FOOD WITH PURPOSE AND PASSION

OUR ESG REPORT 2025/26

THE COMPLEAT FOOD GROUP

OUR ESG HIGHLIGHTS

Revalidated science-based and FLAG targets to strengthen our

NET ZERO PATHWAY

Read more on page 12

Established a

WATER STEWARDSHIP ROADMAP

to guide future action

Read more on page 14

Achieved over

98% RSPO-CERTIFIED

segregated sourcing for palm-based and compound ingredients

Read more on page 31

36% REDUCTION

in Scope 1 & 2 emissions

Read more on page 12

Co-championed the

IGD FOOD SUPPLY CHAIN SUSTAINABILITY FRAMEWORK

Read more on page 36

Over 55% of our product portfolio has had

LIFE CYCLE ANALYSIS

Read more on page 12

Lowered the

AVERAGE NPM SCORES

of our products to support healthier choices

Read more on page 26

Raised more than

£95,000

for Macmillan Cancer Support

Read more on page 22

CONTENTS

WELCOME TO OUR ESG REPORT

Welcome to The Compleat Food Group's Environmental, Social and Governance (ESG) report for 2025/26. This is our annual update on the progress we've made in shaping the future of food for the better.

When sustainability is built into how a business operates every day, it can create real, lasting impact. It helps us to make better decisions, support the communities around us, and play our part in building a healthier, more equitable world. We're very proud that this is the essence of our mission to make Food to Feel Good.

We've been reporting on our ESG progress for three years now, and as our ambitions remain resolute, our achievements grow. We are committed to long-term planning through risk and resilience analysis, alignment with respected sustainability targets and advancing deep industry collaborations. These principles give our business strength and ensure we continue delivering value for all of our stakeholders.

At the same time, we're leveraging short-term action to catalyse change right now. For instance, introducing green electricity across the whole Group has significantly and quickly reduced carbon emissions from our own operations.

Sustainability works best when everything is connected, so our work in one area often influences our activities in another. A great example of this is our continued focus on data management. We're working to understand the carbon emissions of each of our products through life cycle analysis (LCA). This will help power faster and more impactful decision-making to accelerate action towards our goals.

Health continues to be a unifying objective across all of our ESG goals. This year we've committed to helping the nation improve its nutrition whilst lessening its environmental impact through the 'Bang in Some Beans' campaign and new product innovations such as Wall's Pastry High Protein Sausage Roll. We're using our new healthy NPD principles to develop health strategies for each of our brands.

Of course, health isn't just about people, it's also about the planet. Our work in this space has grown this year to include fresh focus on the impacts of our operations on nature, and particularly our water consumption. The benefits of this are also interconnected; by taking steps to reduce the water impacts of our products, engage customers who are facing their own challenges in this space, and contribute to water conservation efforts that will support a healthy planet for everyone, we're shifting from a reactive to a proactive position.

And 'everyone' really is key to our mission to make Food to Feel Good. Everyone involved with Compleat – from our dedicated colleagues to our local communities – helps us achieve our goals. This is why the 'S' in ESG will always be a priority for us, whether that's by building our thriving colleague community groups or fundraising for our fantastic local and national charities.

These connected systems make us stronger. When people, data and purpose work together, improvement happens at scale. Embedding ESG into our everyday decisions creates new and exciting opportunities and strengthens resilience for both our own business and the wider food industry.

I want to thank everyone for their contribution to our ongoing achievements. Whether you are a customer, supplier, investor, consumer or part of our team, I want you to know that working with Compleat means raising the bar and helping to build a sustainable, equitable and future-fit food system that works for everyone, and that really is Food to Feel Good.

Nick Field
Chief Executive,
The Compleat Food Group

> "Working with Compleat means raising the bar and helping to build a sustainable, equitable and future-fit food system"

Our 10 principles of

"FOOD TO FEEL GOOD"

1 OUR BUSINESS IS ENJOYMENT
We're here to spark joy. If it doesn't put a smile on your face, it's not Compleat.

2 FOOD IS BETTER TOGETHER
We create moments of connection - because great food brings people closer.

3 TASTE IS EVERYTHING
If we don't love it, we won't make it. Full stop.

4 FOOD FOR ALL
We believe everyone deserves access to food that's full of flavour, quality and care.

5 ALWAYS RAISING THE BAR
We challenge the status quo - pushing for better in everything we do.

6 PEOPLE & PLANET FIRST
We're committed to doing right by each other and our world.

7 OUR SECRET RECIPE?
Pride in our people. Bold capability. And making the complex, simple.

8 STRONGER TOGETHER
If we can't do it ourselves, we partner with those who can - because collaboration fuels progress.

9 CHANGING THE GAME
We're here to shake up the food industry - for good.

10 WORTH EVERY STEP
We know the road won't always be easy. But the journey is what makes it matter.

BUSINESS OVERVIEW

Since 2021, The Compleat Food Group has been on a mission to create tasty, quality and affordable food that people love to eat.

We thrive on bringing people together through good food, but we're not just feeding the nation. We're raising the bar for food standards, embedding sustainability throughout our business, and championing innovation across the whole food industry. We're shaping the future of food for the better, and we call it Food to Feel Good.

Today, Compleat comprises a range of household names and family favourites. In Pastry, we have Wall's Pastry, Pork Farms and Wrights. In Deli, we have unearthed®, Harvey & Brockless and Yolk Folk, and in our Plant-based range we have Squeaky Bean®, Vadasz, Palace Culture and Julienne Bruno®. We're also home to The Real Yorkshire Pudding Company, The Real Soup Company and in January 2026, we acquired a soup and sauce business in Bristol.

We're also very proud to be a leading supplier of own-label products to the UK's major retailers and across foodservice. These include pastry, sweet bakery, party food, olives and antipasti, continental meats, dips and sauces, and plant-based food.

We're owned by European private equity firm PAI Partners, employ more than 6,300 people across 18 sites and have more than 90 supply partners. With an annual turnover in excess of £1 billion, our ambition remains to shape the future of food for the better.

OUR IN-HOUSE NETWORK
18 SITES

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

Barnsley
Egg products, deli fillers, food to go snacks, dips

Bristol
Sauces, soups

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

Crewe
Foodservice, savoury pastry, sweet pastry

Ebbw Vale
Dips, houmous, sauces & soups

Evesham
Cheeses, sauces & dips

London
Battersea: Cheese

Market Drayton
Palethorpes: Savoury pastry, party food

Middlesbrough
Riverside Park Manufacturing: Fried, party food
Southbank Manufacturing: Fried, party food

Milton Keynes
Fried, party food

Nottingham
Tottle Bakery: Savoury pastry
Riverside Bakery: Savoury pastry

Poole
Savoury pastry

Redhill
Vegan cheese, continental meats

Thorne
Yorkshire puddings

Worcester
Warehouse & distribution

BUSINESS STRATEGY

We want to become the UK's number one chilled prepared food company, and we've committed to bold targets and goals to support this ambition. But our journey isn't just about growth, it's about impact, and the effect we have on people, communities and the planet.

Our 6,000+ strong team is guided by a strategic focus on innovation, a commitment to transform the food industry for the better, and a clear vision for sustainability – by 2037 we'll be operating with net zero emissions.

Our work goes beyond the plate, with a core commitment to scaling our social value tenfold by 2035. By 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 approach consistently resonates with our customers. Industry benchmarks show that our customers trust us, lean on us as a safe pair of hands, and highly value our progress in sustainability.[1]

The projects we work on and the organisations we partner with inspire and invigorate our customers' own aims and ambitions, creating a valuable ecosystem for collaboration and progress. We're committed to maintaining these trusted relationships, because it's a business imperative that our sustainability credentials remain strong.

We are more than just a business or a brand. We're a movement. Everything we do, from our net zero initiatives to leading the charge on innovation, aligns with our purpose to make Food to Feel Good.

Our purpose

"FOOD TO FEEL GOOD"

Our vision

SHAPING THE FUTURE OF FOOD FOR THE BETTER

Our 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.

CUSTOMER FIRST
We drive category growth for our customers through our focus on understanding consumers and our relentless pursuit of innovation.

INTEGRITY
Doing the right thing, even when nobody is looking.

COURAGE
Having the courage to think differently and challenge the norm.

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

ONE COMPLEAT
Working together and supporting each other as one Compleat team.

[1] Advantage Report (2025)

OUR ESG GOALS

BY 2037 WE'LL BE A BUSINESS OPERATING WITH

NET ZERO EMISSIONS

AND BY 2050 ACROSS OUR VALUE CHAIN

+

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

SOCIAL VALUE TENFOLD

OUR ESG STRATEGY

The work we do to act on our purpose, Food to Feel Good, is driven by our ESG strategy. It outlines how we will deliver lasting value while building resilience, future-proofing our business, and adapting to evolving environmental, social and economic challenges. The strategy sets out how we plan to achieve our net zero and social value goals, across three key areas:

ENVIRONMENT

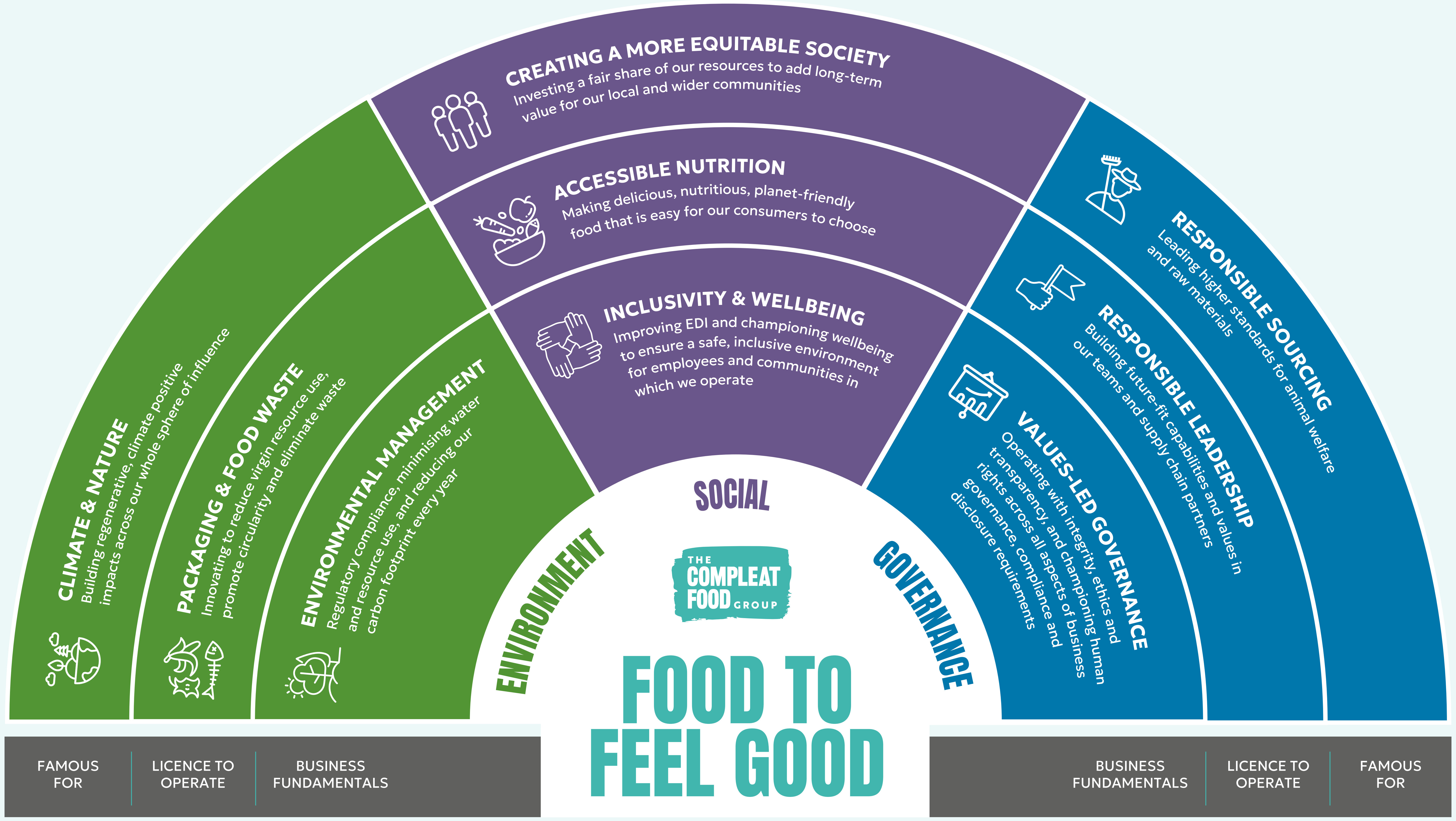
We're taking action to minimise our climate and nature impacts by supporting environmental stewardship, and reducing our emissions, packaging and food waste.

SOCIAL

We're helping to create a stronger, more equitable society by integrating inclusivity, wellbeing and accessible nutrition into all areas of our business.

GOVERNANCE

We're championing a more sustainable and resilient food system through values-led governance and responsible leadership and sourcing.



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

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.

OUR TEN-POINT PLAN

Our Ten-Point Plan outlines the key commitments we've made to ensure we fulfil the ambitions of our ESG strategy.

1. We commit to becoming a net zero business by 2037 for our own operations and 2050 for our value chain, working to an approved science based target (SBT) and only working with suppliers who share our standards.

2. We'll undertake life cycle analysis (LCA) and use Sustained to inform our emissions reduction roadmap.

3. 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.

4. 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.

5. Our packaging will be 100% recyclable or reusable and we'll reduce our packaging consumption across the value chain every year.

6. We'll create an equitable and inclusive workforce, create employment opportunities for under-served groups, and achieve gender parity across leadership roles by 2030.

7. 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.

8. 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.

9. 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 taking action to minimise our climate and nature impacts by supporting environmental stewardship, and reducing our emissions, packaging and food waste.

In this section:

At a glance

Cut emissions in our operations

On track

Read more on page 12

Cut emissions in our value chain

Challenges ahead

Read more on page 12

Be a **zero waste business**

Challenges ahead

Read more on page 14

Improve **water management**

On track

Read more on page 14

OUR APPROACH

After fossil fuels, the food industry is the biggest producer of greenhouse gas (GHG) emissions. These emissions are driving climate change, which in turn puts food production at risk. We recognise how Compleat fits into this cycle and know that we have a responsibility to minimise our impacts and make a positive contribution to the planet we all share. This isn't just the right thing to do, it's integral to the continued success of our business.

The food system depends on healthy natural environments. Productive farmland, reliable crop yields and high ingredient quality are essential for making Food to Feel Good, and this relies on soil health, strong water systems and resilient ecosystems. Without these, we face a range of risks that can affect the availability, cost and quality of the ingredients we use, which could jeopardise our and our customers' long-term resilience. (Read our approach to climate risk on page 34.)

We want to play an active role in bolstering these vital natural systems. This means striving for net zero, minimising food and packaging waste, and championing nature-positive solutions. There's a lot we can do ourselves – we've been a zero waste-to-landfill business for years, for example – but the challenges facing the food industry are interconnected, complex and rapidly evolving.

As a business sourcing ingredients from a diverse and global supplier base, we have a valuable opportunity to work with and learn from others, and extend our ambitions beyond the factory gates. Collaboration with our supply chain, partners and industry peers is critical for meaningful and resilient transformation.

Our approach is rooted in both principle and business need, but these drivers share the same objective: we want to be part of the solution.

NET ZERO

Our targets

Scope 1 & 2 target
(emissions from own operations)

90% reduction in CO_2 emissions **by 2037**

Scope 3 target
(emissions from our upstream supply chain)

90% reduction in CO_2 emissions **by 2050**

FLAG target
(emissions from Forest, Land and Agriculture)

72% reduction in CO_2 emissions **by 2050**

Our strategy

We're embedding our net zero ambition throughout every part of our business. At our sites, we're tackling our direct emissions by procuring green electricity and transitioning to electrification and alternative fuels.

In the long term, we'll be electrifying our fleet, but right now we're exploring the use of hydrotreated vegetable oil (HVO) – which is made from used cooking oil – as an alternative fuel to reduce emissions from our existing vehicles. This could potentially slash emissions by 84% compared to diesel.

We're currently working on data collection to inform our Scope 3 emissions plan, and our integration with Sustained and Point74 (see our case study on page 13) puts us in the best possible position to understand the life cycle emissions of our products and opportunities for action. We continue to be part of Defra's Food Data Transparency Partnership, LED4Food, the IGD's Food System Change Leaders Forum and WRAP, and in 2026 we began taking more of a proactive role in these forums.

Our progress

In April 2025, we moved to green electricity tariffs backed by Renewable Electricity Guarantees of Origin (REGOs) for all our production sites, excluding our latest acquisitions (The Real Yorkshire Pudding Company, Freshpak and our Bristol site). This tackles the majority of our Scope 2 emissions. Overall, we've achieved a 36% reduction in Scope 1 & 2 emissions compared to our 2023/24 baseline.

Our important life cycle analysis (LCA) work has continued at full speed, and we now have LCA data for 58.7% of our products, enabling us to develop plans with customers to reduce the climate impacts of our products at a category and SKU level.

This has given us access to a huge range of valuable insights, as well as performance by customer account. We're working to identify the worst performing products for targeted improvement and spotlight specific impact categories, such as climate change, resource use and water consumption, for product redevelopment. In May 2025, we revalidated our science based targets (SBTs), to ensure our commitment to net zero includes our new acquisitions. This has meant an adjustment to the timeline of our net zero goals.

Reducing natural gas usage in our own operations remains our biggest challenge. To tackle this, we created a new position, Group Utilities Optimisation Manager (see Meet Compleat), to focus on this area. We've also started to investigate the use of market-based mechanisms such as Renewable Gas Guarantees of Origin (RGGOs) as a transitional measure for Scope 1 decarbonisation.

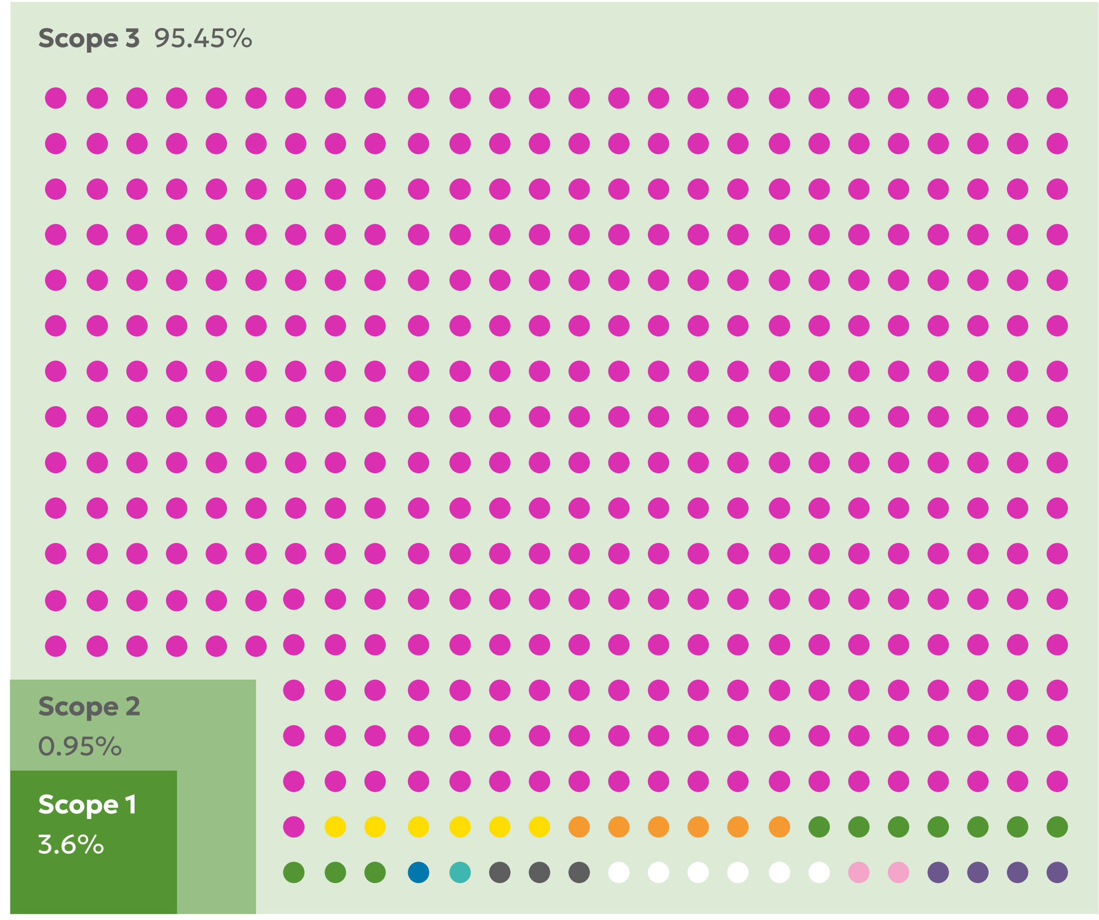
However, we have reduced Scope 1 emissions within our fleets. As well as using HVO in existing vehicles, this year we introduced three electric vehicles (EVs) into Harvey & Brockless' fleet.

Carbon emissions 2025/26

Scope 1
Fugitive Gases
Mobile Combustion
Stationary Combustion

Scope 2
Purchased Grid Electricity
Purchased Non-Grid Electricity

Scope 3
- 1 - Purchased goods and services
- 2 - Capital goods
- 3 - Fuel and energy-related activities
- 4 - Upstream transportation and distribution
- 5 - Waste generated in operations
- 6 - Business travel
- 7 - Employee commuting (excluding homeworking)
- 9 - Downstream transportation and distribution
- 11 - Use of sold products
- 12 - End-of-life treatment of sold products



MEET COMPLEAT

Rene Flores

Hailing from Spain and now based in the UK's Northwest, Rene Flores joined Compleat in June 2025 in the new role of Group Utilities Optimisation Manager.

"I've been with Compleat for a year and I already know it's one of the best companies I've ever worked with. I'm proud that the business is so committed to society and the environment.

My objective in this newly-created role is to find and evaluate climate solutions and energy optimisation projects across the Group, which is perfect for my background in industrial engineering.

We've already started integrating new technologies such as smart lighting and AI. Once completed, this will reduce our total energy consumption across our factories by around 15% every year.

There's more solar PV on the horizon, as well as other initiatives that will help us to continue reducing our energy consumption and carbon emissions – both of which are critical to creating good food and a cleaner planet."

Next steps

Looking ahead, we'll continue to explore the potential of Renewable Gas Guarantees of Origin (RGGOs) for Scope 1 reductions, as well as opportunities for further hydrotreated vegetable oil (HVO) integration and electrification in our fleet.

FLAG emissions remain a key challenge for all food businesses. We've updated our science based targets (SBTs) to include this metric, but we need to improve our data over time, as we want to move away from weight-based data to product-level data as a proxy. We intend to source Product Carbon Footprints (PCFs) directly from our suppliers to improve our Scope 3 carbon data accuracy.

We've also identified opportunities for smart LED lighting, AI energy monitoring and steam and condensate lagging improvements to be installed across our sites in 2026.

Following a number of exciting new additions to the Compleat family, we'll also be revisiting the baseline of our key metrics.

CASE STUDY

TURNING PRODUCT INSIGHTS INTO POSITIVE IMPACTS

The demand for innovative, healthy and climate-conscious food has never been higher, so this year we've ramped up our ongoing work with life cycle analysis (LCA) platforms Sustained and Point74 to ensure environmental stewardship is a holistic part of our products.

We now have more than 6,000 SKUs represented in the database, including over 4,600 sold goods and 4,500 sub-recipes, providing improved visibility of the environmental performance, nutrition and product impacts across the portfolio.

We can now easily identify products with the highest environmental impact, and model recipe changes to see the immediate impacts on their environmental footprint. For example, one instance of switching ingredient sources showed us how we can reduce water scarcity impacts by 33%.

Embedding this data into our processes, teams and business systems, means everyone at Compleat can consider impacts in their workflow. This also reassures our customers that we're firmly moving forward in our sustainability ambition and supporting theirs.

Following this initial integration, we'll now be working on setting environmental baseline footprints to provide reference points for impact reduction actions. We'll also be developing targeted and specific action plans for products, customers and the overall business.

As we move forward, we'll be onboarding product design teams to the platform, and sharing key data with select customers and suppliers so we can better work together to create Food to Feel Good.

> "Our LCA data is key to unlocking major environmental and nutritional wins across our product portfolio, and we'll be able to use this information to drive positive change up and down our value chain"

Sam Harper
Group ESG Manager

NATURE

Our targets

We align with the UK Food and Drink Pact[2] targets:

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

We will also:

Be peat-free **by 2030**

Be a zero waste business **by 2040**

Our strategy

Healthy and functioning natural ecosystems are absolutely vital to our business, but we also recognise how our business can impact those ecosystems. We're therefore committed to supporting nature and biodiversity not only to foster resilience within our Group, but to help protect the planet and its precious natural resources for everyone.

As a dedicated signatory to the UK Food and Drink Pact, we actively support sector-wide action on sustainable sourcing and nature-positive outcomes. We also incorporate nature-related metrics into our life cycle analyses (LCAs) to identify key impacts and provide early insight into potential nature-related risks.

We're extremely proud of our colleague-led Compleat Nature group. Led by Nature Champions across our sites, Compleat Nature embeds biodiversity action at a local level through awareness events, engaging communications, volunteering opportunities and partnerships with local wildlife trusts.

The efforts of Compleat Nature have helped to shape a more structured approach to nature and biodiversity, giving it increasing focus within our wider risk and governance framework.

Our progress

This was an important year for our approach to water management. We have established a water stewardship roadmap, and our continued partnership with Waterplan has helped us hit a number of key milestones such as vulnerability assessment surveys, hazard data collection, workshops and the development of a water accounting dashboard.

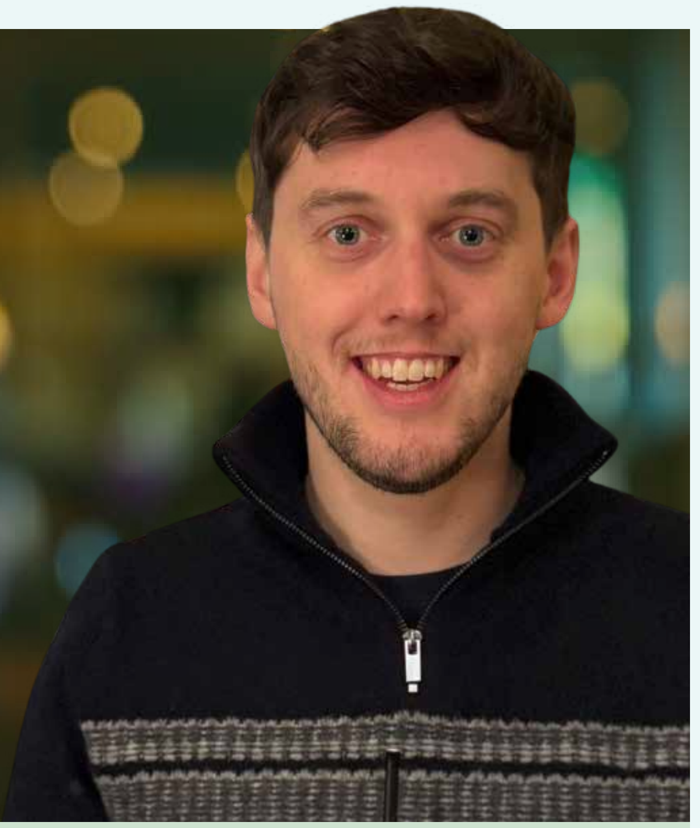
This work helps us shift from a reactive to a proactive position and gives us a better view of our risks and impacts around scarcity, quality, flooding and infrastructure. This means we can engage more effectively with suppliers in water-stressed areas.

It's also been a busy period for Compleat Nature. The team held awareness events throughout the year, including rewilding, National Tree Week and No Mow May. Wildflower Way at our Palethorpes site flourished for its first summer, while sites including our bakeries at Tottle and Riverside planted bulbs, bushes and trees to support local pollination.

We now have 17 AgriSound monitors installed across seven sites giving us baseline data that will help Nature Champions see what plants work best for attracting pollinators. We've seen clear seasonality in bee activity and the results show how important a mix of habitats and local conditions are for keeping pollinator populations strong, which will help us shape future biodiversity improvements.

Our partnerships have continued to develop. We've connected with Chester Zoo to tackle deforestation (see our case study on page 15), and we are now a Gold Investor in Nature with the Nottinghamshire Wildlife Trust, supporting their Wilder Wetlands Programme. We've also teamed up with Ribble Rivers Trust in Clitheroe to support its work in natural flood management.

MEET COMPLEAT



James Simcox

Lead Product Developer and Nature Champion James Simcox joined Compleat in April 2024 and is innovating across pastry sites throughout the Group.

"I've always been interested in nature and the environment. If we all make small changes these will ripple and build into positive change locally, globally and for the future.

Compleat Nature is the perfect way to encourage everyone across the business to make positive change and interact with the world around them. Every small action adds up.

At our Riverside Nottingham site, we've planted five new native trees, which will provide cover and shelter for local wildlife in the years to come. We've also put more than 200 new bulbs in the grounds, encouraging and supporting pollinators, and we've got even more exciting plans in the pipeline with our partners.

Being a Compleat Nature Site Champion makes me proud to work for Compleat. We're having a positive impact on society and our environment, not just with Food to Feel Good, but as business that genuinely cares and wants to drive change!"

[2] Formerly known as the Courtauld Commitment 2030.

Next steps

Looking ahead, we want to continue strengthening our understanding of nature-related risks and embed these insights into our core decision-making. This will help us better align with emerging frameworks such as the Taskforce on Nature-related Financial Disclosures (TNFD).

A key priority will be water stewardship. Building on the work we've done this year, we plan to undertake a comprehensive supply chain water risk assessment, which will help identify impact reduction measures and initiatives.

The Compleat Nature group will continue its important work in helping our colleagues connect with their natural spaces, and we hope to partner with more wildlife trusts so we can create local positive impact on an even greater scale.

CASE STUDY

CHAMPIONING SUSTAINABLE PALM OIL

This year, we reinforced our commitment to fighting deforestation by partnering with Chester Zoo as a Sustainable Palm Oil Ambassador.

Chester Zoo began its work on sustainable palm oil in 2012 and has been working with partners in an oil palm-dominated landscape in Borneo for two decades. Palm oil often has a bad reputation due to unsustainable production which drives the destruction of rainforest in Sumatra, Borneo and other regions.

However, palm oil itself is not inherently bad, and by supporting deforestation-free sustainable palm oil production, Ambassadors help to incentivise growers to farm in forest-friendly ways, protecting rainforests and the animals that rely on them.

For Compleat, the partnership mirrors the work we're already doing in this space. All of our palm-based and compound ingredients, including derivatives and processing aids, are already fully traceable to origin, free from exploitation and over 98% RSPO-certified segregated.

We recognise the influence we have as a major food business and the ripples of change we can catalyse by standing alongside Chester Zoo on this shared ambition. Working together, we aim to shift public perception away from 'palm oil-free' products towards certified sustainable palm oil as the better environmental choice.

> "We know that sourcing deforestation-free sustainable palm oil plays a key role in halting further deforestation in important ecosystems, whilst supporting the livelihoods of millions of people working to grow palm oil sustainably. As a Sustainable Palm Oil Ambassador, Compleat is going the extra mile to help normalise positive, transparent communication about responsible sourcing across the food sector"

Eleanor Evans
Deforestation-free Campaigns Project Officer, Chester Zoo

PACKAGING

Our targets

We align with the UK Plastics Pact targets:

100% of plastic 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**

These targets aligned with the UK Plastics Pact (2018-25). This is now superseded by WRAP's UK Packaging Pact, of which Compleat is a founding signatory. New industry-wide targets and dates are anticipated in 2026.

Our strategy

Packaging plays a critical role in keeping our products high quality, fresh and protected. However, we recognise the damaging impacts that packaging – particularly plastic – can have on the environment. Striking a balance in this space means continually innovating our packaging solutions to ensure our products reach the consumer as intended, while using the least amount of material, and ensuring any material used is as recyclable as possible.

Since the deadlines of the UK Plastics Pact targets came to pass at the end of 2025, we've been determining our next timeline of commitments in line with our customer targets. The introduction of Extended Producer Responsibility (EPR) has further driven the focus onto all materials – not just plastic – and many of our retail customers have committed to new targets around reduction, responsible sourcing and recycled content across all substrates.

New acquisitions to The Compleat Food Group mean we've also inherited new packaging formats, which bring new challenges to be considered in our strategy going forward.

[3] UK Packaging PRO is a not-for-profit, joint venture primarily between the Food and Drink Federation (FDF) and the Industry Council for Packaging and the Environment (INCPEN).

Our progress

We're pleased to have achieved two of the UK Plastics Pact's key targets: eliminating problematic or unnecessary single-use plastic and reaching 30% average recycled content across all plastic packaging.

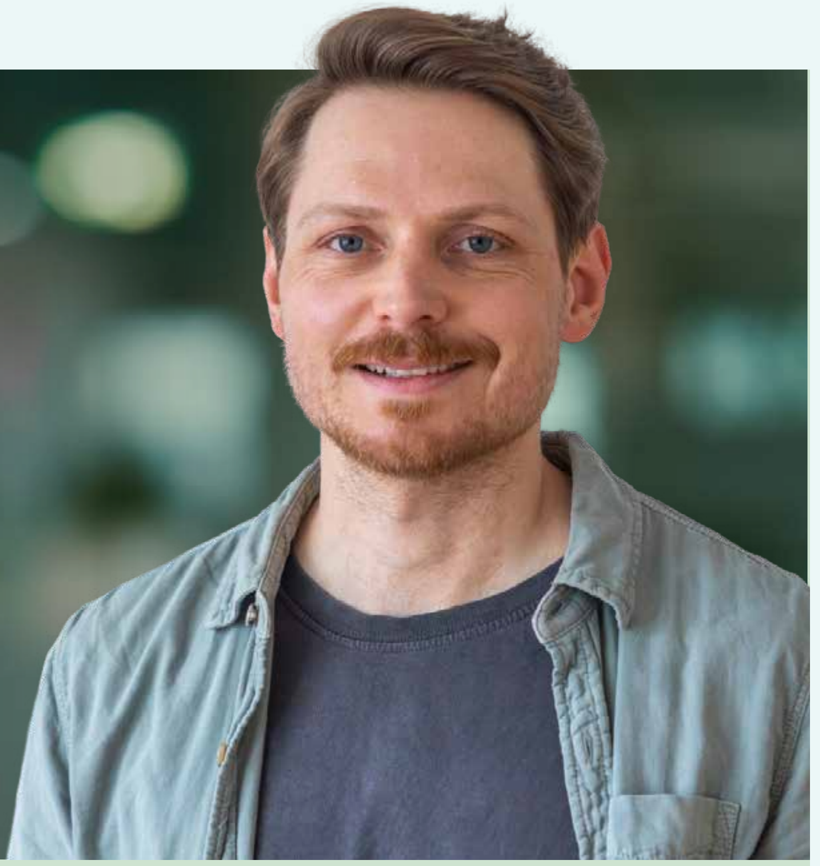
Alongside others in the food industry, we've faced challenges around ensuring 100% of plastic packaging is reusable, recyclable or compostable. This is largely down to multi-laminate film which is used to achieve a shelf-life required for our supply chains. Additionally, PET lidding film still has no commercial-level route for recycling and will not be collected at the kerbside until 2030.

In light of these challenges – and regulatory changes ahead – Compleat is taking a proactive role in the UK Packaging Producer Responsibility Organisation (PRO).[3] This group now reports to PackUK, which is the government body responsible for all packaging related policy, including the UK's packaging Extended Producer Responsibility (pEPR) scheme.

However, we've seen strong achievements across the year including the introduction of recycled content into our plastic packaging. All printed films used on our Barnsley site's food to go products now contain 30% post-consumer recycled (PCR) material (see our case study), while our Vadasz pots now contain 30% recycled PET plastic. Elsewhere, we've redeveloped the packaging for our German meat slices, enabling the whole pack to be recycled.

A big highlight this year was winning the Sustainable Packaging Initiative award from the Food and Drink Federation (FDF) for our pork pie packaging. A major investment into automation technology at our Tottle bakery helped us transition to trayless packaging without compromising efficiency, product quality or shelf life. This will eliminate 110 tonnes of plastic a year, as well as 430 tonnes of CO_2 emissions.

MEET COMPLEAT



Peter Belton

R&D Manager Peter Belton has been with Compleat for five years and has played a key role in boosting the recycled content in our Vadasz pots.

> **"Over the last year my proudest achievement in ESG has been around the packaging we use for our Vadasz brand.**
>
> I noticed that the pots we used were made from 100% virgin PET and didn't contain any recycled content, so I reached out to our suppliers and found they could supply pots made with 30% recycled PET content instead. This would be a major sustainability win for us.
>
> I asked the supplier to send me samples, mocked up some of our products and asked people to identify what was different about the sample. No-one could tell the packaging had recycled content until I told them! After performance trials and quality testing, we were able to make the switch for the whole range."

Next steps

While we work on our next set of packaging targets, we'll continue to review all of our existing packaging against the Recyclability Assessment Methodology (RAM) framework, and ensure our data is accurate and reported in full. This enables us to identify opportunities for ongoing improvement.

Where it's commercially viable and delivers effective product protection, we'll be increasing the recycled content of our products beyond 30%, and we'll also be taking steps to ensure all of our wood-fibre packaging is certified and sourced responsibly.

CASE STUDY

BOOSTING RECYCLED CONTENT IN A CHALLENGING MATERIAL

When it comes to sustainable packaging, film is typically a complicated material to tackle due to the lack of collection and recycling infrastructure.

However, it plays an important role in keeping many of our products fresh, such as our sausage rolls, olives and mini pastry items. As part of our continued improvement efforts, we therefore challenged ourselves to find a way to include recycled content in this material.

We initially tested a 60% post-consumer recycled (PCR) material but found that it couldn't withstand winding on the production line and significantly slowed down production speed. We then trialled a 30% PCR option, which worked well on the production line and passed shelf-life testing and packaging integrity tests with flying colours. Additionally, the change has no impact on consumer usability.

This solution has now been rolled out to all our food to go split pack meal deal products at our Barnsley site, including carrot sticks and houmous, sweet chilli gyoza and onion bhajis. We'll now be exploring how this innovation can be applied elsewhere in the business.

> "Some materials are notoriously difficult to make more sustainable, but our success with this film shows how a bit of trial and error can get you to a position that enables you to embed workable solutions at scale"

Harry Richardson
Packaging Technologist

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***

14.5% reduction in food waste intensity **by 2027/28***

*against a 2023/24 baseline

Our strategy

The nature of our business means food waste is a key concern for us. On one hand, food waste contributes to unnecessary resource consumption and GHG emissions, and on the other, food insecurity continues to persist across millions of UK households. Reducing our food waste and redistributing food surplus is therefore critical to reducing our environmental impact, becoming a zero waste business by 2040, and better serving the communities around our sites.

We've operated as a zero waste-to-landfill business for many years, and we're increasingly putting emphasis on reducing food waste at its source in our factories and throughout the production process.

As a committed signatory to the UK Food and Drink Pact, we strive to improve efficiency throughout our supply chains and ensure that unavoidable surplus is redistributed wherever possible. Our focus is on robust internal reporting, and external disclosure and collaboration with industry partners.

Our Group ESG Director co-chairs the WRAP Target, Measure, Act Working Group which helps drive industry commitment to the Food Loss and Waste Roadmap through clear, accountable action.

Our progress

While we're on track to be a zero waste business by 2040, as a growing business our total food waste has increased although our food waste intensity is decreasing year on year. We're still facing some data challenges, and while we still have some obstacles to tackle, we know that this represents an opportunity to strengthen our processes and develop better data management going forward.

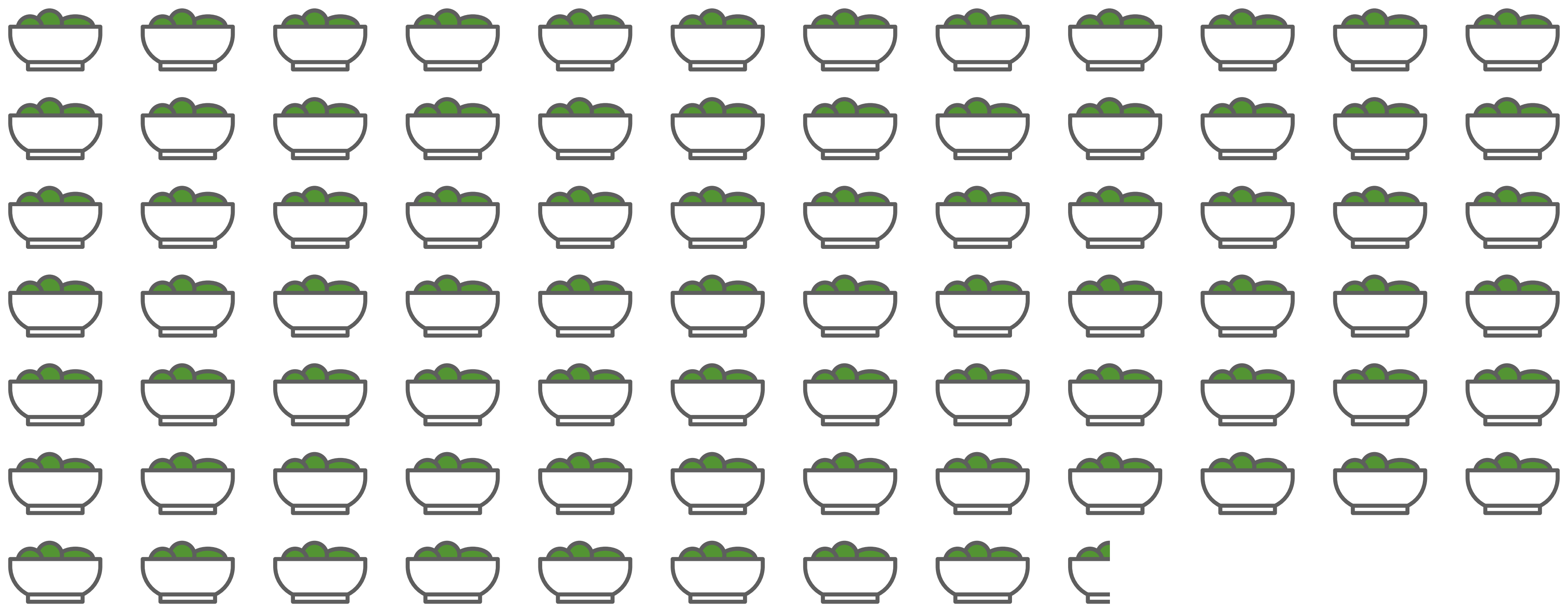
For example, this year has seen more focus on operational excellence, with a push for sites to increase their ownership of waste data. Food waste metrics have been embedded into weekly and monthly site-level KPIs, giving us a clearer view of waste hotspots and supporting more targeted interventions.

Our redistribution work has continued with strength, and new acquisitions to the Group in Bristol have created fresh opportunities for collaboration. Our ongoing partnership with Felix (previously FareShare & The Felix Project) has led to 169 tonnes of food being redistributed and 402,000 meals provided to 2,820 charities. This also adds up to a saving of 187 tonnes of CO_2e, and 176 million litres of embedded water.

One particular highlight this year has been a trial conducted with Felix as part of our ongoing participation in the Coronation Food Project, which aims to ensure all of our edible food waste gets redistributed. Here, we tested using additional labour resources to pack pork pies with aesthetic defects (damage or uneven colouring, for example) – which would otherwise be sent to waste – into 10kg bags for transport to a depot, where they were unpacked and labelled ready to be distributed to local charities.

Partnership with Felix
We have supplied over **402,000** meals to those in need

= 5,000 meals



MEET COMPLEAT

Sam Pugh

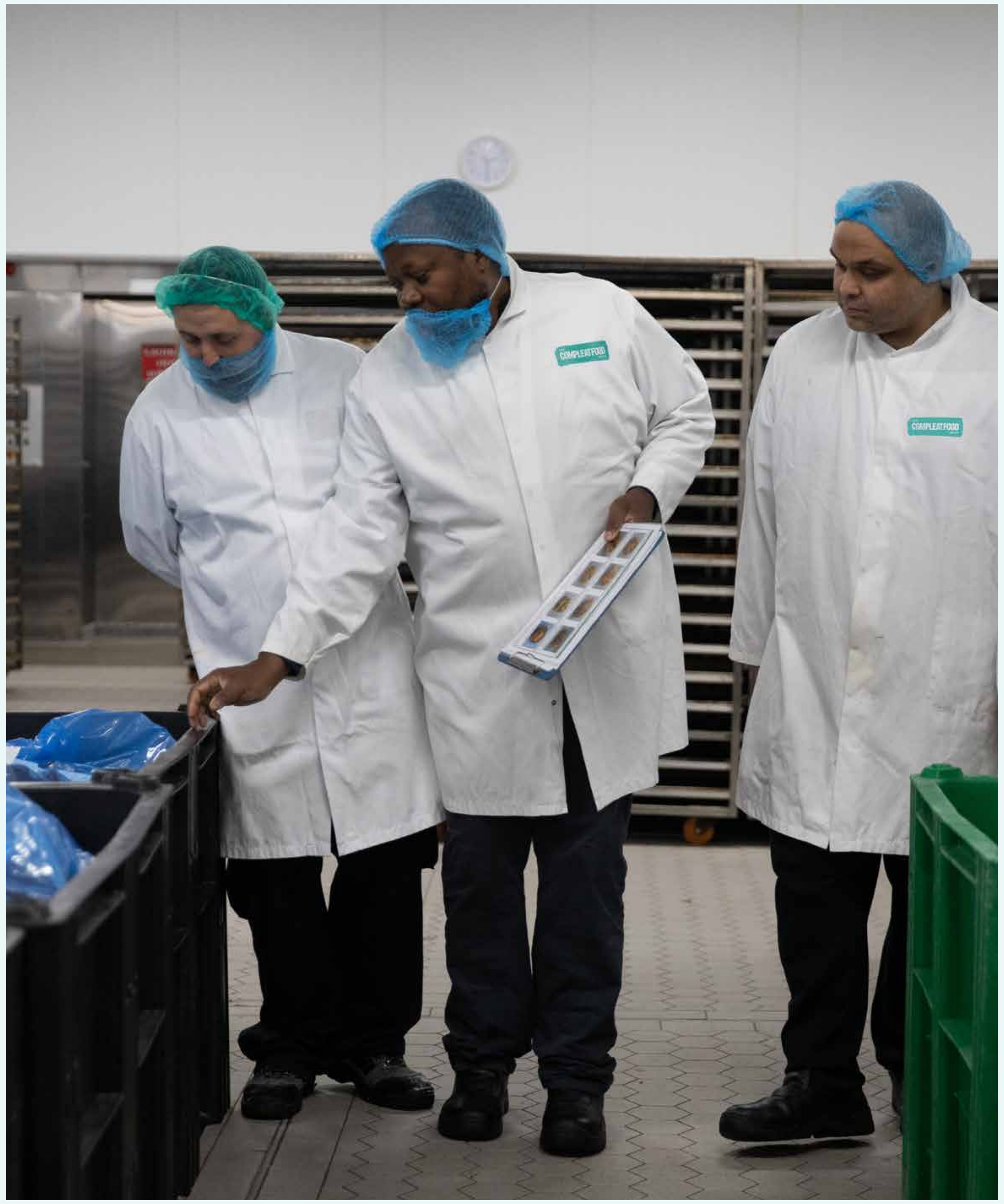
Group Operational Excellence Director, Sam Pugh, has been with Compleat since September 2025.

"Since joining Compleat the energy and desire to make a difference in reducing our food waste has been clear to see. This aligns with so many of the company's strategic drivers and sits firmly at the top of our Operational Excellence agenda.

During the second half of 2025/26, we've recruited a high-calibre improvement team, which has seen our resource investment in this area increase by 170%, and started to embed the aspects of the Lean, Six Sigma and TPM toolkits that we believe will make the biggest difference. The last quarter of the year has seen a focus on site 'diagnostics' aimed at tracing the major waste streams back to their point of creation for root cause analysis and action. This is opening up a range of new opportunities to be addressed within the company across the areas of operational control, product design and capital investment that represent significant step change potential for us.

What excites me the most is the level of visibility we're starting to gain over how our waste is generated. The fact that so many of these issues are cross functional in nature is helping to shape the improvement plans and provide each part of the organisation with a clearer understanding of the role they need to play and how they can help contribute towards reducing our food waste.

With the foundations we're putting in place I believe 2026/27 should be a transformational year on our food waste journey."



CASE STUDY

TACKLING FOOD INSECURITY

For over 15 years, Compleat has been a proud partner of Company Shop Group, the UK's leading and longest-standing redistributor and retailer of surplus products.

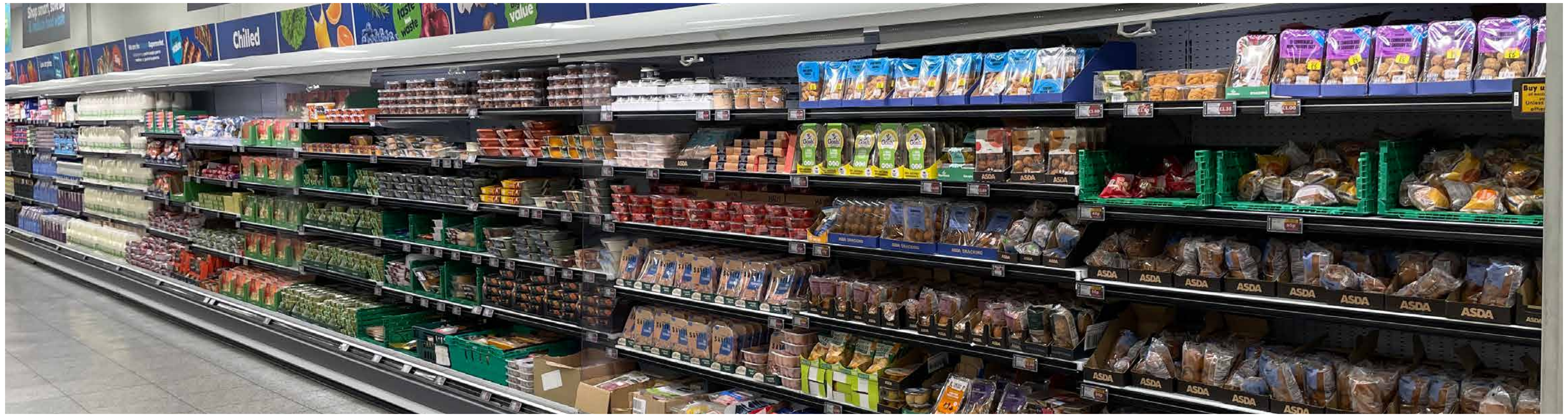
Company Shop Group works with over 800 of Britain's biggest retailers, manufacturers and brands to ensure that wholesome, surplus products reach the people who need it most via two channels: Company Shop and Community Shop.

Through Company Shop, members have access to 'Surplus Supermarkets' offering discounts of up to 70% on a wide range of products. In 2025, the partnership unlocked the redistribution of 549.2 tonnes of surplus food across eight sites – the equivalent of over 1.3 million meals. One great example of this collaboration is the work of our team at SK Foods, who converted their out-of-spec and broken onion bhajis into 1kg bags, which were then redistributed by Company Shop Group, ensuring the product was enjoyed rather than wasted.

Meanwhile, its award-winning social enterprise, Community Shop, tackles the root causes of food insecurity in communities as a result of social inequality. It provides access to deeply discounted food and household essentials, and offers life-changing personal development programmes to local people. Since opening, the Group has created 40 million meals with food that would otherwise have gone to waste and saved 124,000 tonnes CO_2e by redistributing surplus.

> "Our partnership with Company Shop shows what's possible when the industry comes together to tackle shared challenges. The insight and expertise of Company Shop has helped Compleat manage surplus at every stage of the product lifecycle, translating to vital support for families in the UK's most deprived communities"

Giorgia Whincup
Sustainable Commodities & ESG Reporting Lead



Next steps

Looking ahead, we'll be focusing on improving forecasting and developing targeted plans for our high waste product categories. Diagnostic activity identifying the major waste points across our Pastry and Fried divisions will help us set commitments to address these within our 2026/27 improvement plans.

We plan on sharing monthly waste updates from our waste contractor, to keep us focused and accountable, and we're also exploring the use of AI in one of our factory sites, to understand better how the technology can help us reduce our food waste impacts.

SOCIAL

We’re helping to create a stronger, more equitable society by integrating inclusivity, wellbeing and accessible nutrition into all areas of our business.

In this section:

At a glance

Fundraising for Macmillan Cancer Support

On track

Read more on page 22

Eliminate **gender and diversity pay gap**

On track

Read more on page 24

Reduce nutrient profiling model (NPM) score to 11

On track

Read more on page 26

OUR APPROACH

Food sits at the crossroads of health, wellbeing and social equity, giving us both a meaningful opportunity and a clear responsibility to create a positive impact for everyone who interacts with our business. Our consumers, customers, colleagues and communities are integral to our success, so we have a duty to deliver social value wherever we can.

For Compleat, ‘social value’ represents our full contribution to society. This includes the balance of all of our social, environmental and economic impacts, both positive and negative. We’re committed to scaling our social value tenfold by 2035 – initiatives around equity, diversity and inclusion, healthy and accessible nutrition, and community support will be central to this aim.

We measure our progress through hours of responsible business activity, which includes volunteering, fundraising, education and donations. By 2035, we want to have logged 200,000 hours, and we set an interim target of 50,000 hours by the end of 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 of our initiatives are tallied individually towards our goal, and that our overall impact isn’t diminished by double counting.

SOCIAL VALUE ROADMAP

NEAR-TERM (TODAY – FY26)

- Responsible Sourcing Code and Sedex, 100% compliance
- Signed up to the UK Food and Drink Pact (formerly the Courtauld Commitment 2030) and Food Network for Ethical Trade (FNET)
- Group outreach scheme: schools, under-served groups and communities
- 100% packaged edible food surplus redistributed or recycled
- Relaunch Group volunteering programme

MID-TERM (FY26 – FY31)

- Gender parity in all leadership and graduate roles
- Gender pay gap better than industry average
- 100,000 hours of responsible business activity
- Extend range of delicious, plant-based meat alternatives
- Eco-labelling rolled out across all Compleat branded products

LONG-TERM (FY31 – FY36)

- 50% raw materials from regenerative farms; 100% net zero farms
- Gender and diversity pay gap eliminated
- 200,000 hours of responsible business activity
- Enhanced nutritional/health benefits for all Compleat branded products

SOCIAL VALUE X10

TODAY | FY26 | FY31 | FY36

COMMUNITY

Our targets

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

Social value interim target: 50,000 hours **by end of 2025/26***

Raise £100,000 for Macmillan Cancer Support in our second year of partnership (June 2025-May 2026)

*against a 2020/21 baseline

Our strategy

As a large business with more than 5,000 colleagues spread out across the UK, we have a fantastic opportunity to do good in our local communities.

At the heart of our work in this area are our partnerships with local charities and organisations. For example, our Poole Bakery is partnered with children's hospice charity Julia's House, our Crewe site with hospice charity Dougie Mac, and our Palethorpes site with the Market Drayton 10k, which fundraises for a range of organisations. Our Wrights brand – celebrating its 100th anniversary in 2026 – supports a range of charities locally.

At a wider business level, our food redistribution work is supported by collaborations with Felix (previously FareShare & The Felix Project), Company Shop, Too Good to Go and the Coronation Food Project, while our Compleat Nature team works with several wildlife trusts and more recently, the Ribble Rivers Trust.

Since 2010, we've supported our brand charity partner, Action Against Hunger, through a 1p per pack donation via our unearthed® brand, and a 5p donation per 10-pack of sausage rolls from Wall's Pastry. These initiatives, alongside other fundraising efforts, have raised an incredible £1.25 million to support Action Against Hunger's crucial work – enough to provide six weeks of life-saving food to over 29,000 malnourished children (see our case study on page 23).

We have a three-year partnership with Macmillan Cancer Support and we aim to raise £100,000 every year for this worthwhile cause, including through colleague fundraising. We're also an Allergy Partner to The Natasha Allergy Research Foundation, donating £30,000 every year to support crucial research into life-threatening allergens.

Our progress

One of the biggest challenges we face in this area is data input and accuracy. Our colleagues are doing lots of volunteering, but we're not capturing it effectively, which affects our overall responsible business hours. This contributed in part to us missing our 2024/25 responsible business hours interim target. We're now developing a new system for more effective data capture, which will launch at the end of 2026.

Elsewhere, we continue to strengthen all of our partnerships. This year has seen a particular push for Macmillan fundraising through coffee mornings, marathons and Macmillan Mighty Hikes. We're very proud of our Asset Care team, who took part in a 100k hike of the Peak District to raise over £15,000!

We've also launched a monthly ESG update that goes out to all colleagues, keeping them on top of our community efforts and inviting ideas for further initiatives.

MEET COMPLEAT

Lorna Watts

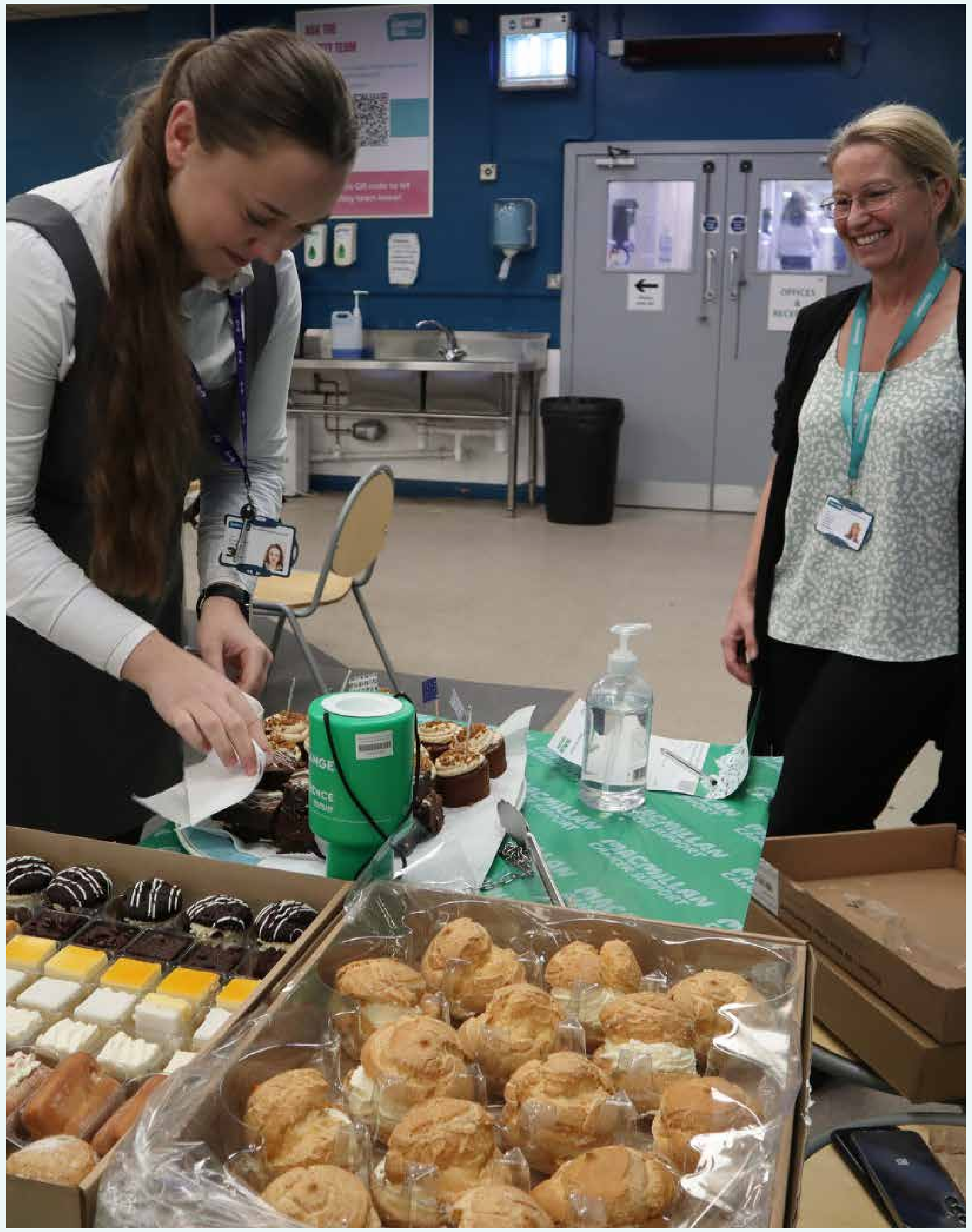
Marketing Manager Lorna Watts has been with the company since February 2025 and has played a key role in helping the Group celebrate Wrights' centenary.

"I'm incredibly proud to be part of the team bringing Wrights' centenary to life, commemorating 100 years of baking heritage while championing the local communities that have been at the heart of the brand since the very beginning.

From developing limited edition products and in-store activations to delivering a full year of engagement across our retail, foodservice and internal teams, it's been exciting to see how the campaign is connecting with colleagues and customers alike. A major highlight has been our Centenary Pie, created in collaboration with local celebrity chef Thom Bateman. The pie not only celebrates Wrights' heritage but also gives back, with a donation from every pie sold in stores supporting our national charity partner, Macmillan.

Supporting local businesses has been a real focus throughout the year. We've partnered with Moorland Pottery to create a commemorative centenary mug for staff and a bespoke bag for life, which will be sold across our stores to raise funds for our local charity partner, Dougie Mac. We're also continuing that support through colleague-led initiatives, including our 'Pie Dive' in July, where team members will be bravely skydiving to raise money for Dougie Mac.

It's been inspiring to see how we're bringing together local partners, charities and colleagues to celebrate this milestone in a meaningful way, and I'm proud to play a part in a campaign that truly reflects Wrights' strong local roots and community spirit."



CASE STUDY

UNEARTHING NUTRITION FOR ALL

unearthed® is a long-time supporter of Action Against Hunger, and in 2025 the partnership – in collaboration with Rastafari Movement UK (RMUK) Wellbeing and the INI Food and Wellbeing Centre in Downham, Lewisham – evolved its focus to tackle food inequality at a local level.

As a community ranked within England's most deprived 20%, Downham's residents face significant barriers to accessing fresh, affordable food, with many households experiencing food insecurity and limited access to essential services. The INI Food and Wellbeing Centre addresses these challenges directly through its social supermarket, community kitchen and safe community spaces.

In 2025, unearthed® deepened its involvement in this work by developing a close relationship with the Centre, supported by volunteering from the brand's Surrey-based team. During these sessions, colleagues provided hands-on support including stock rotation, storage optimisation and improving the physical space. These interactions also created an opportunity to better understand the needs of the community and co-develop more impactful support.

This work has led to the development of 'unearthing Nutrition For All', a platform designed to share the brand's expertise in accessible, nutritious food. Through regular volunteering, the unearthed® team will deliver practical cookery sessions, nutrition workshops and support the development of a community garden to provide a sustainable source of fresh produce for the Centre.

The partnership is already making a meaningful difference, supporting an estimated £329,000 in annual social value through food redistribution, household savings and volunteer contributions. It's also helped to avoid approximately 250 tonnes of CO_2e emissions through food waste prevention.

By combining practical action with education and long-term community engagement, unearthed® is helping to improve access to nutritious food while building resilience within the communities it serves.

"Working alongside RMUK Wellbeing at the INI Food and Wellbeing Centre has really brought the challenge to life for our team. It has shaped how we use our skills to improve social impact and support communities in a practical and lasting way"

Carrie Hollis-Patel
Head of unearthed®

Next steps

We're focusing on our new volunteering data collection system that's set to launch at the end of 2026.

Our local sites will continue supporting their chosen charities through innovative fundraising and colleague engagement, and we have ambitious plans to expand our Action Against Hunger partnership model to include more fundraising through further brands.

EDI & 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 matters that the people behind it feel good as well. We're committed to fostering an inclusive and supportive workplace where everyone has the opportunity to grow and reach their potential. By prioritising fairness, wellbeing and development, we aim to build a strong, resilient business that creates a lasting positive impact for both people and the planet.

Women remain significantly underrepresented across the global food industry, especially in senior decision-making roles. As such, our focus remains on gender parity, which now forms part of our KPIs with our Sustainability-Linked Loan from Rabobank.

WE HAVE 6 COMPLEAT COLLEAGUE COMMUNITIES

Our progress

This year, we've made strides in supporting women in the business. We launched our Women@Compleat group and engaged colleagues across every site. This initiative involved a full year of events, workshops and community activity around six pillar groups and a sponsor network designed to ensure the programme is sustainable and colleague-led (see our case study).

Part of our work here involves normalising conversations around menopause, and our Menopause Chit Chats have now taken place across all sites, creating safe, supportive spaces for colleagues to talk, learn and share experiences.

We've also strengthened our inclusion and talent development agenda by partnering with Meat Business Women, a global community dedicated to advancing women in the food industry. Through this partnership, colleagues have access to expert-led confidence workshops, leadership sessions and career development opportunities, all designed to build capability and increase representation of women in senior roles.

In line with our wider ambitions in this space, we've introduced our new Connect Mentoring app, designed to simplify how colleagues find, connect with and engage in mentoring relationships across the organisation. This digital platform supports our culture of learning, talent development and cross-functional connection by providing a streamlined, self-service way for colleagues to match based on skills, goals and interests. The initial launch focuses on engagement, adoption and user feedback, with plans for ongoing optimisation over the year.

Elsewhere, we launched Compleat Voice, a new employee-led forum now active across all sites and central functions. This has created a structured, consistent way for colleagues to share feedback, raise ideas and influence decisions. This marks a major step forward in embedding colleague listening across the business and reinforces our commitment to transparency and dialogue.

We continue to amplify GroceryAid across all channels, helping colleagues access financial, emotional and practical support when they need it most. We're very proud of our GroceryAid Gold Award status.

To ensure our benefits promote fairness, we've conducted a full analysis of our maternity and paternity leave, preparing a proposal for a more comprehensive Growing Families & Modern Parenting Leave Policy that supports the fact that families don't all look the same. We've also further expanded our colleague benefits by launching the Octopus EV salary sacrifice scheme, giving employees affordable access to electric vehicles while supporting our wider environmental goals.

MEET COMPLEAT

Helen Cummings

HR Project and Communications Manager Helen Cummings has been with Compleat for just over a year.

"In my role, I get to see the 'behind the scenes' of how much work goes into making Compleat a place where people feel supported, valued and able to grow and that's something I'm really proud to be part of. Seeing colleagues lift each other up, whether it's around wellbeing, finances, career confidence or health, makes such a difference to how people feel at work.

Our employee communities are such a good example of that. What starts as someone saying, "Hey, wouldn't it be great if…?" turns into something powerful. Whether it's Women@Compleat, our LGBTQ+ community, wellbeing groups, charity initiatives, or any of the other community groups bringing people together, each one creates a space where colleagues can connect, share experiences, build confidence and look out for one another. You can actually feel the difference they make, and I think that's really cool.

Through my HR and communications work, I get to help shape projects that support inclusion, wellbeing and development. And knowing that these things aren't just 'initiatives', but actually change how people experience their working day, really matters to me. It makes me feel proud, inspired and grateful to play a small part in building a more supportive, positive and people-focused culture at Compleat."

CASE STUDY

BUILDING THE WOMEN@COMPLEAT COMMUNITY

Women across Compleat face a range of challenges that commonly impact their confidence, career progression and wellbeing, from juggling parenting and caring responsibilities to a lack of visibility in leadership pathways.

Although pockets of support existed, there was no central, structured space where women could connect, share experiences and access relevant development opportunities. This gap meant many colleagues were navigating these challenges in isolation, and the organisation was missing the chance to harness collective insight and create more inclusive pathways for growth.

In 2025, the Women@Compleat community group was launched with a clear purpose: to create space, connection and confidence for women across the business. The group is structured around six pillars: Career Confidence, Working Parents & Carers, Health & Hormones, Wellbeing & Self-belief, Finance & Future Planning, and Leadership Connection.

Each pillar is supported by a group of dedicated sponsors and its own working group, made up of passionate women from across the business who volunteer their time, ideas and lived experiences. These working groups ensure every activity, event and initiative is shaped by diverse voices and grounded in what truly matters to women at Compleat.

As part of the programme, we also partnered with industry organisation, Meat Business Women, to bring expert-led confidence and leadership workshops into the business, alongside internal events such as wellbeing webinars, spotlight sessions and development discussions. The committee led regular meetings, shaped the vision and generated a programme of interactive sessions.

In the short term, the group has already strengthened connection, opened up honest conversations and boosted confidence among members. Long term, it's laying the foundation for more women to step into leadership roles, shaping a more inclusive culture across Compleat. Importantly, the group has provided a replicable model for future inclusion initiatives.

> **"We're extremely proud of our Women@Compleat initiative, designed to empower and raise the voice of women throughout the business. Its success is a real testament to the hard work, passion and dedication of our fantastic colleagues"**
>
> **Hayley Kingdom**
> Chief People Officer

Next steps

While colleague-led communities continue to grow and awareness, attendance and engagement are strong, we still face challenges in capturing consistent metrics, especially around webinar impact, community reach and behaviour change. As such, we plan to introduce clearer dashboards and reporting rhythms in this area.

Building on our Connect Mentoring app, we'll continue strengthening our development opportunities by expanding targeted mentoring programmes, such as early careers, aspiring leaders and inclusion-focused pathways. We'll use data from the Connect platform to identify gaps, measure outcomes and refine our approach.

We'll also continue our successful programme of webinars and external expert speakers to support colleague development and engagement, including introducing a more active way to encourage internal subject matter experts to step forward and share their knowledge. As part of this, we'll develop a simple nomination and support process to help internal speakers prepare and present with confidence, complementing the external speaker sessions. This will spotlight the talent and expertise already within Compleat, and support a culture where colleagues feel confident, empowered and valued for the skills they bring.

HEALTH & 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

As a major food manufacturer, we've a critical role to play in helping to improve the diet of the nation, so health and accessible nutrition are at the heart of our vision for Food to Feel Good. Since introducing our nutrition target last year, we've been working to grow awareness and understanding across the Group, because we want to make nutrition everyone's job.

We're committed to offering our customers and consumers healthier options across all the categories in which we operate. Our Compleat Health Charter, launched in 2023, continues to underpin our work in this area.

Consumer priorities around food are shifting. We're increasingly seeing more focus on meat-free and high-protein meals, while the advent of GLP-1 medication is changing overall eating patterns and trends.[4] At the same time, the debate around ultra-processed food (UPF) continues, with research consistently demonstrating how a high consumption of UPF is linked to negative health outcomes. While consumers are becoming increasingly aware of the impacts of UPF, it still accounts for more than half (56%) of the calories in UK diets.[5]

As such, we're focusing on plant-forward new product development (NPD), gut-friendly innovation, nutrient dense snacking, UPF reformulation and, importantly, healthier indulgence. We believe healthy products should be enjoyable without compromising on taste.

[4] GLP-1 medications are driving a shift towards smaller, more frequent meals with a preference for protein-rich, nutrient-dense, and convenient food options, while reducing consumption of ultra-processed snacks and high in fat foods.
[5] Madruga 2023

Our progress

Last year, we focused on getting our product baseline data in place, which has enabled us this year to really push forward on product development and innovation. However, we're still facing some challenges around our data, and progress in some areas has been harder than expected.

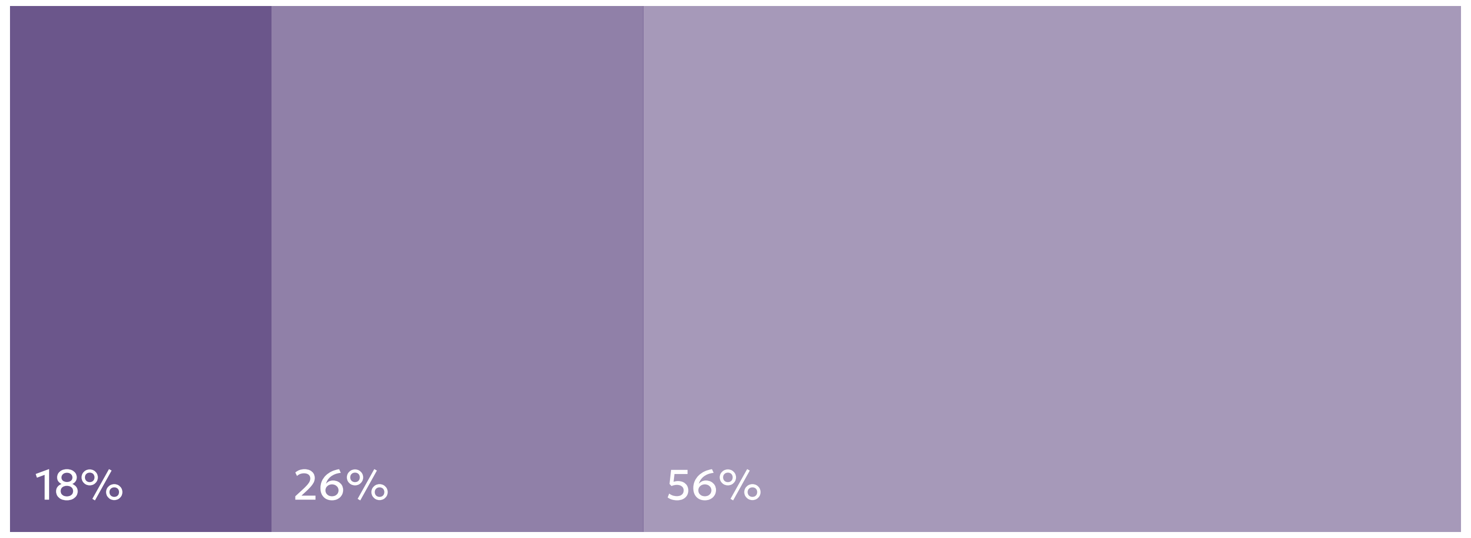
Acknowledging and acting on these challenges gives us valuable insight into areas for improvement, and is helping to steer us towards more robust data management which is supporting our continued innovation. For example, we were first to market with a low (and therefore healthier) nutrient profile modelling (NPM) scoring range of vegetable, legume and bean-based dips through our Vadasz brand.

Elsewhere, we introduced the Wall's Pastry High Protein Sausage Roll, with an NPM score of 9 compared to 18 for a standard 130g jumbo. Pastry is typically seen as an inherently unhealthy category so this product – which we will continue to optimise – demonstrates what's possible in this space.

Overall, we continue to make steady progress towards our ambition of an average NPM score of 11 by 2028. Our average NPM is now 11.9 compared to 12.6 last year and covers a larger portfolio of products (1,129 compared to 995 last year). This year, we've also started to track our sales of protein by source (meats, alternative meats, beans and legumes).

Nutrient profile of our portfolio

Average NPM 11.9
44% of portfolio now classed as 'Good for you' or 'Better for you'



Good for you (NPM less than 4)

Better for you (NPM 4-11)

Indulgent (NPM more than 11)

Phillip Bohemia

Group Executive Chef Phillip Bohemia has been helping to make Compleat's products healthy and great-tasting for 15 years.

"Compromising on taste is non-negotiable, so the challenge we have is making our products significantly healthier while still delivering the same great taste with a focus on healthy indulgence. I help to champion this 'no compromise' mindset.

We identified early on not only the need to deliver great tasting nutritional products, but to do so in the most natural way possible – using whole foods sources such as legumes, pulses and seeds or leaner proteins, such as tofu, to deliver higher protein and fibre claims without using additional ingredients. We also consider gut health in our products and try to use fermented products and pickles where possible, as well as flavours that deliver punch without the need for additional salt.

We approach our development by breaking down each individual element and focusing on making small, repeatable changes that together create an overall healthier product. We can't make radical changes without risking overall product quality.

All of our recipes are run through our nutritional database and go through tasting panels to ensure they deliver on health as well as flavour. This is a time-intensive process, but we're committed to ensuring our products meet all the criteria of Food to Feel Good."

We've developed a set of healthy NPD principles, which outline Compleat's approach to taste, plant proteins, reduced salt, fibre and green traffic light messaging for consumers. This complements our updated NPD toolkit, which has been revised to account more deeply for UPF challenges. Its tagline, 'Think health and talk health but never compromise on deliciousness' outlines our ambition to make great tasting, healthier products and underpins our work to develop health strategies for each of our brands.

On a wider level, we've pressed on with work that links food and sustainability. We've committed to The Food Foundation's 'Bang in Some Beans' initiative, which aims to double UK bean consumption by 2028, and we've partnered with external experts Planeatry Alliance to help engage colleagues on our ambitions around healthy sustainable diets.

We're proud to have publicly supported calls for a UK Good Food Bill and have given feedback in the Defra consultation on the UK Nutrient Profiling Model, reflecting our belief that long-term, systemic change is urgently needed to build a healthier, fairer and more resilient food system. In line with this, we've also taken part in roundtable discussions hosted by the British Nutrition Foundation, alongside industry peers including Oscar Mayer, Oatly, Alpro, the Alternative Protein Association and Planeatry Alliance. Collaboratively, we agree on the need to frame healthy diets in a positive way, and to employ radical transparency to kill misinformation in this space. We'll be meeting again later in the year to build an action plan for this.

Next steps

We'll finalise health strategies for each of our brands in 2026 and will continue to support colleagues as we smooth our data processes and embed climate and nutrition metrics into product improvements and NPD.

Our NPD and innovation work will prioritise flavour-led, plant-rich and fibre-focused products that support healthier, more sustainable diets.

Our strong product concepts will be designed to create food that tastes great and is also good for you, so that health and nutrition can more easily become a seamless part of consumer diets. We'll be particularly focused on expanding plant-based and blended offerings across key categories such as dips, food to go, pastry and antipasti.

CASE STUDY

WE'RE KEEN BEANS

Prioritising health and accessible nutrition means considering the climate, economic and dietary impacts of all of our products. One tasty item that positively hits all of these markers is beans.

Beans are a win-win-win for climate, health and equity outcomes because they're affordable and can be added into diets – nothing needs to be taken away. They're high-fibre, low fat and a great source of micronutrients. They're also a planet-friendly protein as they produce much lower GHG emissions compared to animal foods: 1kg of beans is responsible for just 1.8kg of GHG emissions, compared to 99kg of emissions for 1kg of beef.

The 'Bang in Some Beans' campaign was launched in November 2025 by The Food Foundation and Veg Power. Compleat was one of the first businesses to show support by making a 'Keen Bean' pledge to increase the sales of bean products within our portfolios by 50% by 2028. As an interim target, we're aiming for a 25% increase in the sales of beans in year one of the pledge.

We've introduced our new Squeaky Bean® Spanish Chorizo Style Pie which includes whole beans – a first for the brand – and we're planning on incorporating beans into the nut milk used in Palace Culture's nut-based cheese in the future. Our Vadasz dips are already packed full of beans, so our main focus here will be getting more beans and pulses into our other dips and increasing our houmous-based products.

> "The Compleat Food Group has shown real leadership by being one of the first 'Keen Bean Pledgers'. Their pledge to increase sales of beans by 25% demonstrates how committed they are to the health and sustainable diet agenda. I'm really excited by the amount of bean-related NPD that is happening within the company and seeing them in stores in the year to come"

Chloe MacKean
Food Business Transformation Manager, The Food Foundation

GOVERNANCE

We're championing a more sustainable and resilient food system through values-led governance and responsible leadership and sourcing.

In this section:

At a glance

Roll out of **Responsible Sourcing Policy**

On track

Read more on page 31

Supplier **human rights compliance**

Challenges ahead

Read more on page 31

Deforestation- and conversion-free soy

Challenges ahead

Read more on page 31

VALUES-LED GOVERNANCE

Our approach

Values-led governance is central to our ESG ambition. It aligns decisions, accountability and long-term strategy with ethical principles, ensuring that environmental, social and economic impacts are considered beyond short-term gains.

Our governance framework – and overall responsibility for our ESG strategy – is headed up by our Management Board, which is overseen by our Chief Operating Officer (COO).

Our ESG Director reports to our COO and Management Board on a quarterly basis. The ESG Director 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. This committee maintains a continual dialogue with our customers and our investors, PAI Partners, as the main stakeholders.

Supporting 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, who report to the OESGC on a weekly basis, with monthly meetings to discuss and report on KPIs.

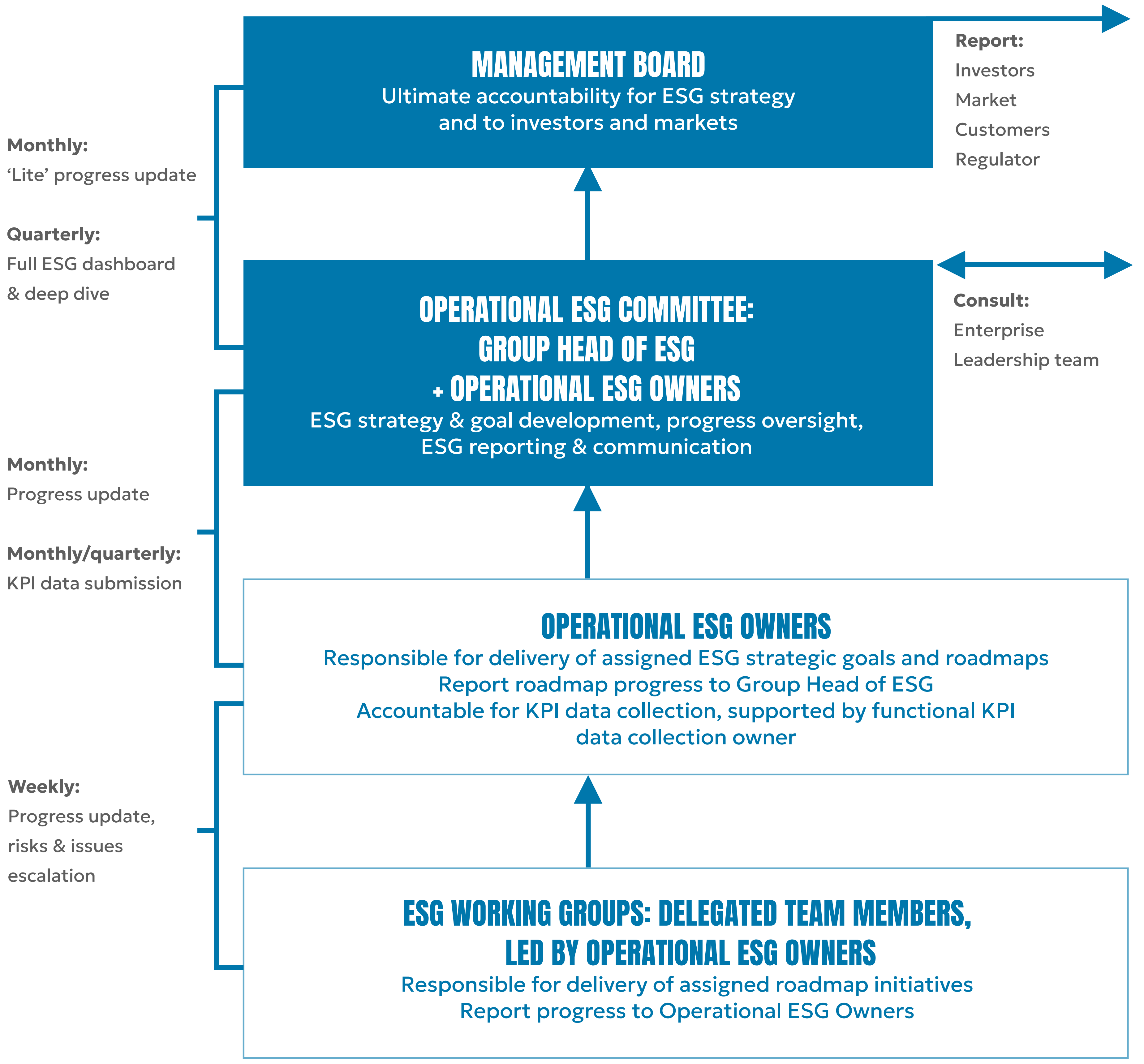
Our progress

This year, our commitment to values-led governance has chiefly seen us strengthen the responsible sourcing requirements of our suppliers. Our updated conditions (see our case study on page 30) now feature more detailed criteria for suppliers to make fit-for-purpose, independent and confidential means for whistleblowing available to all workers. They also make it clear that we expect our suppliers to conduct due diligence and auditing within their own supply chains, so their operations align with our values-led framework.

For example, suppliers with manufacturing sites in countries known to have human rights risks are now required to provide enhanced due diligence information. This process has enabled us to improve the robustness of our ethical risk assessment and clearly identify suppliers and/or materials that pose the most risk to our values-led governance, helping us to focus our efforts within these key areas.

Looking ahead, we're planning a formal review of our reporting and governance frameworks and Terms of Reference in 2026/27, with the view to giving OESGC colleagues more ownership of action towards our ESG goals.

OUR GOVERNANCE FRAMEWORK



CASE STUDY

PRIORITISING WORKER WELLBEING

Having strengthened the responsible sourcing requirements of our suppliers – which includes obligations for due diligence and auditing – we're in a better position to identify suppliers and materials that pose the most risk to human rights within our supply chain, helping us to focus our efforts in these key areas.

This year, we embarked on a project with our main Turkish supplier of tomatoes to alleviate worker heat stress. The initiative saw the introduction of portable shading, increased breaks and flexible work patterns, and the provision of snacks and drinking water to workers unable to supply their own. Workers were consulted throughout the project and asked to provide feedback and suggestions for further improvements.

According to the Intergovernmental Panel on Climate Change (IPCC), every region around the world is expected to experience heatwaves more frequently, with climate change projected to increase the severity of heat-related health outcomes. We know that by proactively managing the effects of heat on workers we not only ensure the comfort and wellbeing of our teams but also benefit from higher productivity and a reduced risk of occupational injuries and illnesses.

"Embedding more rigorous responsible sourcing requirements means we can quickly and easily identify hot spots for action in our supply chains. The safety and wellbeing of everyone working with or for Compleat is our top priority, so we're pleased we've been able to take swift action. We'll be continuing this work over the next year to share learning and best practice with all of our Turkish suppliers"

Paraskevi Karaiskou
Agronomist & Technical Account Manager

RESPONSIBLE SOURCING

Our targets

100% of suppliers agree to comply with our Responsible Sourcing Code **by 2030**

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

*Compleat's Soy Sourcing Policy has since been updated to reflect the evolving market for vDCF soy and now commits to sourcing vDCF soy when it is commercially available

Our strategy

From deforestation and biodiversity loss to human rights and animal welfare risks, the food industry is intrinsically linked to environmental and social impacts in places where ingredients are sourced. As a business with scale and purchasing power, we have a critical obligation to address these challenges, and a valuable opportunity to drive meaningful change beyond our own operations and across the wider food industry.

We prioritise responsible sourcing by working with suppliers that share our values, and by promoting nature-positive solutions, high welfare standards, full traceability and zero deforestation practices. In doing so, we also help to ensure the long-term resilience of our business.

We're committed to the responsible sourcing of key crops and actively support recognised industry initiatives, including the Roundtable on Sustainable Palm Oil (RSPO), the Round Table on Responsible Soy Association (RTRS) and the UK Soy Manifesto (UKSM). Meanwhile, our EFP-P Pig Module – the UKAS-accredited welfare standard for pigs – has been accredited since 2018 and continues to drive improvements throughout our farms.

Our progress

Animal welfare

We're proud to be industry leaders in animal welfare and consistently deliver in supporting our customers' animal welfare ambitions. A key highlight for us this year was achieving Higher Welfare status for Waitrose and cage-free status for Co-op across our continental meats category.

Our welfare efforts mean we've become more resilient to disease outbreaks among livestock, and we've continued working on our strong contingency offer, demonstrating resilient supply chains with capability to maintain farm assurance and welfare status without compromises.

We've also continued our engagement with NGOs such as the Humane Slaughter Association, this year sponsoring its annual conference and inviting the team to partner sites for discussion and feedback.

Land

In an exciting development this year, we've developed our own responsible sourcing standard for olives, EFP-O (European Farm Partnership-Olives). Unique to Compleat, this initiative comprises an exclusive partnership with our olive growers across Spain, Italy and Greece.

As of December 2025 – and in line with our commitments as a signatory to the RSPO – all palm-based and compound ingredients, including derivatives and processing aids, are fully traceable to origin, free from exploitation and over 98% RSPO-certified segregated. Our partnership with Chester Zoo (see our Nature case study on page 15) will help us share our experiences and best practice in this space with others in the industry.

Progress has also continued on our wider deforestation risk, including ongoing alignment with the UKSM to work with suppliers to support the sourcing of legal, vDCF soy. We're committed to sourcing vDCF soy, however limited market availability, particularly in animal feed, has presented some challenges. We will continue to engage suppliers and progress up the Retail Soy Group sourcing hierarchy as availability improves.

Jonathan Lessem

Head of Procurement - Outsourced
Jonathan Lessem has been with Compleat since October 2023.

> **"Chinese leaf is the key ingredient in our Vadasz brand kimchi. Our supplier, G's Fresh, is a family-owned business now in its third generation. During the winter, G's Fresh will source Chinese leaf from select European partners, but in the summer, it grows our entire requirement – 30 tonnes a week – at its own farm in the Cambridgeshire Fens.**
>
> The farm has been owned by G's Fresh for more than 50 years and has been LEAF Marque-certified for more than 25 years. With a focus on regenerative agriculture, G's Fresh makes its own fertilisers using its own plant waste, saving a potential 30,000 tonnes of CO_2.
>
> Water management is also a focus. G's Fresh has moved to trickle irrigation using water drawn from its own reservoir, reducing water consumption by 35% compared to traditional boom irrigation, and power consumption by 60%.
>
> With G's Fresh help, we've moved our UK Chinese leaf deliveries to EPS (Euro Pool System) trays – a more sustainable and reusable delivery option. Now we're working together to reduce food waste at source by trimming less of the leaves when they're harvested. This means you can be confident that our kimchi is good for the planet as well as good for the gut!"

Next steps

We're pleased to announce that we'll be holding our first Feel Good Farming Conference in 2026. This represents a continuation of the successful animal health and welfare days that we've hosted over the last five years, and will connect us directly to farmers in the UK and our outsourced supply base.

Looking ahead, we'll continue working to ensure our EFP-P certification represents best practice throughout Europe. We're in the process of reviewing version two with ongoing Technical Working Groups and hope to release version three in summer 2026.

We'll also continue growing the adoption of our EFP-O standard across our growers and will formally launch the module in a format that aligns with our Food to Feel Good brand standards.

As the EU has revised the EU Deforestation Regulation (EUDR), we'll continue our work to ensure compliance in this area, with additional time to prepare.

CASE STUDY

SUPPORTING A SUSTAINABLE FUTURE FOR SOY

Ensuring verified deforestation- and conversion-free (vDCF) soy within our supply chain is a major part of our responsible sourcing commitment.

At the same time, we know we have an obligation – and an opportunity – to directly addresses the challenges around this ingredient. We don't just want to use vDCF soy in our products, we want to actively support its adoption within the wider food industry.

For the last three years, we have been directly investing in responsible soy production in Brazil's MATOPIBA region through RTRS regional credits. This is facilitated by our implementation partner, AchieveNow, who provides expertise on how these investments contribute to responsible soy production and positive environmental outcomes. The MATOPIBA region, spanning parts of Maranhão, Tocantins, Piauí and Bahia, is widely recognised as a key frontier for agricultural expansion within the Cerrado biome, a globally significant ecosystem facing ongoing pressure from land conversion.

Our investment helps to direct financial support to producers who meet robust environmental and social criteria, including the protection of native vegetation and the adoption of responsible farming practices. In areas where soy comes from higher risk regions, or is produced in volumes that are not sourced as certified, this support creates a strong incentive for farmers to maintain deforestation- and conversion-free processes.

This approach supports the expansion of certified production in high risk regions, helps build the supply base for more sustainable soy over time, and contributes to improved environmental stewardship and social conditions in rural communities. Through continued and consistent demand, we're playing an important role in strengthening the long-term viability of responsible soy production and supporting the transition towards more sustainable supply chains.

> "By directing demand towards RTRS-certified, deforestation- and conversion-free production, Compleat contributes to strengthening responsible farming practices and incentivising the protection of native vegetation. This is critical in areas where land could otherwise still be illegally or legally cleared, reinforcing the value of sustainable land use"

Jorn Schouten
Founder & CEO, AchieveNow

RESPONSIBLE LEADERSHIP

Responsible leadership is central to our ambition to shape the future of food for the better. As the business grows, so does the scale of our impact on consumers, supply chains, communities and the environment, making strong governance and ethical decision-making critical to our long-term success.

Regulatory developments over the last year, such as the UK Government's National Food Strategy for England and the continued implementation of HFSS (high fat, salt and sugar) regulations, have increased expectations on food businesses to support healthier diets and provide clearer, more robust disclosures. Responsible leadership enables Compleat to anticipate and respond to this regulatory and stakeholder change, while engaging with NGOs, government, suppliers and customers keeps us accountable and helps to embed responsible business throughout the industry.

Culture continues to play a crucial role in our progress, which is monitored through six non-financial ESG KPIs, ensuring ESG performance is considered alongside financial results and as a core business priority, rather than a standalone initiative. We're focused on attracting and retaining the best talent to support us in achieving our ESG goals, while regular upskilling of our senior leadership across key topics supports their ability to make decisions.

Our Risk Committee has regular meetings with a new risk framework, which holistically integrates climate risk and has been informed by a key piece of risk assessment activity undertaken this year (see our case study on page 34). This has helped us identify several key risk areas, including physical risks such as site hazards and ingredient availability, and transitional risks such as livestock emissions and supply/demand fluctuations.

Looking ahead, we'll build on our responsible leadership by further exploring water risks in line with our ongoing partnership with Waterplan, and plan to undertake further nature risk development throughout 2026-27.

MEET COMPLEAT

Louis Meryon

Commercial Director Louis Meryon has been with the Group for 10 years. In 2025, he took part in IGD's Net Zero Training programme for commercial leaders.

"As part of our Food to Feel Good approach, doing the right thing is vital to us as a business. This mindset is a key part of how we contribute to the broader climate agenda in the UK.

We hold ourselves accountable for responsible practice throughout the supply chain, starting from where we source raw materials, to how we manufacture and then supply into the marketplace.

Responsible leadership at Compleat means setting clear and measurable targets, and ensuring that the right culture, behaviours and mindset are instilled in our colleagues, enabling us to engage with customers and stakeholders throughout the supply chain in a proactive and effective way.

Knowing that our colleagues can drive real change is empowering to our teams and ensures that colleagues feel part of something bigger than our products alone."

CASE STUDY

UPSKILLING LEADERSHIP IN CLIMATE RISK

Like every major food business, Compleat is facing a wide range of ESG risks. To ensure our business remains sustainable and resilient, it's critical that our colleagues are aware of these risks and understand how best to take action on them.

In June 2025, our finance and procurement leads were part of the Future Food Movement's Leadership Accelerator, designed to empower leaders with greater awareness and understanding of risk issues.

The main objective of this session was to assess and prioritise key climate risks and actions to mitigate them, within the context of our sustainability strategy.

The cohort looked at current strategies for net zero decarbonisation and best practice, conducted stress-testing under different climate scenarios to reveal business vulnerabilities and opportunities, and aligned on actions that mitigate risk, build resilience and accelerate progress toward climate goals across the business.

As a result of the session, the team was able to draft a roadmap for action on risk and identify measures to further strengthen our governance and accountability.

> **"While areas such as climate data and reporting disclosures are complex, training and upskilling like the Leadership Accelerator helps to maintain momentum and ensure our approach supports our vision of building a future of food for the better"**

Ryan Paul
Group Procurement Director

RISK ASSESSMENT

Over the last two years, we've carried out risk assessment work to better understand the physical and transition risks our business faces in the short-, medium- and long-term. This analysis, carried out by Climate Risk Services and Future Food Movement, supports and informs the activities of our Risk Committee and our Task Force on Climate-related Financial Disclosures (TCFD) reporting.

TRANSITION RISKS

The financial and reputational hazards faced when shifting to a low-carbon economy.

Using TCFD definitions, we assessed four types of transition risk: policy and legal, market, reputational and technological. We identified 38 risks, with the four highest risk scores relating to our supply chain.

Supply chain operational risk:

1. Animal product emissions regulation	Relevant for **beef supply**	As governments and the EU tighten net zero rules and carbon pricing, our brands may face higher beef costs from increased supplier expenses and potential import tariffs.

Supply chain commercial risk:

2. Olive supply fluctuations	Relevant for **olive supply**	Growing consumer demand for sustainable olives, coupled with reduced supply driven by climate change, means our brands are likely to face rising purchasing costs.

Supply chain operational risk:

3. Rapeseed oil demand growth	Relevant for **rapeseed oil supply**	Growing biofuel demand – especially in the EU where rapeseed oil is a key feedstock – means our brands may face rising supply costs.

Supply chain operational risk:

4. Animal product emissions regulation	Relevant for **milk supply**	Stricter regulations on dairy farming mean our brands may face increased costs for milk and dairy products as suppliers pass on higher operating expenses linked to emissions compliance.

There are opportunities to be had across all four transition risk types, and by taking early action we can build resilience through stronger supply chains and long-term cost savings.

PHYSICAL RISKS

The frequent and severe physical hazards associated with a changing climate.

We examined physical risks across 10 site locations, five agricultural ingredients and five animal products. These risks included temperature stress, drought and water stress, wildfire and erosion, and coastal and river flooding.

Physical risks at our sites

Five sites face medium-high **heat stress** in the medium-term, while nine out of ten sites face medium-high heat stress in the long-term.

→ **Drought** is the most salient risk for our sites. Nine out of ten face a medium-high risk in the medium term, and all sites face an extremely high risk in the long-term.

→ One site currently has a high risk of **water stress**, leading to an extremely high risk in the medium term. Three sites face a medium risk in the long term. All other sites are low risk.

Physical risks for agricultural ingredients

Traditional **olive** growing regions are facing low levels of risk (up to 10% yield loss) in the short term, intensifying to up to 20% loss in the medium and long term. However, in some areas yields are projected to increase.

→ Our risk assessment showed a complex mix of both loss and increased yield for **palm oil** and **onions**.

→ Our assessment showed a predominant increase in yields of **wheat** and **rapeseed oil** across all time horizons.

Physical risks for animal products

Heat stress will present a medium-high risk in the medium term for the Netherlands, France and southern EU, affecting **beef, EU pork** and **eggs.** Meanwhile, EU pork, eggs, beef and cheese from Central and Eastern Europe and the UK have low levels of risk.

→ **Drought** is set to affect all products across all geographies in the medium term. This represents a potentially material issue to us.

→ **Coastal flooding** is a hazard present at a high level (medium-high to extremely high) across all regions and time-horizons where we purchase key animal products.

→ **Pork** has a medium-high exposure to all physical hazards. Due to the high spend on this product, this represents a potentially material risk to us in the short and medium term.

TRANSPARENCY & INDUSTRY ENGAGEMENT

As we continue pursuing our ESG ambitions, it's critical that we remain accountable to ourselves and to our diverse range of stakeholders. This means being totally transparent about our progress, and working proactively with others to learn, share and drive genuine change throughout the industry.

We strongly believe in going above and beyond when it comes to sharing data, whether that's data on our ESG progress or LCA data through our work with Sustained and Point74. Doing so helps customers make informed decisions faster and helps to accelerate the shift towards a healthy and sustainable food system.

We publicly disclose against globally recognised frameworks, including TCFD and SASB, and are preparing for the UK Sustainability Reporting Standards (UK SRS). We share disclosures and progress through published reports, customer and investor discussions, and wider stakeholder engagement. This gives us a consistent and credible basis for measuring performance, identifying gaps and prioritising action.

We prioritise partnerships that show the greatest potential to accelerate progress towards a more sustainable food system, particularly those focused on consistent measurement, supply chain engagement and collective action on shared challenges.

This year, we've continued strengthening our approach to partnership and collaboration. Our work with IGD and other food manufacturers on the Food Supply Chain Sustainability Framework (FSCSF) (see our case study) is a good example, as are our continued relationships with WRAP, UKSM, RSPO and more. Key colleagues also attended Groundswell Festival 2025 to foster further collaborations, and we've pushed for deeper engagement with Government via steering groups and forums.

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.

CASE STUDY

DRIVING BEST PRACTICE THROUGH THE IGD SUPPLIER FRAMEWORK

To promote consistent standards and reduce complexities around responsible sourcing, Compleat has championed the development of the IGD Food Supply Chain Sustainability Framework.

Created in partnership with five other food manufacturers – Greencore, Bakkavor, Samworth Brothers, Premier Foods and The Billington Group – the framework has been endorsed by WRAP, FDF, retailers and NGOs, and brings together best practice and guidance for key sustainability priorities.

Designed to make responsible sourcing more straightforward for all businesses within the food industry, it also enables all parts of the food supply chain to align on a consistent set of asks around a common framework. This means all food businesses aligned with the framework talk to suppliers in the same way and set the same supplier requirements.

We've embedded the framework within our responsible sourcing requirements, rolling this out to each of our top 10 ingredients, packaging and outsourced suppliers. Our supplier conditions now feature more detailed criteria around whistleblowing measures, due diligence and auditing, helping to strengthen our commitment to responsible sourcing and values-led governance.

We now plan to review the responses from these suppliers as part of our joint business planning process, which will help us identify specific actions to better embed the framework into our supply chains.

"The FSCSF is an important step forward for responsible sourcing throughout the whole food industry. By providing clarity and consistency on best practice, we can help drive change at scale"

David Moore
ESG Director

ESG ROADMAP

Our ESG roadmap clearly outlines the key dates and targets we're working towards to achieve our near-, mid- and long-term sustainability ambitions.

2025

All strategic suppliers (by spend) committed to science based targets

Finalise nutrition metrics

Gender parity on all senior leadership and graduate roles

THE UK PLASTICS PACT

1. Eliminate problematic or unnecessary single-use packaging through redesign, innovation or alternative (reuse) delivery model
2. 100% of plastics packaging to be reusable, recyclable or compostable
3. 70% of plastics packaging effectively recycled or composted
4. 30% average recycled content across all plastic packaging

100% of suppliers have a net zero target in place

2030

CHAMPIONS 12.3

50% food loss and waste reduction

UK FOOD AND DRINK PACT
WRAP

50% of fresh food is sourced from areas with sustainable water management;
100% from net zero farms

50% reduction in emissions achieved across Scope 1, 2 & 3

SCIENCE BASED TARGETS
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

2035

NET ZERO
Scope 1 & 2

90% reduction in emissions

SOCIAL VALUE x10

Social value target achieved – increased tenfold since 2022

200,000 hours of volunteering by colleagues

2040

NET ZERO
Scope 3

90% reduction in emissions

2050

A FUTURE DRIVEN BY HEALTH FOR PEOPLE AND PLANET

Truly delivering on our purpose to shape the future of food for the better means thinking about sustainability differently – by centring health. Health provides a powerful unifying lens that connects a wide range of environmental, social and governance priorities. It unlocks sustainability by revealing the co-benefits that exist between healthier people, a healthier planet and stronger, more resilient businesses. When viewed this way, health is not a separate agenda but a driver of long-term value.

Consumers are already signalling the importance of this shift. Behaviour is a language, and through the choices they make every day, people are telling us what they want: food that tastes good and supports their health, while respecting the limits of the planet. Responding effectively requires holistic thinking and understanding both the risks and the opportunities that emerge when human and planetary health are considered together.

Turning this thinking into action requires collaboration across the entire food system, from supporting customers to make healthier and more sustainable choices, to strengthening partnerships with suppliers and integrating insights across our own operations. The life cycle analysis (LCA) work we've done means we have a wealth of data at our fingertips, and joining the dots helps us better understand impacts and guide meaningful change. Initiatives such as the IGD's Food Supply Chain Sustainability Framework (FSCSF) demonstrate the value of shared platforms that bring industry together to accelerate progress.

Transparency and accountability remain central to our ambitions, especially as the policy and regulatory landscape evolves. Developments such as the UK Government's National Food Strategy and the UK Sustainability Reporting Standards are helping to create clearer expectations while encouraging learning across the whole system. But this journey is not without challenges. Stretching targets requires experimentation, adaptation and honesty about where progress is harder than expected. Still, these moments are where the greatest learning occurs, and where collaboration helps us move faster while keeping our focus firmly on the goal.

Looking ahead, health for people and planet will remain at the heart of our ambition to create Food to Feel Good. And by continuing to work towards our targets and engage openly with partners across the public and private sectors, we aim to contribute to a stronger, more resilient UK food system that's better prepared for a changing world.

"Health provides a powerful unifying lens that connects a wide range of environmental, social and governance priorities"

David Moore
ESG Director

DISCLOSURES

In this section:

KPIs AND PROGRESS

Information in this report is for the financial year ending March 2026. Improvements in data quality, availability and calculation methodologies may convey uneven progress towards our goals. Our KPI data should be read alongside the report narrative, which provides important context on data improvements and underlying performance.

CLIMATE AND NATURE

		RESULTS			
KPI	**TARGET(S)**	**2022/23**	**2023/24**	**2024/25**	**2025/26**
CO_2 emissions in our own operations [pre-rebaselining[1]] (tCO_2e)		35,041.53	52,884.88	62,853.61	See new target
CO_2 emissions in our own operations (2023/24 baseline, 61,733.97) (tCO_2e)*	Net zero (90% reduction) by 2037 **Near-term target:** 50% reduction by 2030	Not applicable [rebaselined 2023/24]	61,733.97	Not available	39,293.45
CO_2 emissions across our value chain [pre-rebaselining[1]] (tCO_2e)		217,637.99	603,031.04	742,104.32	See new target
CO_2 emissions across our value chain (2023/24 baseline, 810,832.02) (tCO_2e)*	Net zero (90% reduction) by 2050 **Near-term target:** 50% reduction by 2030	Not applicable [rebaselined 2023/24]	810,832.02	Not available	802,438.44[2]
CO_2 emissions in Forest, Land and Agriculture (FLAG) (2023/24 baseline, 526,366.90) (tCO_2e)	Net zero (72% reduction) by 2050 **Near-term target:** 30.3% reduction by 2034	Not available	526,366.90	Not available	375,052.23
Total energy consumption (kWh)		Not available	Not available	230,789,036.19	258,645,890.57
Energy use per tonne of production (kWh)		Not available	Not available	1,176.30	1,135.83
Total renewable energy consumption (kWh)		Not available	Not available	15,357,983.65	85,303,351.00
Percentage of total electricity consumption from renewables		Not available	Not available	18	91.29
F-gas leakage (2023/24 baseline, 1,999) (kg)*	13% reduction in F-gas leakage by 2027/28	Not available	1,999	2,428	2,953
Natural gas consumption intensity (2023/24 baseline, 694) (kWh)*	5% reduction in natural gas consumption by 2027/28	Not available	694	601.43	640.85
Water intensity (m^3/tonne)	3% annual reduction in water intensity targeted for every site	Not available	Not available	3.99	3.88

For CO_2 emissions breakdown see page 45

*Key KPI

[1] In order to have our net zero targets revalidated by SBTi, in line with our business growth, Compleat has rebaselined its emissions inventory against the year 2023/24. This was confirmed in May 2025.
[2] Carbon removal calculations are included in this figure.

KPIs AND PROGRESS

Information in this report is for the financial year ending March 2026. Improvements in data quality, availability and calculation methodologies may convey uneven progress towards our goals. Our KPI data should be read alongside the report narrative, which provides important context on data improvements and underlying performance.

PACKAGING AND FOOD WASTE

		RESULTS			
KPI	**TARGET(S)**	**2022/23**	**2023/24**	**2024/25**	**2025/26**
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	24,972.95
Food waste intensity – food waste as a percentage of total food produced (2023/24 baseline, 10.55)*	14.5% reduction by 2027/28	Not available	10.55	12.59	10.96
Percentage of packaging that is recyclable or reuseable	100% elimination of problematic or unnecessary single-use packaging by 2025	Not available	90	89	96[3]
Percentage of plastic packaging that is recyclable, reuseable or compostable	100% of plastic packaging to be reusable, recyclable or compostable by 2025	85	83	91	99[3]
Percentage average recycled content in all plastic packaging	30% recycled content across all plastic packaging by 2025	Not available	40.06	25.48	28.59[3,4]

*Key KPI

[3] The UK Plastics Pact has been replaced with the UK Packaging Pact and timebound targets have been removed; however, Compleat remains committed to achieving the target reduction.
[4] 2023/24 and 2024/25 figures include shrink wrap

KPIs AND PROGRESS

Information in this report is for the financial year ending March 2026. Improvements in data quality, availability and calculation methodologies may convey uneven progress towards our goals. Our KPI data should be read alongside the report narrative, which provides important context on data improvements and underlying performance.

CREATING A MORE EQUITABLE SOCIETY

		RESULTS			
KPI	**TARGET(S)**	**2022/23**	**2023/24**	**2024/25**	**2025/26**
Social value added (2020/21 baseline, 20,000) (hours)*	Increase hours of responsible business activity tenfold by 2035 **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	93,911[5]
£ donated to good causes	Raise £100,000 for Macmillan Cancer Support in our second year of partnership (June 2025-May 2026)	176,682	117,455	170,758	177,923[6]
Gender ratio	Gender parity across leadership roles by 2030				
	Executive Management Board	Male 5, Female 1	Male 6, Female 2	Male 7, Female 2	Male 7, Female 3
	Board Reports	Male 17, Female 4	Male 24, Female 9	Male 15, Female 3	Male 37, Female 18
	Enterprise Leadership Team	Male 47, Female 20	Male 53, Female 29	Male 37, Female 23	Male 47, Female 28
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)	4.18 (mean)[7] 2.59 (median)
Number of apprentices	Maintain/increase routes to work including apprentice positions	48	58	62	90
Lost time incident frequency rate (incidents per 100,000 working hour)	Minimise lost time incidents	1.29	0.79	0.71	Legacy - 0.68 Acquired - 1.00

*Key KPI

[5] 20,328 central and 73,583 manufacturing hours
[6] £96,047.72 donated to Macmillan Cancer Support
[7] This metric reflects performance during the 2025 calendar year, in line with our gender pay gap reporting cycle

KPIs AND PROGRESS

Information in this report is for the financial year ending March 2026. Improvements in data quality, availability and calculation methodologies may convey uneven progress towards our goals. Our KPI data should be read alongside the report narrative, which provides important context on data improvements and underlying performance.

ACCESSIBLE NUTRITION

		RESULTS			
KPI	TARGET(S)	2022/23	2023/24	2024/25	2025/26
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	11.9[8 9]
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	18
Percentage of portfolio categorised as Better for you (NPM 4-11)		Not available	Not available	30	26
Percentage of portfolio categorised as Indulgent (NPM more than 11)		Not available	Not available	56	56
Percentage of protein sales from plant-based sources	Grow our plant-based offerings	Not available	Not available	3	11[10]
Average energy per 100g across portfolio (kcal)		Not available	Not available	634.71[11]	557.49

*Key KPI

[8] At site level, the average NPM scores are as follows: Clitheroe Lincoln Way: 13, Clitheroe Twinbrook: 6.3, Nottingham Tottle Bakery: 17, Poole: 13, Market Drayton Palethorpes: 13.6, Nottingham Riverside Bakery: 13, Milton Keynes: 8, Crewe: data not robust and not included, Redhill: uses outsourced data and not included, therefore excludes all continental meats and a substantial portion of Squeaky Bean® products for the average NPM
[9] Our 2024/25 average NPM included a dataset of 900+ products. This year, our metric includes over 1,100 products in our portfolio
[10] Category NSV % of Total: Pork 36.73%, Vegetarian 27.31%, Beef 12.13%, Plant-Based 10.59%, Chicken 9.31%, Lamb 5.98%, Dairy 5.24%, Fish 2.12%, Soy 1.05%. Categories are not mutually exclusive; percentages represent share of total NSV and may overlap
[11] This figure varies to that which was reported last year (677 kcal). The figure published here uses improved methodology consistent with the 2025/26 figure

KPIs AND PROGRESS

Information in this report is for the financial year ending March 2026. Improvements in data quality, availability and calculation methodologies may convey uneven progress towards our goals. Our KPI data should be read alongside the report narrative, which provides important context on data improvements and underlying performance.

RESPONSIBLE SOURCING

		RESULTS			
KPI	TARGET(S)	2022/23	2023/24	2024/25	2025/26
Percentage of suppliers agreed to comply with Compleat's Responsible Sourcing Policy	100% of suppliers agree to comply with our Responsible Sourcing Policy by 2030	Not available	100	88	93
Number of KPIs submitted by suppliers via Authenticate platform		Not available	Not available	9,857	10,336
Number of EFP Pig Module v2 audits carried out		Not available	Not available	200	111
Percentage of soy that is certified or verified from a low risk country of origin	100% soy in our supply chain to be verified deforestation- and conversion-free (vDCF)[12]	Not available	Not available	5.5	11.74[13]
Percentage of segregated, responsibly sourced palm oil		Not available	Not available	83.08	98.43[14]
Percentage of eggs that are cage-free		Not available	Not available	40	94.32[15]
Percentage of card/paper responsibly sourced or sustainably sourced	Align with all retailers' ambition to be 100% responsibly/sustainably sourced	Not available	Not available	100	100

VALUES-LED GOVERNANCE

		RESULTS			
KPI	TARGET(S)	2022/23	2023/24	2024/25	2025/26
Human Rights compliance (percentage of suppliers)	All suppliers on Sedex or completed company Supplier Assessment Questionnaire (SAQ)	Not available	95.30	90	93.80
Colleague satisfaction (average score out of 100)		Not available	58.40	70.70	71.93[16]

[12] Compleat's Soy Sourcing Policy has since been updated to reflect the evolving market for verified vDCF soy and now commits to sourcing verified deforestation- and conversion-free (vDCF) soy when it is commercially available
[13] vDCF Claims are now 3% and the evidenced volumes are 2.5%
[14] Reported figure is representative of the calendar year callendar
[15] Barn and free range combined
[16] Based on the total positive percentage on all questions

CARBON EMISSIONS 2025/26

Information in this report is for the financial year ending March 2026. Improvements in data quality, availability and calculation methodologies may convey uneven progress towards our goals. Our KPI data should be read alongside the report narrative, which provides important context on data improvements and underlying performance.

MARKET-BASED, SUM OF EMISSIONS QUANTITY (tCO_2e)	Mediterranean Deli	Pastry	Fried	Harvey & Brockless	Central	Grand total*
Scope 1	**2,479.91**	**16,725.54**	**9,195.19**	**2,669.61**	**-**	**31,070.25**
Fugitive gases	876.54	1,404.16	1,738.17	490.75	-	4,509.61
Mobile combustion	41.96	1,171.14	136.89	1,968.33	-	3,318.32
Stationary combustion	1,561.42	14,150.24	7,320.13	210.53	-	23,242.31
Scope 2	**-**	**4,950.55**	**3,101.84**	**170.81**	**-**	**8,223.20**
Purchased grid electricity	-	-	3,101.84	170.81	-	3,272.64
Purchased non-grid electricity	-	4,950.55	-	-	-	4,950.55
Scope 3 (excluding carbon removals)	**287,248.79**	**309,511.03**	**149,443.46**	**76,788.95**	**1,974.38**	**824,966.61**
Scope 3 (with carbon removals)	**283,596.85**	**297,524.72**	**142,973.01**	**76,369.48**	**1,974.38**	**802,438.44**
Category 1 - Purchased goods and services	275,499.30	273,920.13	131,947.91	72,693.26	94.49	754,155.10
Category 2 - Capital goods	1,201.71	3,644.75	4,547.47	447.41	1,275.84	11,117.19
Category 3 - Fuel and energy-related activities	793.84	7,181.12	3,025.43	787.65	-	11,788.05
Category 4 - Upstream transportation and distribution	4,288.92	8,914.29	3,738.62	1,412.99	-	18,354.82
Category 5 - Waste generated in operations	74.45	323.25	207.31	10.86	-	615.88
Category 6 - Business travel	-	-	-	-	604.05	604.05
Category 7 - Employee commuting (excluding homeworking)	1,191.14	3,245.79	1,533.00	457.83	-	6,427.76
Category 9 - Downstream transportation and distribution	2,480.49	5,155.57	2,162.23	817.20	-	10,615.50
Category 11 - Use of sold products	168.12	3,102.31	910.01	34.46	-	4,214.89
Category 12 - End-of-life treatment of sold products	1,550.81	4,023.81	1,371.46	127.28	-	7,073.36
Removals	3,651.94	11,986.31	6,470.45	419.48	-	22,528.17
Grand Total (excluding carbon removals)	**289,728.70**	**331,187.12**	**161,740.48**	**79,629.37**	**1,974.38**	**864,260.05**
Grand Total (with carbon removals)	**286,076.76**	**319,200.81**	**155,270.03**	**79,209.89**	**1,974.38**	**841,731.88**

* 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). 2. The entity shall disclose the percentage of energy it consumed that was supplied from grid electricity. 3. The entity shall disclose the percentage of energy it consumed that is renewable energy.	1. 931,125.21 GJ 2. 35.94% 3. 32.98%
Water management	FB-PF-140a.1	1. The entity shall disclose the amount of water, in thousands of cubic metres, withdrawn from all sources. 2. The entity shall disclose the amount of water, in thousands of cubic metres, consumed in its operations. 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. 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.	1. 883,725 m^3 2. Water discharge to sewer is not measured so we're unable to calculate water consumption. 3. 0.2% 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. 2. The entity shall discuss its short-term and long-term strategies or plans to mitigate water management risks.	1. In 2025, we collaborated with Waterplan to update water risk assessments across all 17 sites in the Group at the time of the assessment, identifying new risks and vulnerabilities associated with water availability, flooding, water quality, infrastructure resilience, regulatory compliance and stakeholder expectations. The assessment identified varying levels of exposure across the portfolio, including flood risk at six sites: London Battersea, Middlesbrough Riverside Park, Middlesbrough Southbank, Nottingham Riverside Bakery, Redhill and Thorne. Additional risks identified through the assessment included elevated water scarcity at Nottingham Riverside Bakery and Nottingham Tottle Bakery, and elevated infrastructure and operational resilience risks across several manufacturing and bakery sites where disruption to operations, utilities or supply chains could impact business continuity. We don't experience challenges in obtaining permits, however, we face ongoing risks in meeting trade effluent consent obligations across a number of sites, arising from production and cleaning processes. Key risks relate to elevated Chemical Oxygen Demand (COD), particularly from brine use, and Non-Volatile Matter (NVM) associated with ingredients such as spices, while pH is generally managed through on-site correction. Instances of non-compliance have occurred over the past year, reflecting the complexity of wastewater management across our operations. We work closely with water authorities to monitor performance and implement corrective actions, and are investing in enhanced treatment capabilities and strengthened governance to support improved compliance. 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. We have partnered with Waterplan to undertake risk assessments and review our water stress targets across our operations and key suppliers. The next stage in this work is the development of our Water Management Plan, with supplier surveys underway to assess water vulnerability and support finalisation of the plan. We're also planning a deep dive into one of our key olive suppliers throughout 2026 to better understand the risks and opportunities for improved water management.

SASB INDEX

TOPIC	CODE	DISCLOSURE	RESPONSE
Water management (cont.)	FB-PF-140a.3 (cont.)	3. For water management targets, the entity shall additionally disclose: 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.	3. We continue to develop our water management approach and associated targets, using insights from Waterplan assessments, supplier surveys and operational water monitoring. 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 Harvey & Brockless, Yolk Folk (formerly known as Freshpak) and The Real Yorkshire Pudding Company in 2026/27. We also plan to upgrade our water meter technology to move away from image-based meters to more accurate flow-rate meters to improve data quality across our operations. 4. We aren't aware of any lifecycle impacts or trade-offs.
Food safety	FB-PF-250a.1	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. 2. The entity shall disclose the corrective action rates associated with its facilities' (a) major non-conformances, and separately, (b) minor non-conformances. 3. The entity shall disclose the GFSI-recognised certification programme used to audit its facilities.	1. No major non-conformances. The minor non-conformance rate is 3.3 (22 GFSI-certified sites, 73 minors). 2. Not applicable Our corrective action rate is 100% (73 minors, 73 corrective actions). 3. BRC for all GFSI-certified sites.
	FB-PF-250a.2	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. 2. The entity shall disclose the relevant GFSI-recognised certification programme used to audit its suppliers.	1. 99.1% GFSI-certified. 2. Programmes used are BRCGS Food Safety, FSSC 22000 and IFS Food Standard.
	FB-PF-250a.3	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. 2. The entity shall disclose the percentage of notices of violations received related to food safety that were corrected.	1. No notices of violations received. 2. Not applicable
	FB-PF-250a.4	1. The entity shall disclose the total number of food safety-related recalls it issued during the reporting period, including voluntary and involuntary recalls. 2. The entity shall disclose the total amount, in metric tonnes, of food product subject to recalls. 3. The entity may disclose the percentage of recalls that were voluntary and involuntary.	1. Four recalls occurred during 2025/26. 2. 12.762 tonnes 3. 100% of recalls were voluntary. All three recalls were related to microbiological concerns, two were The Compleat Food Group manufactured products and one was a product from our trading partners through Redhill.

SASB INDEX

TOPIC	CODE	DISCLOSURE	RESPONSE
Health & nutrition	FB-PF-260a.1	1. The entity shall disclose the total revenue from the sales of its products labelled or marketed to promote health and nutrition attributes.	1. The Compleat Food Group is currently unable to disclose total revenue from products labelled or marketed to promote health and nutrition attributes. However, we're able to calculate the percentage of Net Sales Value (NSV) and corresponding revenue (£) by protein category: Total sales from plant-based branded products equate to 10.59% of NSV, equivalent to £79,930,751. Note: this classification is based solely on product composition and doesn't reflect how products are marketed. While plant-based products can be identified as a distinct category within this analysis, they're not automatically classified as products marketed with health and nutrition attributes unless supported by specific labelling or marketing claims.
	FB-PF-260a.2	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. 2. The entity shall discuss how identified concerns and risks are managed and communicated. 3. The entity shall discuss its use of certification programmes that address consumer concerns and preferences regarding ingredients, additives and potential allergens. 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.	1. At The Compleat Food Group, we monitor emerging health and nutrition concerns through consumer insights platforms and trend analysis, including IGD, NIQ, WGSN and Kantar. We use foresight and trend reports to ensure we can anticipate and keep ahead of consumer needs. Key focus areas include consumer interest in plant-forward and high-protein diets, gut health, healthier indulgence and evolving discussions around ultra-processed foods (UPF). We also work with expertise from Campden BRI to support a science-based approach to nutrition and health claims, including monitoring developments relating to UPF definitions, alternative proteins and emerging food technologies. 2. We undertake nutritional analysis of all our products, as part of product launch processes, as well as retailer and branded requirements. 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. During 2025/26, we collaborated with Planeatry Alliance to develop a best practice guide and six guiding principles for healthy new product development (NPD), helping embed nutrition considerations across product, commercial and brand teams. Our updated NPD toolkit has also been revised to more fully consider UPF-related challenges and reformulation opportunities. Improving the average nutrient profiling model (NPM) score of our portfolio remains a non-financial KPI, with reformulation programmes underway to improve the nutritional profile of selected products. 3. We use certification for gluten-free and organic products, including: • Gluten-free products produced at our quiche bakery • Gluten-free Yorkshire puddings produced at our Thorne site • Organic olives produced at our olives factory (Soil Association-certified) 4. There were no significant complaints or lawsuits relating to nutritional or health concerns associated with our products or ingredients.

SASB INDEX

TOPIC	CODE	DISCLOSURE	RESPONSE
Product labelling & marketing	FB-PF-270a.1	1. The entity shall disclose the percentage of advertising impressions made on 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.	1. The Compleat Food Group doesn't target any products or advertising to 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 2025/26.
	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. 2. The entity shall disclose the percentage of packaging, by weight, made from recycled or renewable materials. 3. The entity shall disclose the percentage of packaging, by weight, that is recyclable, reusable, or compostable. 4. The entity may disaggregate the disclosure requested above by major packaging substrate (e.g., wood fibre, glass, metal, and petroleum-based).	1. 232,380 tonnes* 2. 28% 3. 96% recyclable or reusable. 4. Aluminium: 100% recyclable. Glass: 100% recyclable. Paper or card: 93% recyclable. Plastic: 99% recyclable. Steel: 100% recyclable. * Reported figures have changed significantly compared to the prior year primarily due to the use of a more comprehensive data source and updated methodology (utilising supplier-provided data), resulting in improved data quality and visibility of the Group's packaging portfolio.

SASB INDEX

TOPIC	CODE	DISCLOSURE	RESPONSE
Packaging lifecycle management (cont.)	FB-PF-410a.2	1. 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. 2. The entity shall describe its use of recycled and renewable packaging, including supply availability, consumer preferences and packaging durability requirements. 3. The entity shall describe its use of recyclable and compostable packaging, including regulations, packaging end-of-life commitments, consumer demand and packaging durability. 4. The entity may, if relevant, discuss any packaging-related targets and performance against those targets. 5. 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.	1. 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. In line with the WRAP UK Plastics Pact, our target was to achieve 100% reusable, recyclable or compostable plastic packaging by 2025 – in 2025/26 we achieved 99% for plastic packaging. 2. 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. 3. 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 have implemented changes in line with the updated 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. 4. The Compleat Food Group is a signatory to the UK Packaging Pact, led by WRAP. Building on the legacy of the UK Plastics Pact and its 2025 targets, The Compleat Food Group is aligned with the Pact's expanded ambitions to accelerate a circular packaging system across all materials. We continue to focus on the existing KPIs which include: • Eliminating problematic and unnecessary packaging • Designing packaging for circularity by ensuring it is reusable, recyclable or compostable where appropriate • Increasing the use of recycled content and reducing reliance on virgin materials • Supporting the development of reuse and refill systems • Improving data transparency and traceability across packaging 5. As part of our wider ESG strategy on product, we're including packaging as part of the overall LCA. Over half of our finished products now have an LCA, providing greater visibility into environmental impacts and helping us prioritise product and packaging improvements across our portfolio.

SASB INDEX

TOPIC	CODE	DISCLOSURE	RESPONSE
Environmental & social impacts of ingredient supply chain	FB-PF-430a.1	1. The entity shall disclose the percentage of food ingredients sourced that are certified to a third-party environmental and/or social standard. 2. The entity shall disclose the percentage of food ingredients it sourced that are certified to a third-party environmental or social standard, by standard.	1. 2.7% 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. 92% of our ingredient suppliers are registered on Sedex. 2. 2.14% RSPO* (95 ingredients are RSPO-certified or contain RSPO-certified palm oil, out of 4,437 ingredients total). 0.54% Rainforest Alliance (24 raw materials are Rainforest Alliance-certified, out of 4,437 ingredients total). *In the calendar year 2025, 1.57% of our RSPO-certified palm oil was from mass balance and 98.43% was segregated chain of custody. Changes from the prior year primarily reflect improved reporting and expanded visibility of the Group's total ingredient portfolio.
	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. 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.	1. Sedex SMETA 2-Pillar audits (which cover social standards) are undertaken at 54% of our ingredient suppliers. 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. The major non-conformance rate was 0.5 (our definition includes critical and business critical non-conformances from SMETA). The minor non-conformance rate was 4.25 (to align with the SASB definition we're including SMETA major non-conformances). 2. Major non-conformance corrective action rate: 82% Minor non-conformance corrective action rate: 84% 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. 3. Sedex SMETA 2-Pillar audits.
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 undertaking a water risk assessment with our partners Waterplan on our top 17 suppliers. This process will identify material high risk regions and enable us to build climate resilience plans with each supplier. At this stage, we won't be assessing every ingredient, only the ones that are material from our physical climate risk analysis.

SASB INDEX

TOPIC	CODE	DISCLOSURE	RESPONSE
Ingredient sourcing (cont.)	FB-PF-440a.2	1. The entity shall identify the highest priority food ingredients to its business. 2. The entity shall discuss its strategic approach to managing the environmental and social risks that arise from its highest priority food ingredients.	1. Our highest priority food ingredients based on spend and strategic importance are: • Cheese • Beef • Pork • Flour and cereal • Processed oil and fats • Olives • Eggs • Soy in feed • Palm • Onions 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 have shared this and our new Technical Terms of Trade document with suppliers via our Procurement team. We've been working closely with our suppliers to confirm transition plans to ensure compliance with our commitments. We have also started using the IGD Food Supply Chain Sustainability Framework with our top 10 ingredient, packaging and outsourced suppliers to drive environmental and human rights due diligence down through our supply chain.
Activity metrics	FB-PF-000.a	1. Weight of products sold (in metric tonnes).	1. 205,334.92 tonnes
	FB-PF-000.b	1. Number of production facilities.	1. 18 production facilities (including our Bristol site acquired in January 2026, and our Worcester Warehouse & Distribution site).

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