areas were overage product usage, quality loss and defects. The project revealed a varying quality of the waste, so we initially prioritised meat or valuable materials that have the biggest opportunity to reduce our environmental impact – for example, beef, due to its associated carbon emissions. The initiative has led to a 2.3% reduction in waste, putting us well on our way to achieving our aim of reducing waste at the site to less than 8%.

This project demonstrates how sustainability measures can boost cost savings and profitability, and enhance supply chain resilience and stakeholder confidence, so we plan to roll this initiative out to other sites in a phased approach.

“We’ve been delighted with the great ideas for waste reduction that this project has brought to our Poole Bakery. We ran workshops and idea-sharing forums backed up with clear communications and coaching to help raise awareness of the importance of waste reduction. Colleagues across all departments have become active problem-solvers, and we’re excited to continue the journey to eliminate waste into 2025/26.”

Simon Titchner
Operations Manager, Poole Bakery



NEXT STEPS

We need to better understand our data around food waste, so a priority is now embedding these metrics into weekly and monthly operational site KPIs. We’re looking at how we can get more of our waste into animal feed, particularly at our Crewe Bakery.

We’re keeping a close eye on the Government’s approach to animal byproducts in insect feed. If this is approved, our food waste will drastically decrease as we’ll be able to divert it away from anaerobic digestion (AD) into insect feed, where it’ll be classified as a recycled and not a waste product.



SOCIAL

We're creating a fairer, stronger society by championing diversity and inclusion, supporting communities and driving health and accessible nutrition.

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OUR APPROACH

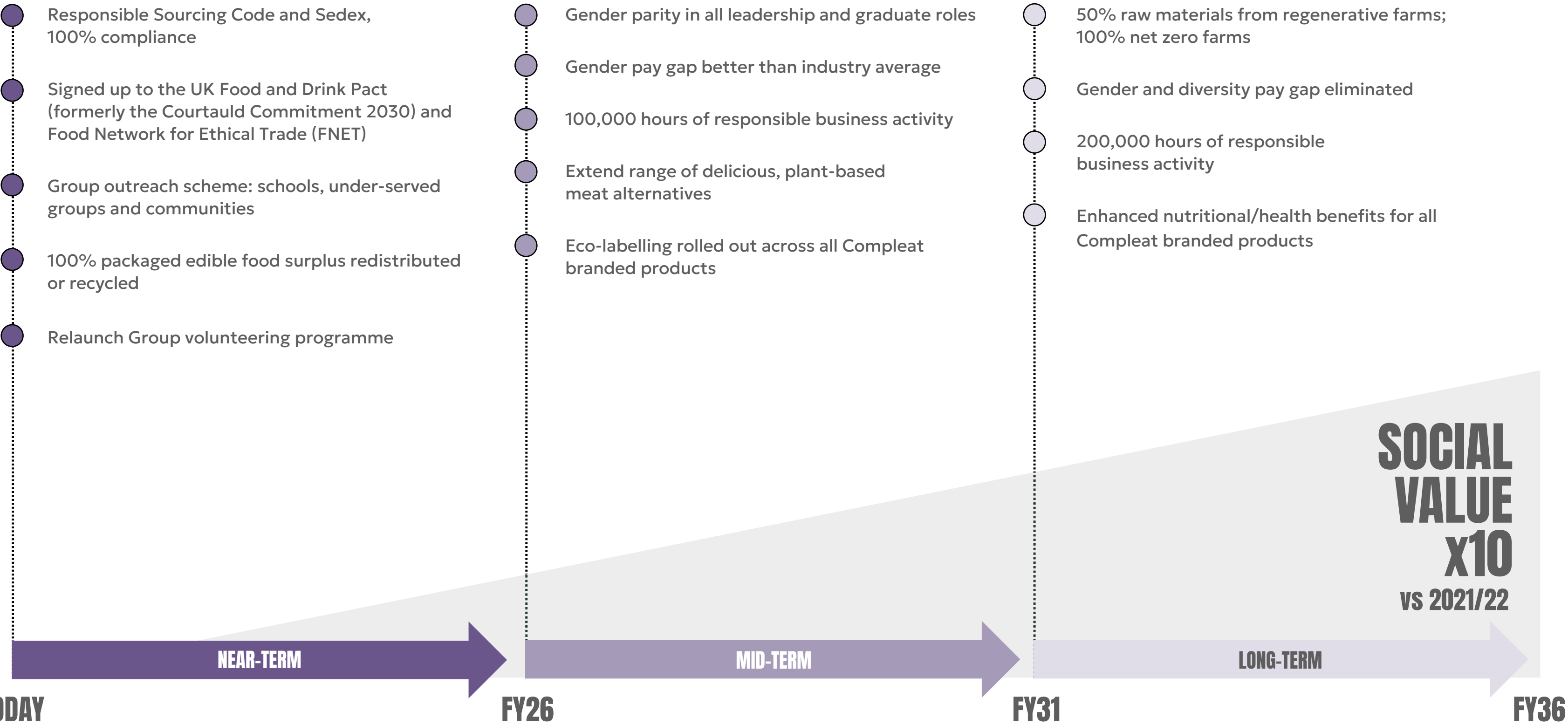
Food lies at the intersection of health, wellbeing and social equality, so we have a significant opportunity – and responsibility – to make a positive impact on everyone that comes into contact with our business. From consumers to colleagues and the communities in which we operate, we have an important role to play in delivering social value to diverse groups of stakeholders.

We consider social value to be our full contribution to society, including the economic, social and environmental outcomes we create. We’re growing our social value through initiatives focused on equity, diversity and inclusion, healthy and accessible nutrition, and programmes that support our local communities. We want to scale our social value tenfold by 2035.

We measure our progress through hours of responsible business activity, which includes volunteering hours. Our 2035 target is 200,000 hours of responsible business activity, with near-term targets of 40,000 hours by 2024/25 and 50,000 hours by 2025/26. These targets keep us accountable and help to motivate and engage everyone at Compleat in making a positive difference.

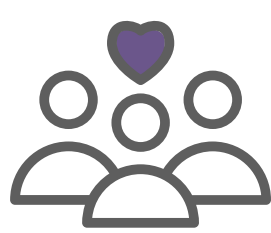
We’ve created a social value roadmap that outlines the steps we’ll take to reach our 2035 goal. This framework not only guides our activities in this area but helps to ensure all our initiatives are tallied individually towards our goal, and that our overall impact isn’t diminished by double counting.

SOCIAL VALUE ROADMAP



COMMUNITY

OUR TARGETS



Increase our social value tenfold (to 200,000) **by 2035***

*baseline 2020/21



Raise £100,000 for Macmillan Cancer Support in our first year of partnership

OUR STRATEGY

Rising inequality, economic uncertainty and an increased cost of living means that consumers are under tremendous pressures in all areas of life. Food is a necessity, so as a food business we must step up to address these challenges.

Through initiatives and partnerships that tackle food waste and hunger, we’re committed to using our resources, influence and innovation to drive meaningful change and contribute to a fairer, more equitable society.

PROGRESS

We’ve continued to strengthen our partnership with FareShare to support food redistribution and reduce waste while helping those in need. All our sites now have a direct connection with the charity, including our new businesses (SK Chilled Foods, Zorba Delicacies and Harvey & Brockless), which have now joined the redistribution network.

We’re continuing to support London redistribution charity The Felix Project via Harvey & Brockless, and we’ve extended our partnership with Action Against Hunger to include Wall’s Pastry. Our 10 x 55g sausage roll packs now include an

‘Every Pack Gives Back’ promotional message, with 5p from every pack sold going to support this important cause.

In 2024/25, we also announced a new three-year partnership with Macmillan Cancer Support, and held an Ingredients for Life cookery day, equipping survivors of modern slavery with vital life skills.

Our fantastic colleagues have also continued to lead on local initiatives. A team of 20 from our Poole site undertook an arduous nighttime marathon in July 2024, raising £2,400 for Julia’s House, a local children’s hospice that provides practical and emotional support for families caring for a child with a life-limiting or life-threatening condition.

We’re proud of the meaningful contributions our colleagues continue to make within our communities. While we acknowledge that we’re currently behind our target of 40,000 hours of responsible business activity in 2024/25, we recognise that reporting challenges have made it difficult to fully reflect on the impact already being made. Given the continued efforts of our colleagues in this space, we’re confident that our numbers will recalibrate in the coming year.



COMPLEAT VOICES

“I’m really proud to be working for a company that genuinely cares about the impact we have on the community and planet.

As part of the Internal Communications team, my role is to help bring awareness to the amazing ESG initiatives happening across Compleat and encourage colleagues to get involved. Whether it’s supporting charity fundraising or highlighting our sustainability efforts, I focus on making sure everyone feels informed and engaged.

I’ve had the opportunity to contribute by helping to organise and promote fundraising activities for Macmillan Cancer Support. It’s been great to see how colleagues come together for such an important cause. I also help share the stories behind our sustainability efforts, from reducing food waste to promoting plant-based products. While it’s a team effort across the business, I’m proud to play a small part in keeping ESG front of mind for everyone.”

Michaela Mok
Communications and Design Specialist

Michaela joined us in June 2023 and plays a key role in driving awareness of our social value initiatives





SUPPORTING MACMILLAN CANCER SUPPORT IN THE FIGHT AGAINST CANCER

In April 2024, our colleagues voted for a charity to become our national partner, and we’re proud to announce our partnership with Macmillan Cancer Support, marking the beginning of a meaningful three-year collaboration.

To kick off the partnership, we hosted an event where Macmillan representatives shared powerful insights into their mission, programmes, and the vital support they provide to individuals and families facing cancer. This inspiring event sparked a wave of initiatives across the Group, with employees going above and beyond to raise funds and awareness with projects ranging from coffee mornings to volunteering.

One of our dedicated site managers took on the incredible challenge of cycling nearly 1,000km between all our sites. Over 49 hours, he covered 630 miles, climbed over 27,600 feet, and raised more than £2,000 for the charity. Our Procurement team got together to tackle the Mighty Hike Challenge, raising over £14,500 with a gruelling 26-mile hike across the Jurassic Coast.

Compleat was also honoured to be the lead sponsor for the Market Drayton 10k in 2024, with 14 colleagues also taking part in the run. As one of the Midlands’ largest 10k races, with up to 2,000 runners each year, this event was a fantastic opportunity to unite the local community and support an important cause.

“Macmillan is a fantastic charity that in recent years I have a personal connection with based on the amazing support provided for my close family through a challenging period. It means a lot that Compleat and the Procurement team continue with their fantastic support for Macmillan.”

Alex Drew
Procurement Director – Packaging and Indirects



NEXT STEPS

We’ll be investigating ways to make sure our colleagues’ efforts and impact is captured more effectively. To complement this, we’ll launch a new process for submitting responsible business hours and have planned targeted posts in our communications strategy to actively encourage and educate the Group on how they can get involved in more responsible business activity.

We have a number of initiatives planned for our three-year partnership with Macmillan, including supporting fundraising hikes, charity runs and exploring Payroll Giving as a way to donate to Macmillan directly.

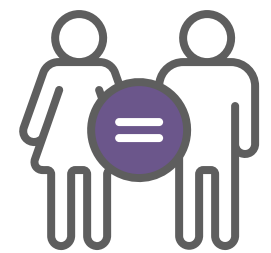
In addition to linking our Milton Keynes and Palethorpes sites with FareShare’s employability scheme, we’re also actively working with FareShare and our labour provider, Staffline, to create a partnership that will enable us to employ colleagues directly from the charity.

EDI AND WELLBEING

OUR TARGETS



Gender parity in all leadership roles **by 2030**



Gender pay gap better than industry average **by 2030**



Gender and diversity pay gap eliminated **by 2036**



Maintain/increase routes to work including apprentice positions

OUR STRATEGY

We make Food to Feel Good, so it’s important that the people making it feel good, too. We’re committed to creating an inclusive, supportive workplace where everyone has the opportunity to thrive and fulfil their potential. By championing fairness, wellbeing and development, we can build a business that’s strong, resilient and equipped to have a lasting positive impact on people and planet.

PROGRESS

SUPPORTING OUR COLLEAGUES

We’re proud to have an engaged and proactive workforce, and that our efforts in this space have been formally recognised. In 2025, we were shortlisted as finalists for ‘Employer of the Year’ at the Food Manufacture Excellence Awards, reflecting our commitment to creating an inclusive, engaging and supportive workplace. Our ongoing partnership with GroceryAid, which supports colleagues with a wide range of matters, has also earned us a prestigious gold star for our commitment to employee wellbeing and support.

In 2024/25, we’ve established a new Compleat Careers team within our HR function, dedicated to supporting internal career progression. The team has launched impactful tools, including Career Conversations, designed to facilitate meaningful discussions around personal development, aspirations and career pathways. We also launched our graduate scheme, providing early-career professionals with structured training, mentorship and hands-on experience to build their careers at Compleat.

We’ve introduced a brand-new learning management system (LMS), providing employees with access to over 100 courses covering professional skills, leadership and technical development. This ensures that all colleagues have the resources they need to grow within the company.

Our new company-wide induction was launched through our LMS, featuring dedicated modules on equality, diversity and inclusion (EDI). To ensure everyone is equipped with the knowledge to foster an inclusive and supportive workplace, we’ve rolled this out not only to new starters but to all colleagues across the business.

Our employee-led groups formed around topics including LGBTQIA+, menopause awareness, neurodiversity and nature. Our Compleat Communities continue to thrive, driving inclusion, engagement and collaboration. We’ve also established an in-house Occupational Health team, reinforcing our commitment to proactively supporting employee health, wellbeing and workplace adjustments.

We know how important colleague engagement is in this space, and we’re happy to report that satisfaction was up across all areas in 2024/25. Additionally, 89% of employees have signed up to our internal communications platform, Club Compleat, which serves as the primary hub for all EDI and wellbeing content. The platform provides employees with direct access to resources, articles and tools designed to support mental, physical and financial wellbeing.



COMPLEAT VOICES

“The thing that makes me most proud of the work that Compleat does for society and the environment is its support for the LGBTQIA+ community through inclusive diversity. I’m free to be me.

We’ve set up an internal community group for LGBTQIA+ colleagues across all sites. We regularly talk and share resources, focusing on creating a space where people feel seen, respected and comfortable being exactly who they are. We can also challenge perceptions and provide support to individuals as needed. I’m proud to be a part of the company and the community group that makes me feel safe and included.

We’re all about celebrating and embracing diversity, and want to keep growing awareness and support for the LGBTQIA+ community.”

Craig Symonds
Group Specification
Manager

Craig has been at
Compleat for 21 years





SAFETY

Our continued commitment to creating a safe and healthy workplace has led to some strong achievements in 2024/25. Notably, we’ve seen a 50% reduction in our lost time injury frequency rate since 2023 (excluding new acquisitions), and over the past two years our actual lost days figure has dropped by over 30%. Underpinning these figures is the deployment of our brand new internal occupational health service, which gives the business access to occupational health advice and support seven days per week.

2024/25 saw the launch of our new safety excellence programme, when we held our first ever H&S Obligations and Liabilities workshop for the supply chain leadership team in collaboration with law firm Pinsent Masons. We also held our first ever safety leadership workshop with Orchard Safety – each site leadership team will now undertake this one-day workshop.

We’ve continued to invest in the Safety, Health and Environment (SHE) team. Our SHE functions have been restructured to align with our growing business, and we’ve now invested in the creation of three new heads of SHE roles in the north, the Midlands and the south areas. Since May 2023, we’ve also created 13 brand new SHE roles and welcomed 19 new SHE practitioners to the business. Each site has taken part in SHE campaigns aligned to our mantra, ‘think, act, stay safe’.



SUPPORTING MEN’S MENTAL HEALTH

In light of increasing rates of male suicide – and aligned with Suicide Prevention Day – the Compleat Mind Wellbeing team hosted a webinar with Tough to Talk, a charity focused on raising awareness and understanding of the male suicide crisis.

The session – which provided a no-nonsense discussion that aims to break down barriers and encourage open dialogue around this critical issue – was very well-attended, and despite the sensitive subject, prompted strong engagement. We also produced an information pack with key support and contacts, information on risk factors and recognising the signs, and an interview with a member of the Compleat Mind Wellbeing team who



bravely and openly shared their own experience with suicide.

We’re committed to supporting mental wellbeing across the business and will continue to listen to feedback from our colleagues in this area and incorporate it into our future events and plans.

“We have a responsibility to our teams and to our colleagues to ensure that they’re supported in the workplace, to ensure that they always feel heard and that their wellbeing and mental health is a priority. We really wanted to highlight men’s mental health as an important topic to a wider audience across Compleat. Tough to Talk is an amazing charity that directly tackles men’s suicide, so we were keen to share their work and raise awareness of this issue.”

Sophie Ward
Senior Group Accountant and Chair of the Compleat Mind and Wellbeing Community

NEXT STEPS

We have a number of initiatives planned that will build on our continued DE&I achievements. We’ll work on strengthening our partnership with GroceryAid and increasing colleague awareness of the free and confidential financial, emotional and practical support available. Our GroceryAid Day event marks the beginning of a broader campaign to ensure our people fully benefit from the resources and assistance offered by the charity.

Throughout the year, we’ll be inviting external speakers to share their expertise on key topics related to DE&I and wellbeing. These sessions will be tailored to align with different aspects of DE&I and aim to provide continuous learning opportunities that inspire meaningful conversations across the business.

Following the successful rollout of our new company-wide induction, we’ll focus on embedding it into our culture, ensuring it remains relevant and impactful. We’ll conduct regular reviews to keep DE&I and wellbeing content up to date, ensuring every colleague – new and existing – receives a consistent and engaging introduction to our values, policies and commitments.

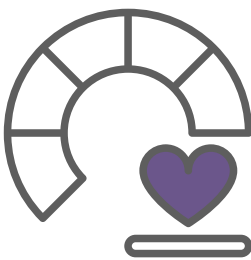
To make sure we keep moving in the right direction, we’ll also be conducting a comprehensive gap analysis of our current policy framework to ensure it reflects the evolving needs of our workforce. This will include the development and launch of new policies in key areas such as absence management, parental leave, and drugs and alcohol. Our goal is to provide clear, supportive and progressive policies that enhance our workplace culture and reinforce our commitment to employee wellbeing and inclusion.

Our efforts in SHE will see the introduction of new systems such as an online COSHH management system through Evotix, and the Alcumus Safe Contractor portal for all our contractors as well as holding our first ever SHE awards on World Day for Safety and Health at Work.

To reflect our commitments to health and safety, we’re aiming for ISO 45001 certification in October 2025.

HEALTH AND ACCESSIBLE NUTRITION

OUR TARGETS



Achieve an average nutrient profiling model (NPM) score of 11 **by 2028**



Increase the volume of branded sales from healthy products



Grow our offer of delicious plant-based ranges and products

OUR STRATEGY

We want to create great tasting food that people love to eat, but which also forms part of a nutritious, balanced and sustainable diet. Simply put: Food to Feel Good. This means offering our customers and consumers’ healthier options across all the categories in which we operate.

Health and nutrition have really come under the spotlight in the past 12 months, and the conversation around ultra-processed food (UPF) has highlighted the challenge and role we have as a food manufacturer in helping to improve the diet of the nation.

To ensure we have a positive impact in this space, we launched the Compleat Health Charter in 2023. This guides our product development with key principles around providing the best quality healthy product options and supporting consumers to live healthy lifestyles.

PROGRESS

In 2024/25, we got our baseline data in place, enabling us to provide transparency around our portfolio of products and their NPM scores. This gives us the platform to set meaningful parameters, create KPIs and share the impact of our Food to Feel Good mission statement. We strongly believe that food businesses should report on their health data and have introduced six accessible nutrition KPIs in this report. As part of this endeavour, our dedicated Health Working Group now feeds directly into our Operational ESG Committee for complete oversight of our work in this area.

We’ve developed our nutrition positioning statement to align our thinking and ways of working – this will support us in our growing focus on products that support better health outcomes. We’ve also set a range of targets to help us deliver on our commitment, including growing our offer of plant-based ranges and products, increasing the volume of branded sales from healthy products, and increasing our volume of fermented food products. Importantly, we’ve developed metrics and dashboards that monitor our progress, enabling us to see at a glance how we’re delivering on our aims. Robust data continues to underpin all our work in this space. We’re tracking the sales of protein by source, and we’ve completed nutrient profiling on our entire pastry, olives, antipasti, plant-based, charcuterie and outsourced product categories. This will allow us to set KPIs for our health and nutrition projects.

Our NPD team has been trained on nutrient profile scoring and has developed a NPD toolkit underpinned by WWF’s best practice Livewell diet, which will eventually act as a blueprint for healthy criteria in our new products.

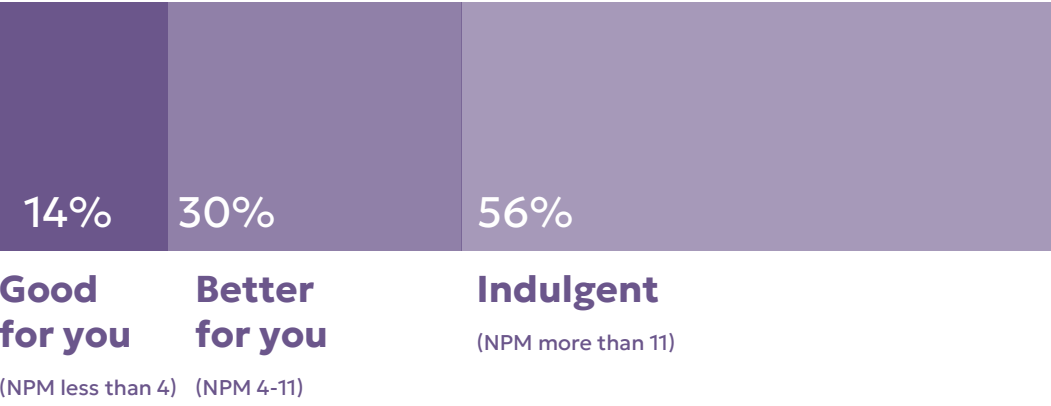
It’s this data that enables our innovation, and this year we’ve started exploring a range of exciting new and improved products. These include vegetable-dense pastry, a salt-reduction programme in our Squeaky Bean® brand, and the introduction of some hybrid or blended products to get even the most hardened carnivore to reduce their meat consumption.

Other new launches include Squeaky Bean®’s first tofu-based products, a market-first super grain and vegetable burger made with fermented rye, and Vadasz Kimchi gut shots made with upcycled waste brine. We’re pleased that our efforts have led to increased healthy sales in our branded products, as well as growing sales for fermented and plant-based categories, where we now have a leading market position.

We recognise that we’re often associated with more indulgent products. The average NPM score for a Compleat product is

12.6 (classified as ‘indulgent’), and we’re working on reducing this. However, many of our health-focused products have much lower NPM scores. The average NPM score of a Vadasz product, for example, is 5.4, and for Squeaky Bean® it’s 4. To ensure we have a balanced portfolio of products, we’ve created three tranches in which to measure our products’ health properties in line with corresponding NPM guidelines.

NUTRIENT PROFILE OF OUR PORTFOLIO



COMPLEAT VOICES

“**Fermented products are great for your health, and they’re really tasty, so they’re an obvious win for our Food to Feel Good ambition.**

As well as products made using waste brine – which is great for sustainability – we’ve released three table sauces, including Vadasz Kimchi Ketchup and my personal favourite, the Vadasz Jalapeño Hot Sauce, which is delicious on chips. Naturally fermented, live-cultured, fresh, cold-brined and first to market... we call them ‘Super Sauces’ for a reason!

Vadasz is all about the health benefits of fermented foods, and it’s one of our fastest growing brands, which reflects growing consumer demand for more clean labels and nutritious products on supermarket shelves. I enjoy working for a brand that delivers delicious food that’s great for people’s health, and great for the planet too.”

Ian Drummond
Group Research and Development Manager

Ian has been with us for four years, exploring ways to boost the health benefits of our products





CASE
STUDY

UPCYCLING VADASZ BRINE TO CREATE GUT SHOTS AND CHEEZE

Fermented food is a great part of a healthy and nutritious diet. It’s rich in probiotics (beneficial bacteria) which support gut health, enhance digestion, boost immunity, and potentially aid in weight management and mental wellbeing.

Our NPD team has been working hard to expand the use of naturally fermented products into new categories, and in doing so, we’ve found a great use for a material that would otherwise go to waste. Palace Culture Kimcheeze uses the excess brine from the Vadasz Kimchi process to ferment cashew nuts and coconut milk into a wonderfully unique cheeze worthy of a place on any cheeseboard. Similarly, the brine has also been used in the Kimchi Shot.

These innovative new products are not only helping to contribute to the gut health of the nation, but by repurposing brine that would otherwise be discarded, they’re helping to build a more circular food economy as well. In 2024/25, we upcycled 496kg of brine for 18,762 Palace Culture Kimcheezes. The Vadasz Kimchi Shot was launched at the start of 2025, and in February and March 2025 112,320ml of brine had been used in 1,872 units.



“This brilliant initiative is a win-win across the board. We’ve created an exciting new kimchi format that will support consumer gut health, and we’ve done it by repurposing material that would otherwise go to waste.”

Charlie Holland
Head of Marketing (Vadasz and Palace Culture)



NEXT STEPS

We’ve got a number of exciting new product launches in the pipeline, including a high-protein range for Wall’s, plant-based Vadasz dips and more tofu-based products from Squeaky Bean®. Data will continue to play a key role in this area, and we’re hoping to start analysis of products from Ebbw Vale (Zorba Delicacies) and Middlesbrough (SK Chilled Foods), which were acquired in 2024.

Critically, improving our average NPM score is now a non-financial key KPI, which will act as an important guardrail in our continued pursuit of healthier and more nutritious products.

To support consumers in eating more fruit and vegetables, we’ll now be using Plant Points to highlight plant diversity in the products across our brands. The ‘30 Plant Points a week’ concept encourages eating a wider variety of plant-based foods, going beyond the traditional 5-a-day recommendation. It suggests aiming for at least 30 different plant types weekly to promote a healthy gut microbiome. This is achieved by adding up points for different plant groups, including vegetables, fruits, whole grains, legumes, nuts and seeds, and herbs and spices.

This points system will be advertised on-pack, initially on our Vadasz Dip range and will then be rolled out to Squeaky Bean® on all ‘Good for you’ and ‘Better for you’ NPM-scoring products.



GOVERNANCE

We’re shaping a more sustainable food system through responsible leadership and values-led governance.

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VALUES-LED GOVERNANCE

Strong governance is key to fulfilling our ambitions. Our governance framework embeds ESG throughout the business, enabling us to drive cultural and behavioural change that keeps us moving towards our goals.

Ultimate responsibility for our ESG strategy lies at Management Board level, overseen by our Chief Procurement Officer (CPO). Our Group Head of ESG reports to our CPO and Management 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 NPD. Below this, we have 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.

HUMAN RIGHTS

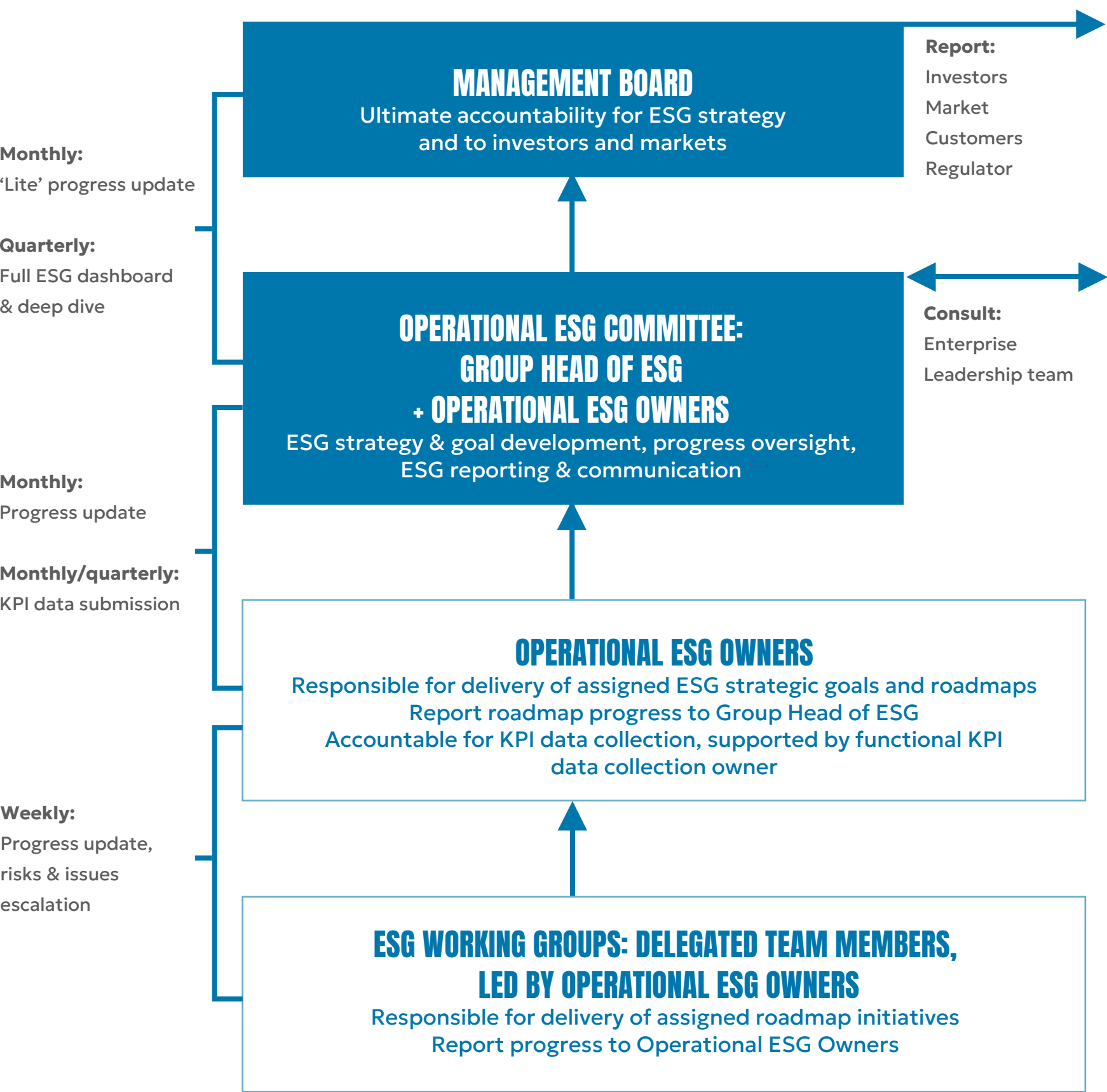
Upholding human rights continues to act as the foundation of our responsible business. Every month, we hold Group ethical meetings to focus on key human rights issues within our operation and supply chains.

In 2024/25, the Ethical Committee put together Compleat’s Ethical Management System, which is designed to uphold the highest standards of integrity, transparency and responsibility in every aspect of our operations.

Rooted in core principles of fair labour and ethical business practices, this system not only ensures compliance with global standards but also reflects our deep commitment to a positive ethics culture across our organisation. It includes relevant procedures and processes, as well as an evolving risk assessment that considers a wide range of human rights issues, such as forced and child labour, discrimination and fair wages.

By aligning with the internationally recognised Sedex SMETA framework, we prioritise the welfare of our employees, partners and the communities we serve, while minimising our environmental footprint.

OUR GOVERNANCE FRAMEWORK



COMPLEAT
VOICES

“I’m proud to work for a company that acknowledges the impact its actions have, not only on its direct employees, but the workers and communities within its supply base, and that fully supports the continual improvement of conditions for all those within the supply chain.

The area of human rights is a complex one with the impacts of Brexit, climate change and political instabilities affecting workers within our own facilities and suppliers in differing ways. In such turbulent times it’s imperative that we focus our efforts in the areas most at need. In 2024/25, we’ve completed our Human Rights Risk Assessment across our supply base, which has really helped us to identify the key areas where the business has an impact, and from there we can then focus on working with suppliers to deliver meaningful change. I’m glad that the actions we’re taking as a business are helping to improve the livelihoods of others.”

Helen Smith
Ethical and Technical
Account Manager

Helen has been with
us for 12 years



RESPONSIBLE SOURCING

OUR TARGETS

100%

of suppliers agree to comply with our Responsible Sourcing Code **by 2030**

100%

soy in our supply chain will be 100% verified deforestation- and conversion-free (vDFC) **by 2025**

OUR STRATEGY

Food production relies heavily on natural resources, so we have a significant opportunity to make a positive environmental impact in the way we source our ingredients and materials. Our scale and purchasing power mean that by choosing suppliers whose values align with our own – and by engaging our supply chain to shift to nature-positive, high welfare methods with 100% traceability and zero deforestation – we can help catalyse meaningful change throughout the whole food industry.

Our Compleat Foods Sourcing Model ensures we use reliable, responsible suppliers that are risk assessed against the requirements of our Responsible Sourcing Policy. This ensures safer, higher quality food products for consumers and the transparency of our supply chain helps build trust in the food safety and quality assurance of our products, meaning we consistently provide our customers with Food to Feel Good.

PROGRESS

ANIMAL WELFARE

Our welfare principles focus on minimising confinement, reducing surgical procedures, improving environment and increasing living space. Our work here is underpinned by our European Farm Partnership (EFP) scheme, which brings together farmers and partners to share knowledge, learning and the latest industry technology and developments.

In 2024/25, we’ve focused heavily on the Pig Module (EFP-P) of the scheme, which has been accredited since 2018. We’ve rebranded the module, moving away from our historical ‘due diligence purpose’ to a more exciting and unique UKAS standard, making it easier to raise awareness of the scheme. EFP-P continues to expand across Europe, with many of our farmers moving up the bronze, silver and gold tiers. Our key suppliers in Italy, for example, have announced new cage-free policies thanks to the scheme.

We’re committed to ensuring our EFP-P certification continues to be the best practice reference point in Europe and the UK. Constant gap analysis is carried out against EU and UK legislation and retailer standards to make sure we’re on top of any changes in requirements. We also continue to upskill dozens of colleagues and customers on farm assurance, animal welfare, and meat and olive production through masterclasses and farm visits.



We’re proud that our work in animal welfare has been recognised by our industry peers. Compleat’s partnership with supply chain software provider Authenticate was shortlisted by The Grocer Gold Awards 2024 for Technology Initiative of the Year, while three of our farm partners were crowned winners in the Compassion in World Farming Good Farm Animal Welfare Awards 2024, with a fourth recognised.



COMPLEAT VOICES

“UK retailers demand robust animal welfare schemes, and Compleat is known for its strong and supportive welfare standard, particularly our European Farm Partnership (EFP) scheme.

We’ve been developing farms and slaughterhouses in France ready to meet these standards for over 12 years. Since 2019, we’ve been ringfencing French farms that have higher welfare standards and working with farmers to help them achieve the required level of welfare.

After rigorous assessment and visits, we’ve contracted more than 15 farms, mainly in western France, including breeding, rearing and finishing farms. I enjoy sharing the benefits and practicalities of animal welfare with farmers; it’s very satisfying to see how much we’ve helped people to better understand and recognise the benefits of higher animal welfare and change their approach and programmes.

In France, the pig sector is driven by cooperatives, and farmers are independent from slaughterhouses and processing sites. We can be proud of having made it work from farms to processing sites, and of our work to consider the necessary constraints at every stage of the supply chain.”

Brigitte Roig
Product Manager

Based in France, Brigitte has worked for us for 17 years and has been instrumental in addressing challenges within our complex French supply chains



LAND

The responsible stewardship of land and its natural resources is a critical part of building a healthy and resilient food system. We’re committed members of the Roundtable on Sustainable Palm Oil (RSPO) and Roundtable for Responsible Soy (RTRS), as well as signatories to the UK Soy Manifesto (UKSM).

In 2024/25, we’ve calculated our SBTi FLAG emissions to give us a clearer view of our impacts in this area. We’ve also published our verified deforestation- and conversion-free (vDCF) commitment within our Group Environmental Sustainability Policy. We’re committed to no legal or illegal deforestation and conversion across our primary deforestation-linked commodities by December 2025, with a cut-off date of 2020. This means that our existing soy target and newly strengthened palm oil target are now joined by new targets for cattle, timber, cocoa and coffee, and this commitment covers both branded and retailer own-label lines. This formal policy makes it easier to engage with suppliers on these topics.

We recognise that the regulatory landscape is continually evolving, so we’re actively working with our supply base to develop transition plans that will ensure we meet these commitments and will be compliant to EU Deforestation Regulation (EUDR) and UK Forest Risk Commodities (UKFRC) regulations, as well as any other relevant legislation.



PARTNERING WITH AUTHENTICATE FOR SUPPLY CHAIN TRANSPARENCY

Authenticate is a leading supply chain transparency and risk management technology provider.

Since 2013, it’s been changing the way food businesses manage risk, increase visibility and gather actionable insights to protect people, the planet and brand reputation.

We use a range of Authenticate modules – such as supply chain mapping, certifications, audits and KPIs – to gather critical data on the risk, performance and compliance of our suppliers. To date, over 100 direct suppliers and 1,500 indirect suppliers are listed on the platform, with 800+ products now mapped beyond Tier 1 to provide visibility all the way back to farm level.

While we’ve always used the Authenticate platform to support supplier assurance and compliance needs, the scope of the partnership has stepped up over the past few years with an increased focus on animal welfare, worker welfare and expanding reporting capabilities. This enables us to rapidly respond to urgent challenges such as disease outbreaks and modern slavery reports in real-time, providing assurance to our customers that suppliers and products in our chains are not affected. We’re now working with Authenticate to introduce a new range of

dashboards to provide real-time insight unique to our supply chains, suppliers and products.

“Compleat and Authenticate were extremely proud to be shortlisted from a group of 100 entrants for The Grocer Gold Awards for Technology Initiative of the Year. We’re looking forward to continuing to work together and further developing the platform to meet industry demands and needs.”

Paul Traynor
Group Technical Director



NEXT STEPS

The arrival of EUDR is going to be a major catalyst for deforestation-free commodities. However, the delay on this legislation has made it a challenge to push our suppliers forward, so we’ll be focusing heavily on engagement to ensure we’re all ready to move together when the changes do come into effect.

Following the success of our Animal Health and Welfare Days, we’ll be launching our first Farming Conference in 2026. We’ll also be launching and implementing the EFP Olive (EFP-O) standard, and will independently certify growers in Spain, Greece and Italy.

We plan on engaging with new industry initiatives and we’re formalising our involvement in the Better Chicken Business Network (BCBN). This initiative connects stakeholders across the supply chain to address sourcing needs, improve carcass balance and develop cost-mitigation strategies.

RESPONSIBLE LEADERSHIP

Compleat has ambitious plans, but they can only be achieved if we put the pursuit of a more sustainable food system at the heart of what we do. In the face of climate change, geopolitical unrest and global financial uncertainty, we need to ensure that we’re fit for the future. If we don’t play a leading role in driving change across the food system, we – and our food industry peers – will not survive in the long-term.

We’re still a young business, but we strive to lead with confidence and agility. This approach is guided by our leadership framework, The Compleat Way, which was rolled out in 2023. This sets out our values and behaviours and helps us assess our development and performance across all of Compleat, so that we can continue delivering positive impact long into the future.

A company’s potential for sustainable growth is also now a formal consideration within our acquisitions process. The Real Yorkshire Pudding Company, which joined the Group in March 2025, was the first acquisition to be examined through the lens of our ESG ambitions and roadmap. This gives us a better understanding of their strengths, needs and alignment, which will help us to accelerate our combined progress.

The Group now tracks six key non-financial KPIs that reflect our commitment to embedding ESG. In line with this, we’re continuing our investment in upskilling and adding specialist resources to support the ESG team. June 2025 will see us run an Operational ESG Committee Accelerator with Veris Strategies, which will focus on climate risk and further embed into the business the importance of sustainability in building our long-term resilience.



UNDERSTANDING AND EMBEDDING CLIMATE RISK

Compleat relies heavily on imported ingredients, including olives – a core ingredient in our chilled product lines.

In 2024/25, as part of preparing for our annual Task Force on Climate-related Financial Disclosures (TCFD) report, we conducted a physical risk assessment to understand how climate change could affect our supply chain, particularly olive production, which is becoming increasingly unstable due to environmental pressures.

Olive cultivation in Mediterranean Europe and North Africa faces major climate-related challenges. Severe droughts, rising temperatures and the spread of plant diseases have sharply reduced yields. Spain, for instance, saw its olive oil output plummet by over half in just one season. Water scarcity is worsening, especially in Andalusia, where irrigation supplies have been drastically cut, further reducing olive quality and quantity. Meanwhile, the spread of Xylella fastidiosa bacteria has devastated olive groves in Italy and beyond, threatening long-term production and causing billions in damages.

These conditions have direct consequences for us. Supply shortages and rising prices – such as a 75% jump in EU olive oil costs – are already having an impact. Declining oil yields per olive also compromise product consistency. Long-term, climate impacts threaten the viability of traditional supply regions, which means we may need to rethink sourcing and invest in resilient practices.



“At Compleat, we already have climate adaptation embedded into our ESG strategy, and climate risk exercises like this show us why. By embedding sustainability principles, sharing our TCFD report annually and collaborating closely with suppliers, we know we’re positioning ourselves to manage these risks effectively, contributing to a more resilient and sustainable food system.”

Julie Wain
Group Financial Controller



TRANSPARENCY AND INDUSTRY ENGAGEMENT

Fulfilling our ESG objectives means staying accountable – to ourselves, and to our wide range of stakeholders. At the heart of this is transparency. We’re committed to publicly disclosing against global frameworks TCFD and SASB, and to use learnings from these disclosures to focus our activities towards our ESG goals.

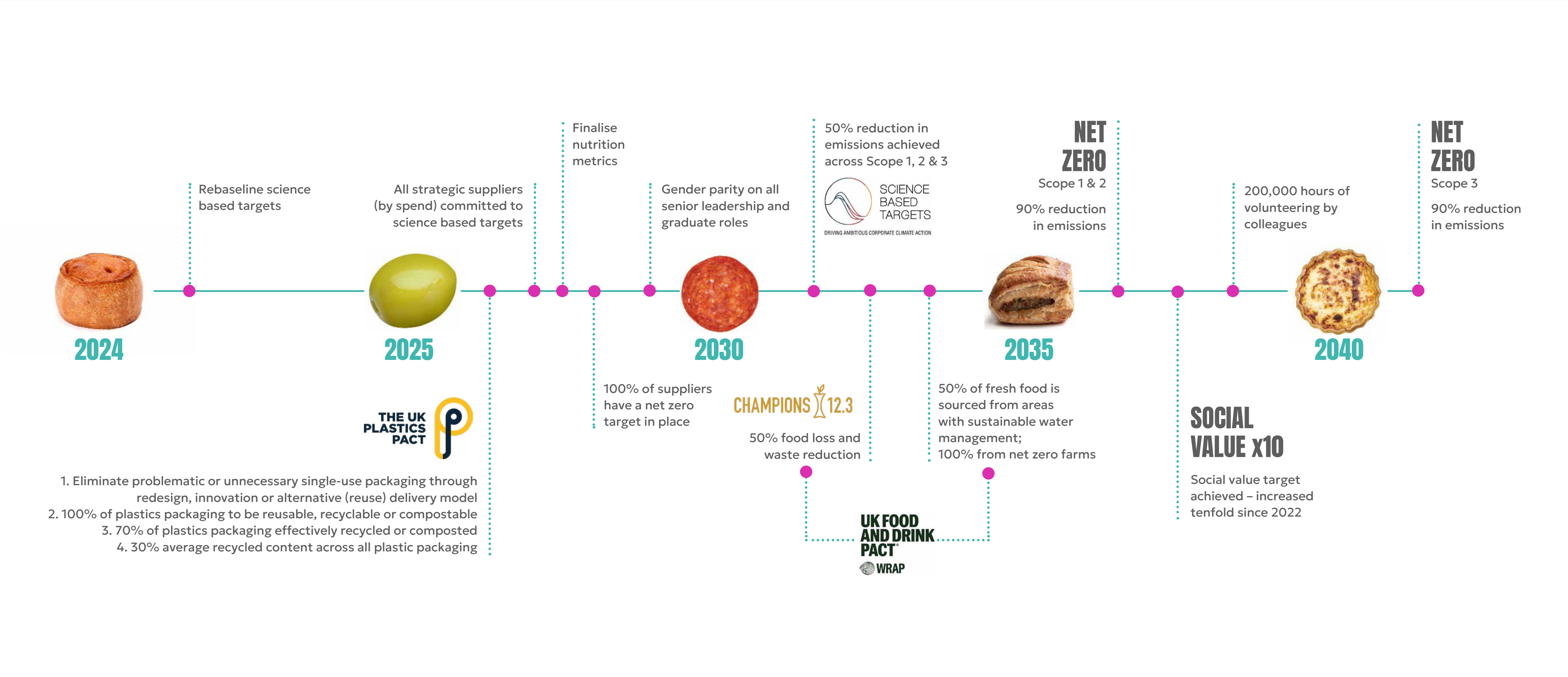
We believe that all food businesses should be reporting on their impacts, because meaningful change happens when we all move together. Collaborations and partnerships are key to making this happen. The work we’re doing with Sustained and Point74 around LCA, for example, has the potential to be game-changing not just for Compleat, but the wider food industry. As such, we’re committed to working with others to share knowledge and accelerate the pace of change to a more sustainable food system for all.

KEY COLLABORATIONS AND COMMITMENTS

We know that working with others helps make progress faster for everyone, and aligning with external standards keep us accountable. Our key collaborations and commitments underline our dedicated approach to working for a better food system that does the right thing for people and planet.



OUR ESG ROADMAP



A FUTURE POWERED BY PURPOSE

Our purpose underpins everything we do. Whether it's creating tasty new products, supporting our local communities or championing the environment, when we make Food to Feel Good, we're not just feeding people, we're shaping the future of food for the better.

We know this journey isn't linear. We have bold ambitions, but we won't achieve them straight away. However, we're always moving in the right direction, and our continued successes empower us to plan for long-term change at scale. New contract wins, acquisition synergies, industry collaborations and breakthrough innovations drive our progress, enabling us to support the transition the food industry – and the world – needs, because our journey doesn't stop at the plate.

“Compleat represents brands that embrace change, innovate, engage and lead. We reflect the modern changing food world we live in, and we're energised and excited for the next stage of our ESG work. We know what we need to do – and how we're going to do it – to build a stronger, more equitable food system that works for everyone.”

David Moore
Group Head of ESG





DISCLOSURES

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KPIs AND PROGRESS

Information in this report is for the financial year ending March 2025 and excludes data from The Real Yorkshire Pudding Company, acquired by Compleat in March 2025.

CLIMATE AND NATURE		RESULTS		
KPI	TARGET(S)	2022/23	2023/24	2024/25
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	52,884.88	62,853.61
CO ₂ emissions across our value chain (2020/21 baseline, 282,618.62) (tCO ₂ e)*	Net zero (90% reduction) by 2040 Interim target: 50% reduction by 2030	217,637.99	603,031.04	742,104.32 ¹
Total energy consumption (kWh)		Not available	Not available	230,789,036.19
Energy use per tonne of production (kWh)		Not available	Not available	1,176.3
Total renewable energy consumption (kWh)		Not available	Not available	15,357,983.65
Percentage of total electricity consumption from renewables		Not available	Not available	18%
Total Scope 3 Forest, Land and Agriculture (FLAG) emissions (tCO ₂ e)		Not available	Not available	517,504.51
F-gas leakage (2023/24 baseline, 1,999) (kg)*	13% reduction in F-gas leakage by 2027/28	Not available	1,999	2,428 ²
Natural gas consumption intensity (2023/24 baseline, 694) (kWh)*	5% reduction in natural gas consumption by 2027/28	Not available	694	601.43
Water intensity (m ³ /tonne)	3% annual reduction in water intensity targeted for every site	Not available	Not available	3.99

For CO₂ emissions breakdown see page 40

* Key KPI
¹Includes removals
²Excludes vans

KPIs AND PROGRESS

Information in this report is for the financial year ending March 2025 and excludes data from The Real Yorkshire Pudding Company, acquired by Compleat in March 2025.

Packaging and Food Waste		Results		
KPI	Target(s)	2022/23	2023/24	2024/25
Food waste tonnage (2020/21 baseline, 13,236) (tonnes)	Zero waste business by 2040 Interim target: 50% reduction in food waste by 2030	15,365	16,672	24,698.27
Food waste intensity (food waste as a percentage of total food produced)	14.5% reduction by 2027/28	Not available	10.55%	12.59%
Percentage of packaging that is recyclable or reuseable	100% elimination of problematic or unnecessary single-use packaging by 2025	Not available	90%	89%
Percentage of plastic packaging that is recyclable, reuseable or compostable	100% of plastic packaging to be reusable, recyclable or compostable by 2025	85%	83% ³	91%
Percentage average recycled content in all plastic packaging	30% recycled content across all plastic packaging by 2025	Not available	40.06%	25%

* Key KPI
³ Includes shrink wrap

KPIs AND PROGRESS

Information in this report is for the financial year ending March 2025 and excludes data from The Real Yorkshire Pudding Company, acquired by Compleat in March 2025.

CREATING A MORE EQUITABLE SOCIETY			RESULTS		
KPI	TARGET(S)		2022/23	2023/24	2024/25
Social value added (hours)*	Increase hours of responsible business activity tenfold by 2035 (2020/21 baseline, 20,000) Interim target: 30,000 hours in 2023/24, 40,000 hours by end 2024/25, 50,000 hours by end 2025/26, 60,000 hours by end 2026/27 and 70,000 hours by 2027/28		16,846	35,269	25,545
Donations to good causes (£)	Fundraising in 2024/25 to include raising £100,000 for Macmillan Cancer Support		£176,682	£117,455	£170,758 ⁴
Gender ratio	Gender parity across leadership roles by 2030	Management Board (formerly Executive Management Board)	Male 5, Female 1	Male 6, Female 2	Male 7, Female 2
		Executive Team (formerly Board Reports)	Male 17, Female 4	Male 24, Female 9	Male 15, Female 3
		Enterprise Leadership Team	Male 47, Female 20	Male 53, Female 29	Male 37, Female 23
Pay equity ratio (Compleat’s Gender Pay Gap Report is published here)	Gender and diversity pay gap eliminated by 2035/36		8.33% (mean), 6.75% (median)	9.02% (mean), 7.53% (median)	3.7% (mean), 5.8% (median) ⁵
Apprentices	Maintain/increase routes to work including apprentice positions		48	58	62
Lost time incident frequency rate (incidents per 100,000 working hour)	Minimise lost time incidents		1.29	0.79	0.71

* Key KPI
⁴ Including £100,065 to Macmillan Cancer Support (fundraising June 2024 - May 2025)
⁵ This metric reflects performance during the 2024 calendar year, in line with our annual gender pay gap reporting cycle. **Gender Pay Report 2024**

KPIs AND PROGRESS

Information in this report is for the financial year ending March 2025 and excludes data from The Real Yorkshire Pudding Company, acquired by Compleat in March 2025.

ACCESSIBLE NUTRITION		RESULTS		
KPI	TARGET(S)	2022/23	2023/24	2024/25
Average nutrient profile of portfolio (nutrient profiling model (NPM) score)*	Average NPM of 11 across portfolio by 2027/28	Not available	Not available	12.6
Percentage of portfolio categorised as Good for you (NPM less than 4)	Increase the volume of branded sales from healthy products	Not available	Not available	14% ⁶
Percentage of portfolio categorised as Better for you (NPM 4-11)		Not available	Not available	30% ⁶
Percentage of portfolio categorised as Indulgent (NPM more than 11)		Not available	Not available	56% ⁶
Percentage of protein sales from plant-based sources	Grow our plant-based offerings	Not available	Not available	2.6% ⁷
Average energy per 100g across portfolio (kcal)		Not available	Not available	677 ^{6, 8}

* Key KPI
⁶ Excludes Middlesbrough, Ebbw Vale and Harvey & Brockless
⁷ Plant-based protein brands only; with plant-based dips, fried and Mediterranean deli figure is 8.6%
⁸ Based on analysis of 1,000 products

KPIs AND PROGRESS

Information in this report is for the financial year ending March 2025 and excludes data from The Real Yorkshire Pudding Company, acquired by Compleat in March 2025.

RESPONSIBLE SOURCING		RESULTS		
KPI	TARGET(S)	2022/23	2023/24	2024/25
Percentage of suppliers agreed to comply with Compleat’s Responsible Sourcing Code by 2030	100% of suppliers to agree to comply with Compleat’s Responsible Sourcing Code by 2030	Not available	100%	88%
Number of KPIs submitted by suppliers via Authenticate platform		Not available	Not available	9,857
Number of EFP Pig Module v2 audits carried out		Not available	Not available	200
Percentage of soy that is certified or verified from a low-risk country of origin	100% soy in our supply chain to be 100% verified deforestation- and conversion-free (VDFC) by 2025	Not available	Not available	5.5% ⁹
Percentage of segregated, responsibly sourced palm oil		Not available	Not available	83.08% ¹⁰
Percentage of eggs that are cage-free		Not available	Not available	40%
Percentage of card/paper responsibly sourced or sustainably sourced		Not available	Not available	100%
⁹ Of the volumes from top suppliers into Compleat assessed through the 3Keel reporting process, 5.5% of the footprint was mass balanced, segregated or from low-risk origins. Where credits had not been used, Compleat has covered the remaining footprint with Round Table on Responsible Soy (RTRS) regional mass balance credits				
¹⁰ 100% of our palm oil is Roundtable on Sustainable Palm Oil (RSPO) certified, but it’s not all segregated				

VALUES-LED GOVERNANCE		RESULTS		
KPI	TARGET(S)	2022/23	2023/24	2024/25
Suppliers’ human rights compliance	All suppliers on Sedex or completed company Supplier Assessment Questionnaire (SAQ)	Not available	95.3%	90%
Colleague satisfaction score		Not available	58.4%	70.7%

CARBON EMISSIONS 2024/25

Information in this report is for the financial year ending March 2025 and excludes data from The Real Yorkshire Pudding Company, acquired by Compleat in March 2025.

MARKET-BASED, SUM OF EMISSIONS QUANTITY (tCO ₂ e)	Mediterranean Deli	Pastry	Fried	Harvey & Brockless	Group	Total ¹¹
Scope 1	2,493.70	22,450.60	4,076.37	2,097.24	10.3	31,128.21
Fugitive gases	1,125.90	3,574.50	592.27	292.43	10.3	5,595.40
Mobile combustion	32.1	1,190.70	117.7	1,672.00	Not available	3,012.50
Stationary combustion	1,335.70	17,685.40	3,366.40	132.81	Not available	22,520.31
Scope 2	4,747.00	26,255.40	Not available	723	Not available	31,725.40
Purchased grid electricity	4,747.00	23,184.00	Not available	723	Not available	28,654.00
Purchased non-grid electricity and heat	Not available	3,071.40	Not available	Not available	Not available	3,071.40
Scope 3	85,406.81	520,550.61	29,464.99	121,035.74	239.72	756,697.87
Category 1 - Purchased goods and services	72,590.13	483,190.79	23,735.36	116,931.04	35.87	696,483.19
Category 2 - Capital goods	1,656.45	8,144.16	351.56	397.49	Not available	10,549.65
Category 3 - Fuel and energy-related activities	941	4,816.00	1,435.00	732	Not available	7,924.00
Category 4 - Upstream transportation and distribution	4,118.51	10,651.08	1,878.91	1,760.35	Not available	18,408.86
Category 5 - Waste generated in operations	72.36	502.12	107.24	26.78	Not available	708.5
Category 6 - Business travel	Not available	Not available	Not available	Not available	203.86	203.86
Category 7 - Employee commuting (excluding homeworking)	2,026.26	3,318.92	705.78	519.8	Not available	6,570.75
Category 9 - Downstream transportation and distribution	2,000.02	5,157.41	905.97	Not available	Not available	8,063.40
Category 11 - Use of sold products	859.4	1,636.51	154.34	371.28	Not available	3,021.52
Category 12 - End-of-life treatment of sold products	1,142.67	3,133.62	190.84	297	Not available	4,764.14
Total (excluding removals)	92,647.51	569,256.61	33,541.36	123,855.98	250.02	819,551.48
Removals	3,481.28	8,899.14	1,464.71	748.41		14,593.55
Total (including removals)	89,166.22	560,357.47	32,076.65	123,107.56	250.02	804,957.93

¹¹ Figures presented here up to two decimal points only. Totals are calculated using non-rounded figures.

SASB INDEX

TOPIC	CODE	DISCLOSURE	RESPONSE
Energy management	FB-PF-130a.1	1. The entity shall disclose the total amount of energy it consumed as an aggregate figure, in gigajoules (GJ).	1. 830,840.5 GJ
		2. The entity shall disclose the percentage of energy it consumed that was supplied from grid electricity.	2. 37%
		3. The entity shall disclose the percentage of energy it consumed that is renewable energy.	3. 6.7%
Water management	FB-PF-140a.1	1. The entity shall disclose the amount of water, in thousands of cubic metres, withdrawn from all sources.	1. 782,706 m³
		2. The entity shall disclose the amount of water, in thousands of cubic metres, consumed in its operations.	2. Water discharge to sewer is not measured so we're unable to calculate water consumption.
		3. 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.	3. 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, Redhill is primarily an office and uses a negligible proportion of our total water consumption. The Compleat Food Group acquired Harvey & Brockless in September 2024, adding new facilities to our portfolio. We're assessing the water-related risks in these new locations in 2025.
		4. 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.	4. Water discharge to sewer is not measured so we're unable to calculate total water consumption.
	FB-PF-140a.2	1. 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.	1. There were zero instances of non-compliance during the reporting period.
	FB-PF-140a.3	1. The entity shall describe its water management risks associated with water withdrawals, water consumption, and discharge of water or wastewater.	1. The most significant water-related risks have been identified at our Redhill site, which has limited manufacturing and is mainly offices. The relevant risks in the catchment include flood, water quality, and potential long-term challenges with water scarcity due to growing demand in the area. We have also identified potential reputation management risks with regards to water. The Redhill location uses very little water, sourced directly from water mains, and wastewater is sent to a third-party wastewater treatment plant. The site also has no history of floods. We'll continue to conduct an updated water risk assessment across all locations through 2025 to support the development of a water management plan. 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.
		2. The entity shall discuss its short-term and long-term strategies or plans to mitigate water management risks.	2. The Compleat Food Group has signed up to the UK Food and Drink Pact (formerly 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 2025, we have partnered with Waterplan to undertake risk assessments and review our water stress targets for both our own operations and key suppliers. Once assessed, we'll create a Water Management Plan. Obtaining robust data is our first step towards developing longer term strategies.
		3. For water management targets, the entity shall additionally disclose:	3. We're currently in the process of reviewing our water management targets. We monitor our water use through automated meter readers across all our Compleat sites. We plan to install automated meter readers at sites within our newly acquired businesses SK Chilled Foods, Zorba Delicacies and Harvey & Brockless in 2025/26.
		a. Whether the target is absolute or intensity-based, and the metric denominator if it is an intensity-based target.	
		b. The timelines for the water management plans, including the start year, the target year, and the base year.	
		c. The mechanism(s) for achieving the target.	
		d. The percentage reduction or improvement from the base year.	
		4. 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.	4. We aren't aware of any lifecycle impacts or tradeoffs.

SASB INDEX

TOPIC	CODE	DISCLOSURE	RESPONSE
Food safety	FB-PF-250a.1	<div><div>1. 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.</div><div>2. The entity shall disclose the corrective action rates associated with its facilities’ (a) major non-conformances, and separately, (b) minor non-conformances.</div><div>3. The entity shall disclose the GFSI-recognised certification programme used to audit its facilities.</div></div>	<div><div>1. No major non-conformances. The minor non-conformance rate is 3.5 (14 GFSI-certified sites, 49 minors)</div><div>2. Not applicable Our corrective action rate is 100% (49 minors, 49 corrective actions)</div><div>3. BRC for all GFSI-certified sites</div></div>
	FB-PF-250a.2	<div><div>1. The entity shall disclose the percentage of food ingredients sourced from Tier 1 supplier facilities certified to a GFSI-recognised food safety certification programme.</div><div>2. The entity shall disclose the relevant GFSI-recognised certification programme used to audit its suppliers.</div></div>	<div><div>1. 99.87% GFSI-certified</div><div>2. Programmes used are BRCGS Food Safety, FSSC 22000 and IFS Food Standard</div></div>
	FB-PF-250a.3	<div><div>1. The entity shall disclose the total number of notices of violation received that substantiate a violation of advisory and administrative codes, statutes, or other requirements related to food safety.</div><div>2. The entity shall disclose the percentage of notices of violations received related to food safety that were corrected.</div></div>	<div><div>1. No notices of violations received</div><div>2. Not applicable</div></div>
	FB-PF-250a.4	<div><div>1. The entity shall disclose the total number of food safety-related recalls it issued during the reporting period, including voluntary and involuntary recalls.</div><div>2. The entity shall disclose the total amount, in metric tonnes, of food product subject to recalls.</div><div>3. The entity may disclose the percentage of recalls that were voluntary and involuntary.</div></div>	<div><div>1. Four recalls occurred during 2024/25</div><div>2. 12.762 tonnes of product</div><div>3. 100% of recalls were voluntary. There were four recalls during 2024/25, two of which were related to labelling issues and two relating to quality issues. Corrective actions have been implemented, including enhanced label verification procedures and additional scanning equipment, as well as targeted staff retraining.</div></div>
Health & nutrition	FB-PF-260a.1	<div><div>1. The entity shall disclose the total revenue from the sales of its products labelled or marketed to promote health and nutrition attributes.</div></div>	<div><div>1. £0 The Compleat Food Group has reported £0, as we don’t currently have the necessary data to measure and report this figure accurately. We’re actively working on developing the internal processes and systems needed to capture and report this data in future reporting cycles.</div></div>
	FB-PF-260a.2	<div><div>1. The entity shall discuss its process to identify and manage products and ingredients related to nutritional and health concerns among consumers such as how it identifies concerns, the products and ingredients related to those concerns, and the resulting risks and opportunities.</div></div>	<div><div>1. 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 trend 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. For example, one topic we’re seeking advice on is defining ultra-processed food (UPF). We’re also monitoring developments relating to alternative proteins and lab-grown foods. We have a Discovery Plan where we look to identify sustainable alternative protein sources. In relation to our current products and ingredients, we monitor salt, sugar and fat content in line with HFSS (high fat, salt and sugar) regulations. We’ve launched Plant Points labelling to highlight vegetable diversity within our products to consumers.</div></div>

SASB INDEX

TOPIC	CODE	DISCLOSURE	RESPONSE
Health & nutrition (cont.)	FB-PF-260a.2 (cont.)	2. The entity shall discuss how identified concerns and risks are managed and communicated.	2. We undertake nutritional analysis of all our products, as part of product launch processes, as well as retailer and branded requirements.
		3. The entity shall discuss its use of certification programmes that address consumer concerns and preferences regarding ingredients, additives and potential allergens.	In terms of salt content, we’re currently working on reformulation of amber-rated products to achieve green ratings. Improving the average nutrient profiling model (NPM) score of our portfolio is also now a non-financial KPI. We’ll be monitoring our progress in this space against our 2024/25 baseline.
		4. The entity shall discuss any significant complaints, such as those resulting in significant lawsuits, relating to nutritional and health concerns associated with products or ingredients, and efforts to mitigate any related future risks.	3. We use certification for gluten-free and organic products, including: <ul style="list-style-type: none">Gluten-free products produced at our quiche bakeryOrganic olives produced at our olives factory (Soil Association-certified)Organic Palace Culture plant-based cheese produced at our vegan cheese site (Soil Association-certified)
			4. 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	1. The entity shall disclose the percentage of advertising impressions made on children.	1. The Compleat Food Group doesn’t target any products or advertising to children.
		2. The entity shall disclose the percentage of advertising impressions made on children that promote products that meet international, national, regional, or industry dietary guidelines for children.	2. Not applicable
	FB-PF-270a.2	1. The entity shall disclose its revenue from products sold during the reporting period labelled as containing genetically modified organisms (GMOs), and separately, not containing GMOs (non-GMOs).	1. The Compleat Food Group doesn’t use GMOs.
	FB-PF-270a.3	1. The entity shall disclose its total number of substantiated incidents of non-compliance with labelling- or marketing-related regulatory codes, statutes, or other requirements.	1. There were no incidents during 2024/25.
	FB-PF-270a.4	1. The entity shall disclose the total amount of monetary losses incurred during the reporting period resulting from legal proceedings associated with marketing or labelling practices, such as those related to enforcement of applicable jurisdictional laws or regulations on nutrient content claims, health claims, other unfair or deceptive claims, or misbranded labelling.	1. None
Packaging lifecycle management	FB-PF-410a.1	1. The entity shall disclose the total weight of packaging purchased by the entity, in metric tonnes.	1. 18,125 tonnes
		2. The entity shall disclose the percentage of packaging, by weight, made from recycled or renewable materials.	2. 47%
		3. The entity shall disclose the percentage of packaging, by weight, that is recyclable, reusable, or compostable.	3. 89%
		4. The entity may disaggregate the disclosure requested above by major packaging substrate (e.g., wood fibre, glass, metal, and petroleum-based).	4. Aluminium: 100% recyclable Glass: 82% recyclable Paper or board: 90% recyclable Plastics: 91% recyclable Steel: 54% recyclable

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TOPIC	CODE	DISCLOSURE	RESPONSE
Packaging lifecycle management (cont.)	FB-PF-410a.2	<div><div>1.</div><div>The entity shall discuss its strategies to reduce the environmental impact of the packaging of its products 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, compostable or degradable.</div></div> <div><div>2.</div><div>The entity shall describe its use of recycled and renewable packaging, including supply availability, consumer preferences and packaging durability requirements.</div></div> <div><div>3.</div><div>The entity shall describe its use of recyclable and compostable packaging, including regulations, packaging end-of-life commitments, consumer demand and packaging durability.</div></div> <div><div>4.</div><div>The entity may, if relevant, discuss any packaging-related targets and performance against those targets.</div></div> <div><div>5.</div><div>The entity may discuss its use of Life Cycle Assessment (LCA) analysis to reduce environmental impacts and maximise product efficiency, including weight reduction and transportation efficiency.</div></div>	<div><div>1.</div><div>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. 89% 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.</div></div> <div><div>2.</div><div>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 isn't yet widely available, due to a lack in collection and recycling infrastructure.</div></div> <div><div>3.</div><div>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 (PPT). 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. Compleat doesn't use any compostable packaging.</div></div> <div><div>4.</div><div>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 packaging100% of plastics packaging to be reusable, recyclable or compostable30% average recycled content in plastic packaging</div></div> <div><div>5.</div><div>As part of our wider ESG strategy on product, we're including packaging as part of the overall LCA. 4,500 finished products are in the process of going through LCA. Once assessed, we'll be able to propose changes to products to reduce environmental impacts, including ingredients and packaging.</div></div>
Environmental & social impacts of ingredient supply chain	FB-PF-430a.1	<div><div>1.</div><div>The entity shall disclose the percentage of food ingredients sourced that are certified to a third-party environmental and/or social standard.</div></div> <div><div>2.</div><div>The entity shall disclose the percentage of food ingredients it sourced that are certified to a third-party environmental or social standard, by standard.</div></div>	<div><div>1.</div><div>4.6% of ingredients by number are certified to a third-party environmental and/or social standard. 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.</div></div> <div><div>2.</div><div>4.62% RSPO* (107 ingredients are RSPO-certified or contain RSPO-certified palm oil, out of 2,317 ingredients total). 0.002% Rainforest Alliance (five raw materials are Rainforest Alliance certified, out of 2,317 ingredients total). *In calendar year 2024, 16.9% of our RSPO-certified palm oil was from mass balance and 83.08% was segregated chain of custody.</div></div>

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TOPIC	CODE	DISCLOSURE	RESPONSE
Environmental & social impacts of ingredient supply chain (cont.)	FB-PF-430a.2	1. 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.	<p>1. Sedex SMETA 2-Pillar audits (which cover social standards) are undertaken at 43% of our ingredient suppliers. This figure has reduced from last year due to new business acquisitions in 2024. Audits 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.</p> <p>The major non-conformance rate was 0.56 (our definition includes critical and business critical non-conformances from SMETA – however, there were no business critical non-conformances in 2024/25). These non-conformances related to 0.8% of ingredient suppliers.</p> <p>Of the total number of ingredient supplier sites audited, 44% have had minor non-conformances raised (to align with the SASB definition we’re reporting SMETA major non-conformances). The minor non-conformance rate is 2.62 for ingredient suppliers into our UK sites.</p> <p>2. Major non-conformance corrective action rate: 54% Minor non-conformance corrective action rate: 63%</p> <p>We monitor the closure of non-conformances by suppliers of finished goods. Where a supplier site has Sedex SMETA non-conformances which are rated business critical or critical we monitor to ensure these are closed off within the required timescale.</p> <p>3. Sedex SMETA 2-Pillar audits</p>
		2. The entity shall disclose the corrective action rates associated with its supplier facilities’ (a) major non-conformances, and separately, (b) minor non-conformances.	
		3. The entity shall disclose the standards and/or code(s) of conduct to which it has measured social and environmental responsibility audit compliance.	
Ingredient sourcing	FB-PF-440a.1	1. The entity shall disclose the percentage of food ingredients sourced from regions with High or Extremely High Baseline Water Stress.	1. We aren’t currently able to calculate the percentage of food ingredients sourced from regions with High Baseline Water Stress. We’re currently undertaking a water risk assessment with our partners Waterplan. This process will identify material high risk regions. But at this stage, we won’t be assessing every ingredient.
	FB-PF-440a.2	1. The entity shall identify the highest priority food ingredients to its business	<p>1. Our highest priority food ingredients based on spend and strategic importance are:</p> <ul style="list-style-type: none">CheeseBeefPorkFlour and cerealProcessed oil and fatsOlivesEggsSoy in feedPalmTimber <p>2. We manage social risk in our supply chain through use of the Sedex platform, our internal risk assessment (utilising data from the Sedex Radar risk assessment tool), and audit results, where available to identify risk ingredients. Palm oil, soy, cocoa and timber are part of our deforestation- and conversion-free commitment. We’re currently working towards being cage-free for eggs in 2026/27, aligned with our customers. Our supply chain management platform Authenticate enables us to improve the transparency of our supply chain. For high priority food ingredients at risk of deforestation, we’ve updated our Deforestation-free Policy and will be sharing this as well as our new Technical Terms of Trade document with suppliers via our Procurement team. We’ll be working closely with our suppliers over the next year to confirm transition plans to ensure compliance with our commitments.</p>
		2. The entity shall discuss its strategic approach to managing the environmental and social risks that arise from its highest priority food ingredients.	

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TOPIC	CODE	DISCLOSURE	RESPONSE
Activity metrics	FB-PF-000.a	Weight of products sold (in metric tonnes)	196,068.50 tonnes
	FB-PF-000.b	Number of production facilities	16 production facilities, part of 35 sites (including The Real Yorkshire Pudding Company).

