



# Sustainability Report 2024

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## A Message from our Group Chief Executive

At Valeo Foods, we love making everyday moments taste better. With leading brands enjoyed in over 100 countries, our products are central to moments of joy, love, and adventure to people everywhere. Whether it's sharing a special moment or enjoying a quick pick-me-up, our purpose is to enrich these experiences while making tomorrow better than today.

This commitment is at the heart of our Sustainability Journey, which is essential to our success. It sets us apart from competitors and will make us the preferred partner for customers, suppliers, and investors. It also enhances our attractiveness as an employer. Our sustainability efforts directly benefit our brands and products, making them better, healthier or greater value or even all three!

As a leader in the food industry, we are at the heart of an ecosystem that connects our people, products, producers, partners, and the planet. Our Sustainability Journey links each of these stakeholders to clear UN Sustainable Development Goals, with specific objectives and action plans for each. Integrating sustainability into our group strategy ensures that we can and will deliver upon our mission.

We will work hard to limit our environmental footprint, supporting our people through health and safety initiatives, enhanced training and development, and cultivating a diverse workplace where everyone can flourish. We commit to safe and responsible production, ensuring our products taste great and create many memorable moments. We will also work closely with our supply chain partners to sustainably source ingredients and packaging, and we will actively support the communities where our businesses have a presence.

I am proud of the progress we made over the past year, despite a challenging macroeconomic environment marked by geopolitical conflicts, inflationary pressures, unprecedented commodity price volatility and consumers under a lot of strain



from several years of difficult economic circumstances all across the world. Despite these challenges, our achievements are a testament to our dedicated approach to sustainability, and credit goes to our colleagues who continue to drive progress on a daily basis.

Key highlights from the past year include reducing our climate impact by cutting carbon emissions at our manufacturing sites and transitioning to renewable energy. We've also conducted group-wide employee engagement surveys, invested in community support, sourced more sustainable materials, and developed healthier products.

Our Sustainability Journey is fundamental to our longer-term growth ambition and our vision to position Valeo Foods as the undisputed sweet treats champion, creating value for our people and everyone connected to our business.

Ronald Kers,  
CEO Valeo Foods

# About Valeo Foods

Valeo Foods Group is a leading international food business, formed in 2010. Valeo Foods employs over 4,700 people operating from 28 manufacturing sites across Ireland, UK, Europe and Canada. Our talented teams, in each of our businesses, take great pride in creating the foods consumers love to eat.

We supply a range of customers through a multi-format, multi-channel approach, including major retailers, discounters, e-commerce channels, convenience stores, wholesalers and foodservice operators. Valeo Foods, through 23 acquisitions, has built significant growth platforms, across sugar confectionery, cakes, wafers, biscuits, natural sweeteners and savoury snacking.

We have a portfolio of Europe's finest and most established brands, with deep heritage and connections with consumers. Our brands are leaders in their categories and include the iconic Rowse honey, Kettle crisps, Jacob's biscuits and Balconi snacks and wafers. Our brands have histories that stretch back over 150 years. This heritage, and their strong appeal to consumers, is what makes them stand out as category leaders.

We are also a proud partner to many retailers all over the world for whom we produce some of their finest, best tasting and great value products.

€1.5b

Annual Sales

>100

Global Markets

>90

International Brands

>600m

Units Sold Annually



# Company Milestones

2010



Shamrock & Batchelor's merged to form Valeo Foods

2011



Jacob Fruitfield Group acquired

2014



Rowse Honey added to portfolio

2015



Balconi (Italy) & Robert Roberts & Kelkin (Ireland) acquired

2017



Raisio PLC's Confectionery Division and Valdenza acquired

2018



Tangerine Confectionery acquired

2019



Kettle Foods and Mathew Walker acquired

2020



It's All Good (Manomasa) added to portfolio

2021



Schluckwerder Holding acquired

2021



New World Foods and Freshers acquired

2022



Bernards acquired

2024



Pattini and DalColle acquired

# Geography

## Key Figures for FY24

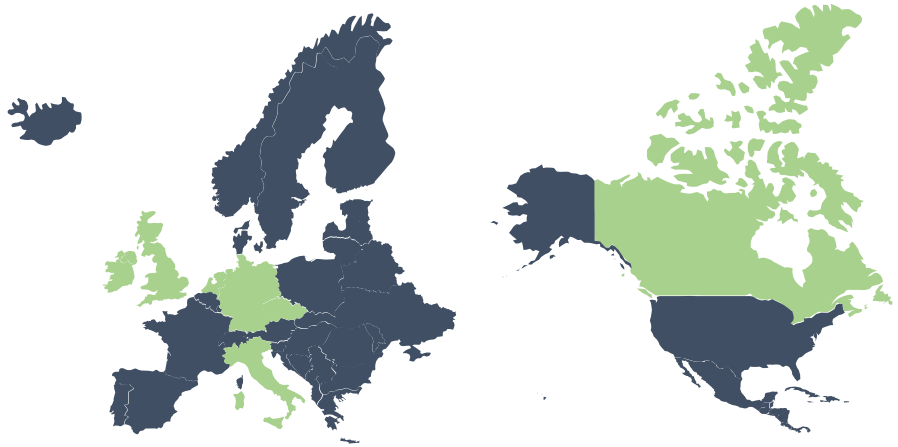
**28**  
Manufacturing plants

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**+4700**  
Total Employees

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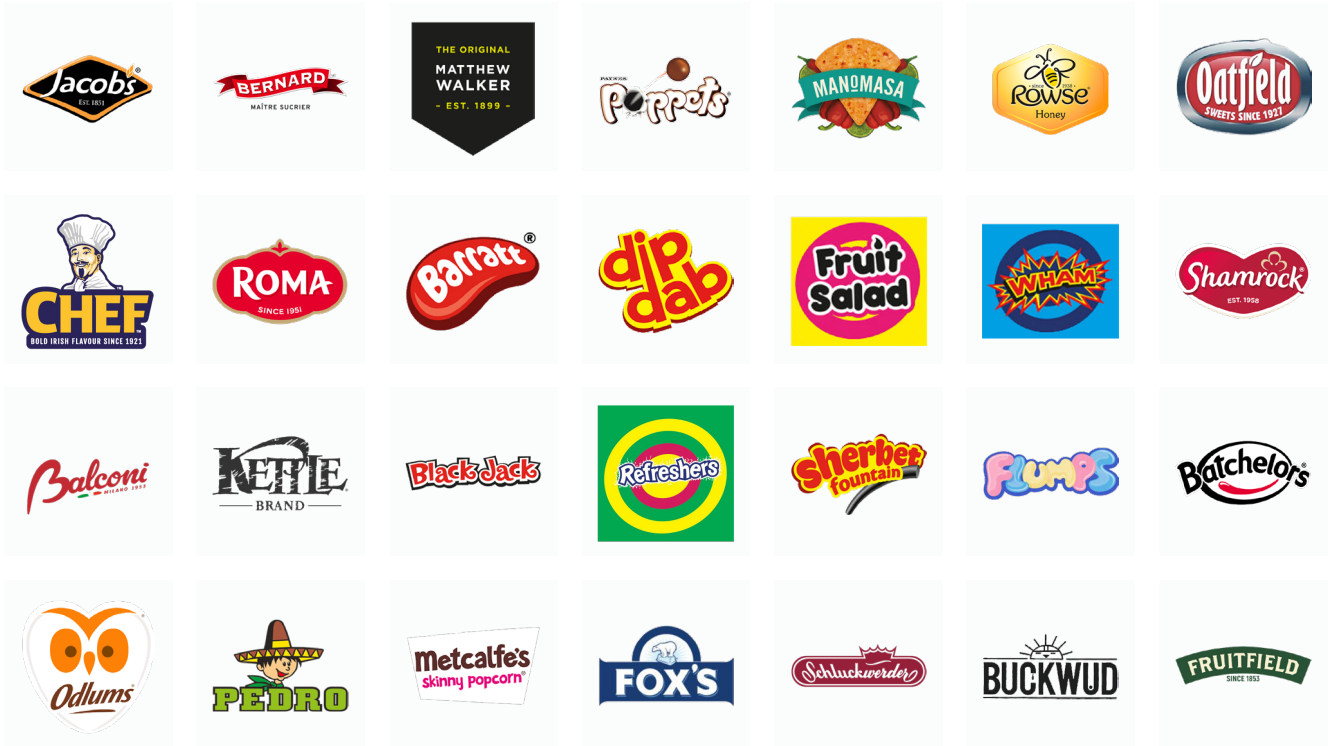
**+180**  
Countries in which our products are sold



Europe  
Ireland | UK | Italy  
Czech Republic | Germany  
Netherlands

Americas  
Canada

## Our Brands



# Our Purpose

At Valeo Foods, we love to make everyday moments taste better.

Our purpose unites us, guiding our actions and keeping us anchored. It's a shared goal, it drives what we do and should instil a sense of pride in our work. As we evolve and grow, being clear on our purpose is crucial to staying grounded and focused on doing the right thing.

For Valeo Foods it's about everyday moments – how we make these even better for our customers, consumers, our colleagues and within our communities.

Whether it's making memories for people who love our products, improving our communities, or ensuring everyone's role is more rewarding, we love to make everyday moments taste better.

While we may play different roles in achieving this purpose, every contribution counts. We might have different perspectives on how we do it – but our diverse thinking is one of our greatest assets.

There are already countless amazing stories across our group of how we're living our purpose, along with countless ideas for how we can continue to improve. Sharing these stories will help us progress and do even more.

To achieve our purpose, we have established clear behaviours that will enable us to put our strategy into action and to create a High-Performance Organisation. They are:



Our behaviours, combined with our purpose and mission, strengthen Valeo Foods. They shape our mindset, guide our decision-making and drive us towards excellence in all that we do.

# Sustainability at Valeo Foods

## Our Sustainability Framework

Our strategy is built around five pillars:



The material topics identified in our materiality assessment have been integrated into the pillars of our sustainability framework, addressing our most urgent sustainability challenges.

Each pillar is strategically and operationally important, fulfilling our commitment to sustainability. This framework guides our strategic focus, aiming to improve performance in areas like climate change and social impact.

## Working towards the UN Sustainable Development Goals

Agreed internationally in 2015, the UN Sustainable Development Goals (SDGs) provide a globally accepted roadmap for addressing many of the most urgent economic, environmental and social challenges. The 17 Sustainable Development Goals are a universal call to governments, businesses and civil society alike to shift the world onto a sustainable and resilient path.

Everyone has a role to play in achieving shared prosperity in a sustainable world - a world where all people can live productive, vibrant and peaceful lives on a healthy planet by 2030.

We have identified which of the UN SDGs we can have an impact on and mapped them to the 5 pillars in our strategy.

	<h3>Our Planet</h3> <ul style="list-style-type: none"> <li>• Limiting our environmental footprint</li> <li>• Lowering our emissions of carbon</li> <li>• Reducing packaging, water, and waste</li> </ul>			
	<h3>Our People</h3> <ul style="list-style-type: none"> <li>• Supporting a healthy and safe working environment</li> <li>• Unlocking talent and realising potential</li> <li>• Enhancing inclusivity and diversity</li> </ul>			
	<h3>Our Producers</h3> <ul style="list-style-type: none"> <li>• Forging a mutually supportive network</li> <li>• Sourcing responsible sustainable materials</li> <li>• Ensuring ethical sourcing</li> </ul>			
	<h3>Our Partners</h3> <ul style="list-style-type: none"> <li>• Giving back to our local communities</li> <li>• Actively partnering with local communities</li> <li>• Supporting communities where we source</li> </ul>			
	<h3>Our Products</h3> <ul style="list-style-type: none"> <li>• Producing responsibly every day</li> <li>• Providing healthier choices</li> <li>• Reinforcing trust in our brands</li> </ul>			

As an active participant in the United Nations Global Compact, we are committed to conducting our business responsibly and sustainably. Aligning our sustainability framework to the UN SDGs, we can proactively track the progress and improvement made in the most closely aligned goals.

By reducing our environmental impact, fostering an inclusive workplace, preventing unethical practices and ensuring that we are in full compliance with our legal obligations, we endeavour to hold ourselves to the standards set by the UN.

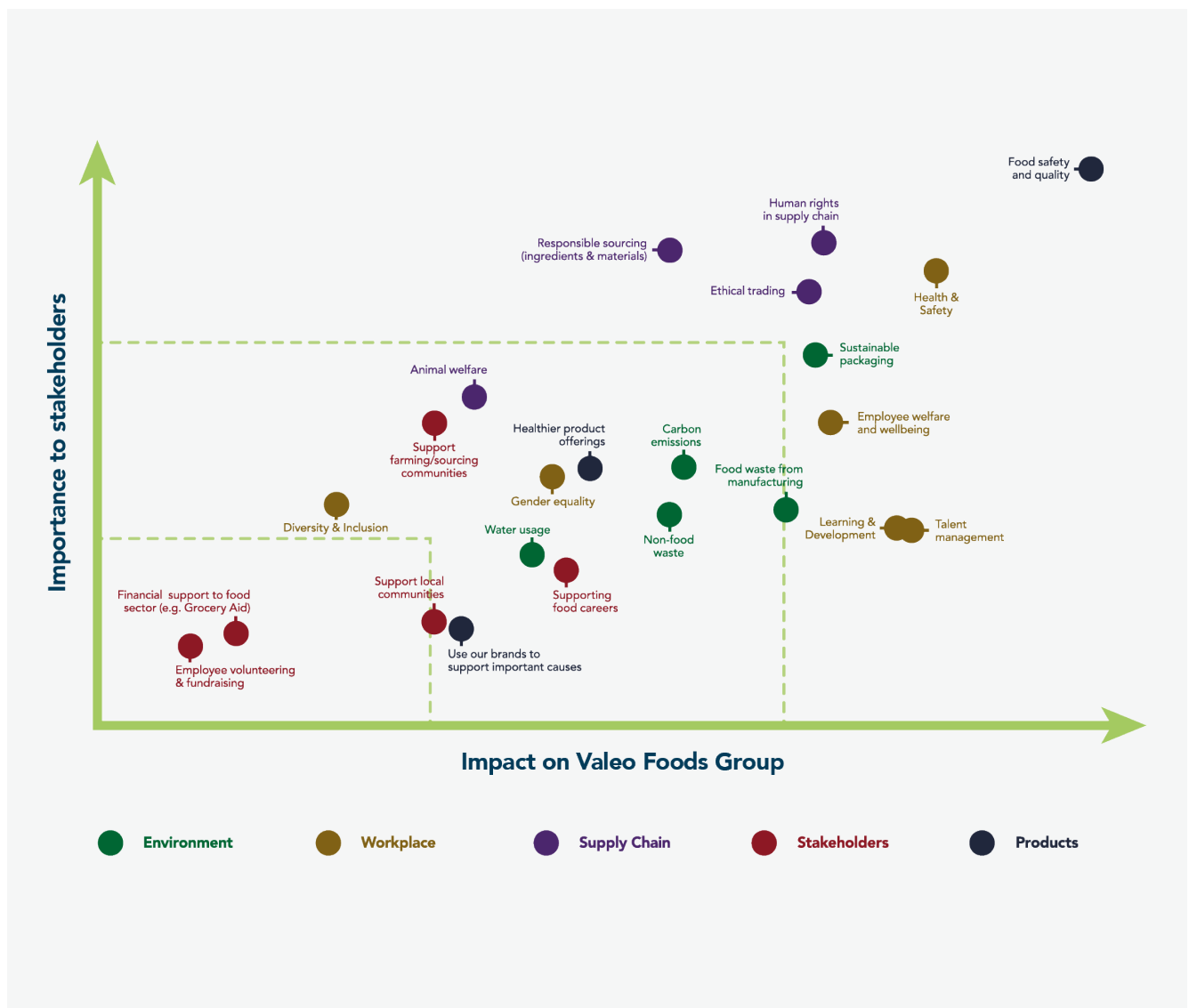
## Materiality Assessment

We undertook a comprehensive peer benchmarking review to identify key sustainability issues. We then carried out a materiality assessment aimed at prioritising strategic sustainability topics that matter most to our business and meet our stakeholders' expectations.

Through interviews and surveys, we gained broad and in-depth insights by consulting with over 100

key stakeholders, including our board, investment community, senior leaders, sustainability champions, employees, customers, and suppliers.

Key topics were ranked by their potential impact on Valeo Foods and their importance to stakeholders, with the highest-ranked issues appearing in the upper right quadrant of the matrix.



# Our Progress

'Having already made significant progress across all pillars of our Sustainability framework, the recent validation by SBTi of our near-term and net-zero targets underscores our relentless ambition of sustainable growth. Reflecting on our progress to date, I feel we are well positioned to make a positive impact on the environment, people, our local communities and our value chain and through our products. This will be achieved through continued collaborative efforts both internally and externally, with all our partners.'

Dr Grainne O'Halloran,  
Head of ESG Valeo Foods

## Our Sustainability Progress



**20%**

Reduction in Scope 1 & 2 Carbon Emissions vs baseline year FY22

Near-term and Net-Zero FLAG & Non-FLAG targets validated by SBTi

**63%**

Electricity sourced from Renewable resources

**9%**

Reduction in net food waste generated

**53%**

Redirected to animal consumption



1st Group-wide employee engagement survey

Reduced accident rate



**70%**

Access to Employee Assistance Programmes

**24%**

Female executives



**100%**

Fairtrade Coffee & Traceable Palm Oil

**41%**

Rainforest alliance Cocoa and Coffee

**95%**

Deforestation-free Beef



Supporting many local communities



Charity donations  
Food bank product donations  
Employee volunteering  
Sponsorship



**33%**

Product portfolio with healthier credentials

**97%**

Packaging recyclability



**100%**

Sites operating with third party food safety standard accreditation



# Our Planet

## Our Planet

We are committed to safeguarding our planet and minimising our impact on climate change. Guided by our 5 Pillar Sustainability Framework, we strive to produce sustainably, being mindful of our environmental impact locally and across our

supply network. This framework sets our targets, assigns responsibility, and ensures that we meet our objectives through central monitoring and timely interventions.



### Our Planet

- Limiting our environmental footprint
- Lowering our emission of carbon
- Reducing packaging, water, and waste



## Environmental Management

We are committed to:

- Reducing our energy consumption and GHG emissions (Scopes 1, 2 and 3) in line with our targets as validated by Science Based Targets initiative (SBTi).
- Reducing water consumption across our sites by investing in technology upgrades and reusing water, where possible.
- Limiting our impact on biodiversity, protected lands and ecosystems and minimising sources of pollution, while exploring ways to rehabilitate any impact we may have on our ecosystem.
- Minimising non-GHG air pollution at our sites through emissions monitoring and adherence to local air quality regulations.
- Managing waste according to the EPA waste hierarchy of waste management.
- Increasing sustainable packaging solutions and recyclability, assisting the management of impacts from products end-of-life.
- Developing healthier alternative and more sustainable products, highlighting benefits to our consumers on pack.
- Developing products considering the environmental impacts generated from their use by consumers, e.g. including instructions on product packaging to ensure proper disposal.
- Producing to the highest food safety standards to ensure that we mitigate any negative health and safety impacts on our consumers.
- Meeting and where possible, exceeding local environmental regulations and requirements.

Our targets and commitments will minimise the impact of our business on our planet and will prepare us for how climate change will impact our business.

### Environmental Awareness & Training

Having established our corporate carbon footprint, it is crucial to communicate our impact and how each team member can contribute to our sustainability goals. Environmental awareness training equips our workforce with the knowledge and skills to make a positive impact at work and home.

#### Environmental Training – UK

At our Matthew Walker site in Heanor, UK, where we make our Christmas puddings, we use an Environmental Awareness E-book to train all employees and new staff in all environmental matters.

The training includes modules on the benefits of environmental awareness, environmental health & safety and environmental aspects and impacts. It provides context and creates awareness of the environmental impact of individual actions, making the topic more accessible.

# Task Force on Climate-related Financial Disclosures (TCFD)

Adopting and disclosing against the Task Force on Climate-Related Financial Disclosures (TCFD) framework, has provided additional visibility on the climate risks and opportunities, current and future.

## Introduction

Climate change emerges as the pre-eminent challenge of our era, casting a formidable shadow over the pursuit of sustainable development and touching every corner of the globe. Within this landscape, we acknowledge the dual facets of climate risk—immediate physical threats arising from unpredictable weather events, and the more enduring dangers tied to long-term climate shifts, such as rising temperatures, protracted heatwaves, floods, and droughts. Additionally, we recognise the escalating transition risks entailed in moving our business towards net-zero, encompassing regulatory transformations, technological advancements, market dynamics, and

considerations of reputation. Firmly committed to action, our dedication extends to the adoption of recommendations outlined by the Task Force on Climate-Related Financial Disclosures (TCFD).

Our business relies on a diverse range of raw materials, ingredients, and packaging, including complex international supply chains as a food manufacturer, which exposes us to the global effects of climate change. Preparing for potential impacts, both locally and internationally, is essential as we navigate the short, medium, and long-term risks and opportunities arising from climate change.

## Governance

The Valeo Foods Board holds overall responsibility for our ESG strategy and management of climate-related risks and opportunities. The ESG strategy, as adopted by the board, is underpinned by our 5 Pillar framework, outlined in Figure I.



Figure I, Valeo Foods ESG Governance and Framework

Climate risks, opportunities and ESG initiatives are reviewed regularly and are embedded in the Valeo Foods Group's strategic plan and annual budgets. To ensure alignment with the Group's strategic plan, the business has established an ESG steering group which consists of a team from various functions both at Group and divisional level – Group ESG, Group finance, Group procurement and divisional sustainability champions. Assisting the sustainability champions in reporting and ideation, are divisional pillar owners. Each division mirrors the 5 pillar framework, where a pillar owner is assigned to assist in the delivery of the overarching ESG ambitions and strategy under that pillar. The responsibility of this ESG steering group is the delivery of our ESG strategy, including the assessment, management, oversight and tracking of climate related risks and ESG targets and ambitions.

The Board regularly reviews our ESG plan, with dashboard reports presented by representatives of the ESG steering group, reviewing key performance indicators at monthly meetings. These updates track the progress of our ESG targets and review the relevant climate related risks and opportunities. Furthermore, we are committed to transparency and disclose our full scope 1, scope 2, and relevant scope 3 greenhouse gas emissions, along with the associated risks.

In relation to our strategy and risk management process, the ESG steering group uses specific metrics to assess climate-related risks and opportunities and progress against targets. Regarding the Group's processes for identifying and assessing climate-related risks, we have disclosed, in alignment with best practices, how these risks and opportunities are identified, assessed, and managed which is described in greater detail in the following sections.

## Strategy

As a leading ambient food provider with manufacturing facilities across the EU, UK, and North America, we recognise that climate change impacts our business from our diverse and complex value chain and energy intensive manufacturing processes. With international suppliers spanning across multiple continents, our ambition is to ensure that our business is structured to identify and qualify the risks and opportunities associated with a change in global climate and quantify the impact to our business.

Ensuring Valeo Foods remains dynamic, agile, and responsive to the impacts of climate change and other changes in market trends, we have undertaken an initial risk assessment on the impacts of climate change with key internal stakeholders. The exercise has been conducted to better understand the climate related risks and opportunities to Valeo Foods and outline mitigation strategies to ensure exposure to the risks are minimised and potential opportunities are highlighted. Using the TCFD framework as a first step, acts as an enabler for Valeo Foods to ensure the business remains vigilant and aware of the risks and opportunities it will be exposed to, specifically on physical and transitional risks.

The initial Climate-related Risk and Opportunities (CRO) review, undertaken by the ESG steering group, produced the first iteration of Valeo Food's CRO register (Tables I and II). This review presented eight CROs, when evaluating climate related physical and transitional risks, which materially impact on our operations and value chain.

Each CRO was reviewed under two scenarios, Representative Concentration Pathway (RCP) 2.6 and RCP 8.5, as recognised and modelled by the IPCC (Intergovernmental Panel on Climate Change). See below.

RCP 2.6	RCP 8.5
Emissions lower than the current pledges of all countries signed to the Paris Agreement.	Emissions continue to increase, with countries and businesses continuing their emission trends, without any climate conscious policies, or levies.
<b>Overview</b>	
Policy Ambition: 1.6°C Policy Reaction: Immediate & smooth Technology Change: Moderate change Regional Policy Variation: Low	Policy Ambition: 3+°C Policy Reaction: None Technology Change: Slow / No change Regional Policy Variation: Low-High
<b>Selection</b>	
Most realistic, best-case scenario. Aligned to business ambition as 1.5°C aligned through SBTi.	Worst case scenario. Planning for worst case to ensure visibility across the business of the impact of inaction.
<b>Risk review</b>	
Transitional Risks: High Physical Risks: Low	Transitional Risks: Low Physical Risks: High

<https://www.ngfs.net/ngfs-scenarios-portal/explore/>

By evaluating each CRO through the lens of both scenarios, an estimated timeline and risk profile is highlighted, referring to the likely timescale of and level of impact the CRO will have.

Timeline	Risk Profile
Short term: 0 – 5 years Aligned to strategy timeline Medium term: 6 – 10 years Aligned to 2030 ESG targets and ambitions Long term: 11+ years Aligned to long term targets for 2040, onwards	Low: No / low risk to business Medium: Material impact on business requiring further detailed assessment to quantify. High: Significant material impact on business, requiring detailed assessments and additional review mechanisms.

This initial CRO register will act as the platform to further refine future iterations of the CRO risk register.

		Risk Category	Risk	First Step Mitigation	Scenario	Timeline	Risk Profile	KPIs
Risks	Physical	<b>Acute Climate Events</b> Weather events driven by climate change. Flooding, heatwaves, etc.	Disruption to operations and associated remedial costs on buildings, stock, machinery & IT systems. Disruption to logistics and supply chains. Disruption to suppliers in higher risk areas, who are disproportionately affected by the frequency and severity of acute climate events.	Identify at-risk locations and properties. Prepare flood emergency risk planning at the relevant properties. Engage with at risk suppliers and / or brokers.	RCP 2.6	Med./ Long	Low	<ul style="list-style-type: none"> <li>Scope 1, 2 &amp; 3 emissions</li> </ul>
		RCP 8.5			Short	High		
		<b>Chronic Climate Events</b> Changes in climate, induced by man-made GHG emissions. Precipitation patterns, rising mean temperatures & sea levels, etc.	Reduced availability and / or quality of raw materials. Increase in pricing of raw materials. Reduced availability of water for processing and agriculture. Disruption to logistic routes. Increase in stock losses.	Identify at-risk locations and supply routes of key commodities. Engage with at risk suppliers and brokers and align with Valeo Foods "Source ethically and with integrity" approach.	RCP 2.6	Med./ Long	Med.	<ul style="list-style-type: none"> <li>Scope 1, 2 &amp; 3 emissions</li> <li>Supplier certification</li> <li>Supplier CoC</li> </ul>
		RCP 8.5			Short / Med	High		
	<b>Policy &amp; Legislation</b> Adoption of policies to limit impact of climate change. Carbon pricing (direct & indirect), plastic tax, deforestation regulation, product carbon foot printing, etc.	Increase in operating costs.- Energy, commodities, compliance, etc.	Map out policies and legislation across geographies of operations and suppliers of key commodities (inc. land use).	RCP 2.6	Short	Med.	<ul style="list-style-type: none"> <li>Energy Consumption</li> <li>Sustainable packaging</li> <li>Packaging recyclability</li> <li>Supplier CoC &amp; Certs</li> </ul>	
	RCP 8.5			N/A	N/A			
	<b>Technology</b> Development and application of new and emerging low carbon & renewable technologies & systems. Biogas, hydrogen, electrification, etc.	Increase in investment in technology and infrastructure to remain competitive and align to the evolving legislative landscape.	Reduce baseline energy demand, reducing the investment costs required and reducing current and future OpEx.	RCP 2.6	Med./ Long	High	<ul style="list-style-type: none"> <li>Energy Consumption</li> <li>Scope 1, 2 &amp; 3 emissions</li> </ul>	
	RCP 8.5			N/A	N/A			
	<b>Market</b> Dynamics Consumer and retailer trends of low GHG impact products and alternatives.	Consumer preference shift leading to reduced revenues from low demand.	Map out GHG hotspots. Engage in New Product Development (NPD) on product alternatives.	RCP 2.6	Med./ Long	High	<ul style="list-style-type: none"> <li>Scope 1, 2 &amp; 3 emissions</li> <li>NPD</li> <li>Supplier CoC &amp; Certs</li> </ul>	
	RCP 8.5			Short	High			
	Transitional Risks							

Table I, Climate Related Risks, CRO Register detailing physical and transitional risks for Valeo Foods Group

	Opportunity Category	Opportunity	First Step Planning	KPIs
Opportunity	<b>Resource Efficiency</b> Increase in operations and resource efficiency by early adoption and focus on climate impacts Food waste, energy & creating a culture of efficiency.	Reduce operational costs - Energy reduction, food waste reduction, Water use reduction, etc.	Business is aligned to SBTi 1.5°C Scope 1 & 2 and WB 2°C in scope 3	<ul style="list-style-type: none"> <li>• Food Waste</li> <li>• Water Consumption</li> <li>• Scope 1, 2 &amp; 3 emissions</li> </ul>
	<b>Resilience</b> Future proof business with strategies for different climate scenarios.	Mapping out mitigation strategies across the core areas of operation, for different climate scenarios enabling Valeo Foods to react effectively to changing environments.	Engage relevant stakeholders referencing mitigation planning from CRO register.	<ul style="list-style-type: none"> <li>• Scope 1, 2 &amp; 3 emissions</li> </ul>
	<b>Markets</b> Consumer and retailer trends of low GHG impact products and alternatives.	Early adoption to reduce GHG and increased NPD will enable Valeo Foods become competitive in the market.	Business is aligned to SBTi 1.5°C Scope 1 & 2 and WB 2°C in scope 3.	<ul style="list-style-type: none"> <li>• Scope 1, 2 &amp; 3 emissions</li> <li>• NPD</li> </ul>

Table II, Climate Related Opportunities, CRO Register detailing opportunities for Valeo Foods Group from climate impacts

Aided by the outcomes of the risk assessment and development of CRO register, a mitigation strategy is being developed. Moreover, the initial review provides a baseline to further refine and update our strategy, highlighting the variety of ways climate change could impact and influence our business landscape. We monitor how climate change impacts our business, ensuring the board are informed and can take the appropriate interventions, altering the business strategy, where necessary. We are identifying areas of opportunity for revenue growth from the market opportunities, which form part of our growth and FY25 plans and strategy.

With ESG becoming a foundation of our growth strategy, the input from the CRO register will impact and shape future decision-making processes. Through the continued refinement of our climate risk management process, we will deepen our knowledge of climate change and its impact on our business to remain pro-active and responsive to global changes.

## Risk Management

As a growing food business, risk management is foundational in all business decisions. Risks are

managed centrally, informed by inputs from the Senior Leadership team. The recent expansion of the ESG function, and development of a ESG steering group, has enabled the first climate-related risk assessment and CRO register to be completed. Input from the ESG steering group, the CRO register, and climate risk reviews, ensure that climate related risks and opportunities are included as part of the central risk management process.

Climate related risks are identified either centrally at group, through cross-functional workshops with senior stakeholders, or locally at a divisional level. At divisional level, the 5-pillar ownership structure ensures that all aspects of climate impacts are considered from site energy and water use to local community relationships and international supply chains. Each divisional sustainability champion inputs into the ESG steering group ensuring risks and opportunities are identified for further review. See Figure I for ESG information flow, informing group decisions and considerations.

Our first internal CRO assessment has been completed, resulting in the CRO register (Tables I and II). First step mitigations have been identified to address the Group's climate related risks.

Risk reviews will be used to identify, assess, mitigate, and monitor key risks across our business. Through these risk reviews, it ensures that key stakeholders are aware of the risks to the business in the short to long term. The impact of our risk mitigation strategies related to climate will be tracked by the ESG steering group and will provide feedback to Board on progress.

We will continue to work diligently to incorporate climate-related risks to enhance our decision-making processes and risk response strategies.

## Metrics & Targets

Our ESG targets and ambitions have been developed by the ESG steering group, and agreed with the board, following extensive stakeholder engagement and cross-departmental workshops. From FY25 onward, our senior leaders will have ESG related targets as part of performance management. The climate related targets and tracking KPIs are detailed in Table III.

Our decarbonisation ambition is underpinned by emission reduction targets, validated by SBTi. Aligned with SBTi, we will reduce scope 1 & 2 emissions by 42% and will reduce our scope 3 emissions (FLAG: 30.3% & Non-FLAG: 25%), from our base year of FY22 by 2030. Aligning our business strategy with SBTi near-term targets, creates an excellent platform for our business to reach net zero by 2050, both within our own operation and across the value chain. We have applied a financial control boundary condition in the calculation of our scope 3 emissions and adhered to the GHG protocol for calculating scope 1, 2 and 3 emissions.

In addition to our emissions targets, we have set near-term ambitions across our 5 pillars, which aid to track and monitor our climate risks and opportunities as outlined in Tables I & II. Active tracking of KPIs is used to inform our risk management and strategic decision-making processes in acknowledging climate related risks and opportunities, allowing for informed and holistic decision making.

	Category	Commitment	KPI	FY22 Baseline	FY23	FY24	% Change FY24 Vs FY22 Baseline
Our Planet	SBTi	Develop validated SBTi aligned with 1.5°C Scenario	SBTi approved targets	Not yet Committed	Committed	Near term & Net zero targets validated August 24	N/A
	CO <sup>2</sup> Emissions	Reduce scope 1 & 2 absolute emissions by 42% by 2030	Scope 1	52 ktCO <sub>2</sub>	49 ktCO <sub>2</sub>	45 ktCO <sub>2</sub>	-15%
			Scope 2 (Market-Based*)	16 ktCO <sub>2</sub>	11 ktCO <sub>2</sub>	10 ktCO <sub>2</sub>	-37%
			Total Scope 1 & 2	68 ktCO <sub>2</sub>	60 ktCO <sub>2</sub>	55 ktCO <sub>2</sub>	-20%
		Reduce scope 3 FLAG emissions by 30% by 2030	Scope 3 FLAG	731 ktCO <sub>2</sub>	725 ktCO <sub>2</sub>	721 ktCO <sub>2</sub>	-1%
		Reduce scope 3 non-FLAG emissions by 25% by 2030	Scope 3 Non-FLAG	397 ktCO <sub>2</sub>	397 ktCO <sub>2</sub>	392 ktCO <sub>2</sub>	-1%
		Scope 3 Emissions reduction	Total Scope 3 Emissions	1,129 ktCO <sub>2</sub>	1,121 ktCO <sub>2</sub>	1,113 ktCO <sub>2</sub>	-1%
	Energy Use	Reduce energy reliance to mitigate transitional risks	Natural gas demand	280,001 MWh	258,312 MWh	237,318 MWh	-15%
			Light fuel oil demand	4,726 MWh	4,623 MWh	4,405 MWh	-7%
			Electricity demand	81,973 MWh	80,131 MWh	78,471 MWh	-4%
			% Renewable Energy	44%	59%	63%	43%
	Food Waste	Reduce food waste by 50%	Food waste	10,832 tons	11,358 tons	10,463 tons	-3%
	Packaging	100% recyclable, or reusable packaging	Packaging	90%	97%	97%	8%
Water	Reduce water by 15%	Water	687,168 m <sup>3</sup>	679,807 m <sup>3</sup>	624,422 m <sup>3</sup>	-9%	

Table III, Climate Related Targets and KPIs

## Our Ambitions

- Align our Sustainability strategy to SBTi targets
- Reduce Scope 1 & 2 emissions from direct operations by 42% by 2030 from baseline (FY22)
- Use 100% renewable electricity at our manufacturing sites by 2026
- Reduce Scope 3 FLAG<sup>1</sup> emissions by 30% by 2030 from baseline (FY22)
- Reduce Scope 3 Non-FLAG<sup>2</sup> emissions by 25% by 2030 from baseline (FY22)
- Reduce water demand in operations by 15% from baseline (FY22)
- Halve food waste in operations from baseline (FY22)

## Green House Gas (GHG) Emissions

Food systems generate one-third of global GHG emissions, making a strong sustainability strategy essential. We are committed to measurable action, and through behavioural changes and the deployment of energy efficiency we plan to achieve our reduction target in scope 1 & 2 emissions by 42%. By executing some of these levers in FY23 and FY24, we have already achieved an absolute reduction in our scope 1 & 2 emissions of 20%, compared to our baseline year (FY22). This reduction gives us a reliable platform to meet our SBTi target by 2030.

Commitment	KPI	FY22	FY23	FY24
<b>CO<sub>2</sub> Emissions</b>				
Reduce scope 1 & 2 absolute emissions by 42% by 2030	Scope 1	52 ktCO <sub>2</sub>	49 ktCO <sub>2</sub>	45 ktCO <sub>2</sub>
	Scope 2 (Market-Based*)	16 ktCO <sub>2</sub>	11 ktCO <sub>2</sub>	10 ktCO <sub>2</sub>
	Total Scope 1 & 2	68 ktCO <sub>2</sub>	60 ktCO <sub>2</sub>	55 ktCO <sub>2</sub>
Reduce scope 3 FLAG emissions by 30% by 2030	Scope 3 FLAG	731 ktCO <sub>2</sub>	725 ktCO <sub>2</sub>	721 ktCO <sub>2</sub>
Reduce scope 3 non-FLAG emissions by 25% by 2030	Scope 3 Non-FLAG	397 ktCO <sub>2</sub>	397 ktCO <sub>2</sub>	392 ktCO <sub>2</sub>
Scope 3 Emissions reduction	Total Scope 3 Emissions	1,129 ktCO <sub>2</sub>	1,121 ktCO <sub>2</sub>	1,113 ktCO <sub>2</sub>
<b>Energy Use</b>				
Reduce energy reliance to mitigate transitional risks	Natural gas demand	280,001 MWh	258,312 MWh	237,318 MWh
	Light fuel oil demand	4,726 MWh	4,623 MWh	4,405 MWh
	Electricity demand	81,973 MWh	80,131 MWh	78,471 MWh
	% Renewable Energy	44%	59%	63%

## What has Driven Our Success in Reducing Scope 1 & 2 Emissions?

**9%**

Gas reduction was achieved by challenging operational set-points, operating schedules and increasing condensate return systems at our Dublin manufacturing site in Ireland.

**63%**

of the electricity used in all Valeo Foods manufacturing sites is sourced from renewable resources. We are committed to transitioning to 100% renewable electricity at our sites by 2026.

<sup>1</sup>FLAG: Forest, Land-use & Agriculture – Emissions from Land Use Change and Land Management

<sup>2</sup>Non-FLAG: Non-Forest, Land-use & Agriculture - Remaining emissions from value chains ex on farm emissions (e.g. supplier energy use, logistics, etc.)



### Gas Reduction – UK

At our category leading Manomasa tortilla chip site at Gateshead in the UK, we have developed new, data-led, operating procedures to better manage our ovens. Since the update, our ovens have reduced gas consumed per kg of product produced, between 8–13% from the ovens measured. Our production and operations team continue to increase operational efficiency.



### Corporate Private Purchase Agreement – Ireland

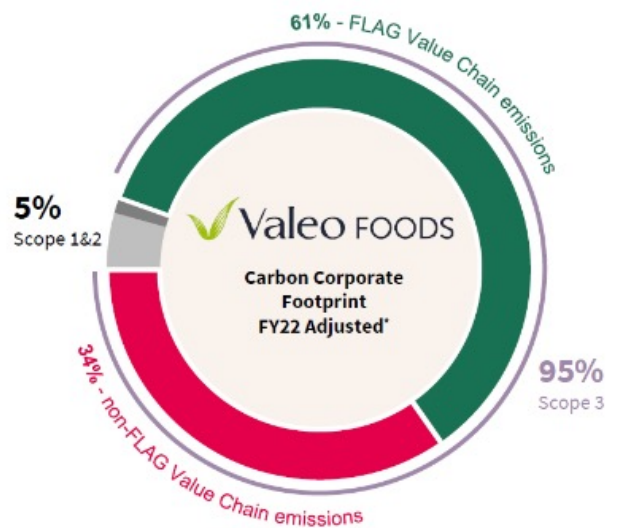
Our business in Ireland, which produces local iconic brands like Batchelors, Chef and Odlums, secured a Corporate Private Purchase Agreement (CPPA), covering over 40% of our electricity demands from a local wind farm. The remaining electricity has been secured through other renewable generators.

## Our GHG Footprint

Typically, 90-95% of the GHG emissions in food production occur in the value chain. Therefore, establishing our full GHG footprint was paramount ahead of developing a credible and impactful decarbonisation strategy.

We partnered with specialist climate experts to qualify and quantify our scope 3 emissions, calculated using reputable secondary databases on an activity basis, with the financial control boundary condition applied to determine relevance and scope.

Adhering to the GHG protocol for emissions accounting, 95% of Valeo Foods emissions come from our value chain. Using the output of this GHG foot-printing exercise, we defined our hotspot emissions categories and commodities. This visibility has enabled us to develop our reduction strategy to satisfy our near-term reduction targets across our FLAG and Non-FLAG emission categories.

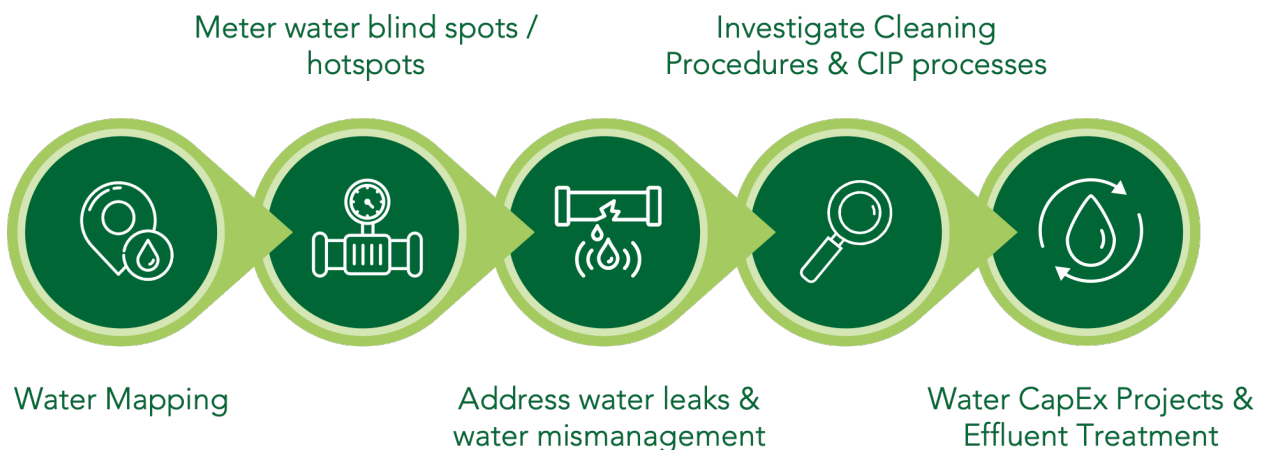


\*Re- Baselined for acquisitions

# Water

Operating in the food processing sector, our manufacturing sites requires water for a variety of uses, but we are committed to reducing our absolute water consumption by 15%. We are adopting the following process in our sites to map and address inefficient water consumption.

This approach has already helped Valeo Foods to reduce absolute water consumption by 9% compared to baseline year (FY22). Furthermore, in some of our sites, we have operational processes to reclaim water and reuse it internally, avoiding waste and further consumption. All relevant manufacturing facilities use third parties to audit our water quality and effluent management.



Targets for 2030 from baseline of FY22	KPI	Unit	FY22	FY23	FY24
15% reduction in water consumption	Water use	m <sup>3</sup>	687,168	679,807	624,422

## Water Mapping – Ireland

Our manufacturing site in Dublin is our highest water user. With over 10 water meters now installed on site, we have full visibility on our water consumption across primary production lines. Connected to the site energy monitoring platform, it has highlighted multiple areas of opportunity for water use reduction. Starting with behavioural changes and Standard Operating Procedure (SOP) upgrades, we can now map out water reduction projects.

## Effluent Treatment – Italy

Our new wastewater treatment at our site in Nerviano can guarantee adequate treatment and reduction of pollutants and has reduced the use of mains water.

## Water Reduction – Czech

At Candy Plus, we have successfully executed several water conservation projects, reducing water use by 31% since 2020. Through the installation of a reverse osmosis system on the boiler condensate line, the quality of the condensate returning to the boiler increased significantly. Another successful initiative was rationalising the cooling systems used for space cooling during summer months. Upgrading our existing heat pumps to generate chilled water, which was then used to satisfy the air conditioning demand, rather than using mains water.

# Food Waste

Of all the food available to consumers worldwide, 17% goes into waste bins each year – that’s 1 billion tons. Producing, transporting and letting that food rot, contributes more than 8% of global emissions.

We have a food waste reduction target of 50% across our business. As signatories of WRAP, Grocery Aid and Food Cloud in the UK and Ireland, we are committed to reducing food waste in our operations. Furthermore, we align our waste management practices to the EPA waste management hierarchy.

## Reduction in Waste at Source – UK

UK Household favourite, Kettle Chips reduced food waste by nearly 700 tons through upgrades and optimisations made on our existing equipment. The site team continues to focus on reducing waste at source through our UK led #RTZ (Road to Zero) campaign.



### Source Reduction

We are committed to reducing food waste generation in all our sites. Our UK sites implemented the #RTZ (Road To Zero) initiative, which has reduced food waste.



### Feed Hungry People

Food waste suitable for human consumption is donated to local food banks with 101 tons of food donated by our business in Ireland this year.



### Feed Animals

Food unsuitable for human consumption is directed to animal feed, as appropriate. This year 53% of the food waste generated in our manufacturing sites was redirected.



### Industrial Uses

Remaining food which cannot be sent to animal feed is directed to anaerobic digestion.



### Composting

When waste cannot be disposed through anaerobic digestion, the next preference is to dispose through composting.



### Landfill

As a last resort, when no other disposal methods are possible, food waste is directed to Landfill. Our objective is to remove all waste to landfill.

Targets for 2030 from baseline of FY22	KPI	Unit	FY22	FY23	FY24
50% reduction in food waste	Gross food waste generated in operations	t	10,832	11,358	10,463
	Total food waste re-directed to animal feed	t	5,403	5,287	5,539
	Total net food waste generated in operations	t	5,429	6,071	4,924

# Packaging

We are committed to reducing our environmental footprint through innovative packaging solutions. 97% of our product packaging can be recycled and we are committed to achieving 100%, through the transition to eco-friendly materials.

This ambition extends beyond our immediate operations. We actively endorse and participate in industry-specific sustainability initiatives, e.g. WRAP UK, demonstrating our leadership in collaborative efforts to address climate change.

Targets for 2030 from baseline of FY22	KPI	Unit	FY22	FY23	FY24
100% of product packaging to be recyclable or reusable	% Recyclable Packaging	%	90	97	97



## Honey Packaging – UK

Rowse Honey has switched from black plastic caps to gold on our Squeeze honey bottles as black plastic is particularly difficult to recycle. We have removed in total 100 tons from our supply chain, preventing it from going to landfill or incineration.

Following on from an internal Life Cycle Assessment (LCA) on our honey range, Rowse plastic bottles now come with 30% recycled content (rPET), with plans to increase this percentage to 100%.

We have also introduced a pioneering Snap & Squeeze sachet for our Rowse honey. This single-dose product for on-the-go dining is a paper-only packaging solution, which completely avoids the use of plastic and is therefore totally recyclable. The new sachet format is a packaging sustainability first for single-serve solutions in a market dominated by single use plastic. The production process of the packaging requires lower energy consumption, and the compactness of the pack format reduces transport.



## Packaging Reduction at Source – Italy

At our Nerviano site in Italy we looked at our pack formats and saw an opportunity to reduce our packaging by making a simple change. We removed the inner cardboard tray from some of our products and saved 571 tonnes of paper. This packaging reduction saves a total of 8,500 trees and 250 million litres of water annually. Our plan is to continuously challenge pack formats to reduce our packaging even further.



## Packaging removal – UK

Where packaging reductions are no longer possible, we innovate. Our Fox's sugar-free range are now free from individually wrapped sweets. Across all businesses, we strive to innovate when we've re-engineered the packaging solutions.

# Biodiversity

We are committed to supporting the regeneration of the environments where we source the materials we use in our products.



## Maintaining Ecosystems – Canada

Bernards, a leading producer of maple syrup in Québec, protects a vast sugar-bush forest, supporting biodiversity and protecting threatened species.

The Québec sugar bush absorbs 11 times more carbon than the one used in the production of maple syrup. 744Kt of carbon is absorbed by the Québec sugar bush.

Today, there are 964,000 hectares of protected, sugar-bush forest in Québec, sustaining a multitude of animal and plant species. This habitat is protected and may support a rich biodiversity for years to come, but many species are threatened or vulnerable.

20 wildlife species are now designated as threatened, 18 as vulnerable, and 115 likely to be designated as threatened or vulnerable. Of the animals that are threatened, vulnerable, or likely to be designated as such, 17 species can potentially be found in the maple forest. The 40 plant species that are currently threatened, vulnerable, or likely to be designated as such can also potentially be found in the maple forests of Québec– (Québec maple syrup producers, 2024).



## Protecting Honeybees & supporting pollinators – UK

In the UK, our Rowse Honey business supports honeybee health through our Hives for Lives programme, through partnerships with the University of Sussex, the Bee Farmers' Association, and international projects, ensuring the survival of bee populations. This addresses the impacts of changes in climate, use of pesticides, loss of wildflower meadows, and the decline of bee-farming, skills essential to the stewardship of healthy hives of honeybees. In addition to our partnership with the University of Sussex, we've added new relationships, including projects in Ethiopia with Bees for Development that support habitats.

Over the past century in the UK, we have lost almost 92% of our wildflower spaces and over half of our natural hedgerows. With this loss comes a decrease in nectar food sources needed to sustain our pollinators. That is why we are doing all we can to provide sustainable, nectar-rich food sources for pollinators and expand precious habitat where wildlife can not only survive but thrive. This includes a commitment to a 5-year conservation project to create sustainable nectar sources for honeybees and other pollinators with Blenheim Estate in Oxfordshire, UK. Visitors can learn more about our pollinators at 'The Hive' at Blenheim Palace. Not only will this sustain the dozens of wild honeybees found on the Blenheim Estate, but they will also invite an array of pollinators, insects, birds, hedgehogs and other small, countryside mammals. We hope that this leading-edge project will inspire and influence other big landowners and farmers, as well as the public to do what they can to protect pollinators.



Our  
People

# Our People

At Valeo Foods, fostering a supportive, sustainable and responsible work environment goes beyond just physical aspects. We prioritise the health and wellbeing of our employees through robust safety protocols, workplace policies and offering health and mental wellness programs.

We are committed to attracting and developing talent, realising potential and actively driving opportunities for personal development and progression. We help to encourage

our employees by investing in learning and development programs, encouraging mentorship, and fostering a culture of open communication, so that we can unlock the talent within our workforce.


We believe in the importance of cultivating a diverse and inclusive workplace. We value different perspectives and experiences, and actively strive to create an environment where everyone feels empowered to contribute and succeed.



## Our People

- Supporting a healthy and safe working environment
- Unlocking talent and realising potential
- Enhancing inclusivity and diversity

**5**  
GENDER  
EQUALITY  


**8**  
DECENT WORK AND  
ECONOMIC GROWTH  


**10**  
REDUCED  
INEQUALITIES  


# Our People Vision & Strategy

## Our People Vision

In line with our Valeo Foods purpose and ambition, we have developed a group people vision and strategy. Our vision is that through our people strategy, we blend high performance with

high engagement to create a culture that delivers competitive edge, sustainable results, and is rated as a great place to work.

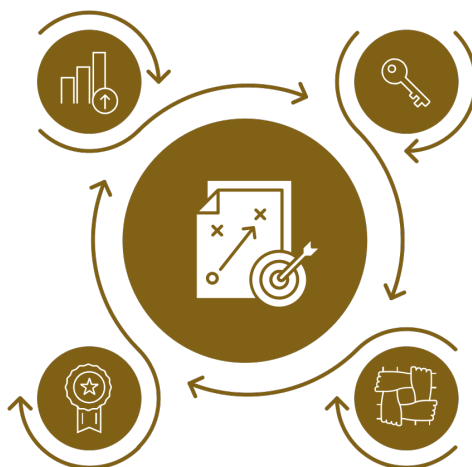
## Supporting our People Vision, are our People Strategic Pillars

Build capabilities for excellence & growth

Develop and embed strategic capabilities and integrated ways of working to leverage synergies and enable future growth.

Value positive impact & contribution

Build competitive reward and benefits, recognising & returning on great performance and development.



Unlock our talent potential to accelerate performance

Attract, develop & retain talent who can deliver high performance & have the potential to grow with the business.

Build employee commitment, motivation, and pride

Create an environment where colleagues are happy, involved, connected to our purpose and goals and can be in the best conditions.

# Creating a Safe & Healthy Work Environment

Within our people strategy, there are clear links to our ESG commitments and our strategy is built to deliver on these promises. The first area of our ESG People commitments covers supporting the physical and mental wellbeing of our colleagues, as well as by creating a safe and supportive work environment.

## Employee Health & Safety

Our Health & Safety policy outlines our fundamental commitment to the safety and wellbeing of our employees. We prioritise health and safety across all operations by identifying and mitigating workplace hazards. Everyone receives the training and proper supervision to perform their jobs safely.

We encourage reporting of accidents, incidents, near misses, or any safety concerns, and we set clear targets for continuous improvement. Regular risk assessments and training help us reduce accidents and injuries year-on-year.

Independent audits are conducted, and results shared with all relevant parties, including site safety committees, senior management and our board to support the prioritisation of workplace safety improvements.

## The two crucial elements in creating a safe working environment:

### Health & Safety Management System

This system prioritises worker safety and includes a framework for hazard identification and control through regular risk assessments. The system outlines safe work procedures, provides employee training, and sets continuous improvement goals. Regular monitoring and incident reporting enable us to make necessary adjustments for a safe working environment. Local health and safety committees address identified risks and continuously work on safety improvements.

### Risk Assessments

Risk assessments are essential for identifying potential hazards. This involves systematically examining the workplace to identify dangers such

as machinery, chemicals, or repetitive tasks. The assessment analyses the likelihood and severity of harm associated with each hazard, and based on this analysis, control measures are implemented, to minimise risks and ensure worker safety.



## Metrics & Targets

Improved safety practices and management focus have reduced accident metrics across our sites, and we are committed to further reductions through improved procedures and practices. Our UK division's RIDDOR rate of 0.25 is below the UK Food Manufacturing average of 0.5 and has decreased from 0.35 the previous year. We aim for continuous improvement in this rate.

Targets for 2030 from baseline of FY22	KPI	Unit	FY22	FY23	FY24
Protect our people through anticipation and management of workplace health risks with industry leading safety metrics.	LTIR [New metric in FY24]	#			2.5
	TRIR [New metric in FY24]	#			12.6
	RIDDOR Rate (UK only)	#		0.35	0.25

We invest in behaviour-based safety training. For example, our Italian sites have reinforced safety practices through behavioural observation and training.

### Behaviour-Based Safety Training – Italy

To enhance safe work practices, Balconi implemented an ongoing Behaviour-Based Safety training program emphasising behavioural observation, where employees actively observe and record their colleagues' safety behaviours.

#### Increased Safety Awareness

By observing and recording behaviours, employees become more mindful of their actions and those of their colleagues, fostering a more safety-focused environment.

#### Empowerment

Everyone is encouraged to actively participate in creating a safer environment by looking out for each other, cultivating a sense of ownership and responsibility.

#### Positive Safety Culture

The program promotes a culture where safety is a core value, and employees feel comfortable raising concerns and intervening when they observe unsafe behaviours.

## Employee Wellbeing

Furthermore, linking our people and ESG strategies is our commitment to employee wellbeing. We are supporting both the physical and mental wellbeing of our employees by providing a number of accessible support programs.

Currently we provide Employee Assistance Programmes (EAPs) to 70% of our colleagues. These work-based programs provide confidential support to employees facing personal or work-related challenges that may affect their wellbeing.

Our employee assistance programs cover:

	Health checks		Advice on legal issues
	Consumer advice		Advice from allied health professionals including physiotherapists, dieticians + more
	Financial advice		Career guidance
	Life coaching & Mediation information		Advice on childcare and eldercare
	Support for non-nationals around settling into a new country		

By offering confidential support, these programs contribute to a healthier and more productive work environment for all.

Our target is to have Group-wide EAPs and health checks in place by 2025.

Targets for 2030 from baseline of FY22	KPI	Unit	FY22	FY23	FY24
Promote health and wellbeing by offering initiatives and support programs with Group-wide EAPs and health checks in place by 2025.	EAPs	%	63	66	70

# Engaging Talent to Realise Individual Capabilities

A next building block of our employee value proposition, we are dedicated to unlocking talent, realising potential, and actively driving opportunities for personal development and progression. Our people strategy includes a focus on developing critical capabilities and promoting Valeo as a top workplace by actively sharing opportunities across career pages and enabling both external and internal applications to attract and engage talent.

## Building Capability

We are dedicated to equipping our employees with the skills and knowledge they need to excel and grow. Our learning and development initiatives include comprehensive induction for new hires, technical and skills training, health and wellbeing education, career development support, and leadership development for managers.

We use various training methods to ensure our employees have access to a broad range of learning opportunities. Our training includes e-learning modules, digital training, in-person workshops, external speakers, self-led learning, mentoring, and on-the-job coaching.

As part of performance management, we advocate for regular feedback on both performance and development goals. Managers are assigned a people leader goal to support their team's development and engagement. This fosters a culture of continuous learning and growth, benefiting both the individual and our business.

## Attracting and Unlocking Talent Potential

Talent attraction is a key focus for us to drive performance and enable growing our business. We have launched a customised career recruitment platform to promote opportunities within Valeo Foods and connect talented individuals with diverse career opportunities within our business. This platform streamlines the job search process for both the job seeker and employer.

The comprehensive careers page allows individuals to discover their potential at Valeo Foods by providing information about our position as a growing industry leader and sharing job opportunities openly and transparently.

Our career recruitment platform – [careers.smartrecruiters.com/ValeoFoods](https://careers.smartrecruiters.com/ValeoFoods) – allows candidates to:

- Learn more about Our Story, Our Brands, Our Strategy, Sustainability, and Ethical Working.
- Find their fit: Easily search current openings or browse all available roles.
- Join our team: We look forward to welcoming you to a rewarding career with a company passionate about its people and products.

By 2025, we are committed to implementing internal and external career pages across the group. These pages will highlight our employer brand, offer insights into our company culture, and feature a searchable database of all open positions.

Since its launch in December 2023, our UK career page has already advertised over 180 vacancies and attracted more than 6,000 candidates and many successful hires and promotions.

## Developing and Sustaining High Engagement Culture

As part of enabling high performance, we aim to foster a highly engaged culture by encouraging participation in annual surveys, tracking engagement, and continuously improving to achieve an excellent industry Employee Net Promoter Score (eNPS). These measures will give us a clear measurement of employee loyalty, engagement, and overall satisfaction within the workplace.

In September 2023, we launched our first ever group-wide Employee Culture and Engagement Survey. This bespoke survey focused on 14 key drivers across Engagement, D&I, Health & Wellbeing, and Change & Transformation.

All employees across Valeo Foods were invited to participate, in a confidential and anonymous way. We achieved a 77% participation rate, which exceeded our ambitions. We generated more than 30,000 comments, providing many insights on strengths of our culture as well as opportunities to strengthen engagement. Our overall engagement score was 6.5, benchmarked against industry standards. This score establishes our group baseline for the development of year-on-year improvements in engagement and leadership effectiveness.

# Creating an Inclusive Organisation

## Providing Equal Opportunity and Leveraging Diversity

The survey’s objective was to review our strengths and identify areas for improvement. Based on feedback, leaders and managers have implemented action plans to address gaps and ensure ongoing improvement. Acting on feedback received creates a more positive and productive work environment and promotes retention and better company performance.

Initiatives and actions implemented to date include:

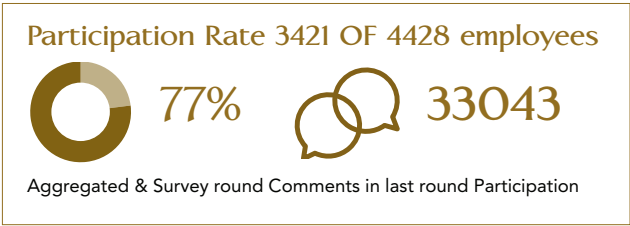
- Group-wide communication and internal cascade of our business strategy
- Quarterly leadership townhall meetings
- Introducing Performance & Development Management Processes
- Development of common bonus plans and pay review frameworks

To foster continuous improvement, we plan to complete our engagement survey annually and compliment this with ad-hoc surveys at critical points in the employee lifecycle (e.g., new starter, exit). This will allow us to gather valuable feedback, measure improvements ensuring a thriving work environment for all. Our target is to achieve industry leading Engagement scores by 2030.

We believe in diversity, equity, and inclusion (DE&I) creating a thriving environment where everyone feels valued, respected, and empowered. This fosters a sense of belonging, leading to better decision-making, increased creativity, and greater success. We are committed to building a workforce that reflects our communities by implementing a comprehensive DE&I strategy and targeted recruitment to attract diverse talent.

To drive progress, we have ambitious DE&I targets, aiming for gender balance across all levels, starting from our executive team and driving further down in the organisation. We aim to increase women’s representation in executive positions from 24% to 40% by 2030. We publish annual gender pay reports in the UK and Ireland. To ensure fair compensation, we are implementing a gender pay tracking system to analyse salary data and identify potential pay gaps. We believe in transparency and will regularly communicate our progress, holding ourselves accountable for building an equitable workplace where women can thrive at all levels.

Our DE&I focus is integrated into all people processes, including engagement surveys, talent management, and leadership development. Our commitment to an inclusive environment, prioritising our people’s wellbeing, is reflected in our Diversity, Equity & Inclusion Policy and our Human Rights Policy.



Targets for 2030 from baseline of FY22	KPI	FY22	FY23	FY24
Maintain sector appropriate gender balance	Total female employees	39%	40%	39%

### Building an Inclusive and Diverse Organisation – Ireland

In Ireland, we have partnered with LEAD, a European non-profit organisation focused on attracting, retaining, and advancing women in the Consumer Goods and Retail Sector. Launched in November 2023, the Irish chapter of the LEAD network specifically targets the FMCG sector. This initiative aims to promote gender equality by offering educational programs, networking opportunities, and best practice sharing to support women in leadership positions within the Irish FMCG industry. Valeo Foods Ireland has played a significant role in establishing the Ireland Chapter for LEAD and actively participates in various development programs such as mentoring and network circles.



Our  
Producers

## Our Producers

Valeo Foods has a complex supply chain, and we are committed to working with our producers, setting high standards of conduct when it comes to responsible and sustainable sourcing. We focus on areas where we can make the most significant impact across our value chain, protecting the environment, managing climate-related impact and supporting the communities that produce the key ingredients for our products.

We expect our producers to follow our Supplier Code of Conduct to ensure responsible conduct in relation to ethical, social and environmental issues. We are committed to identifying and

mitigating potential human rights impacts within our value chain. Additionally, we collaborate with our partners across the supply chain to ensure compliance with our policies.

As part of our procurement strategy and decarbonisation plan, we aim to source more commodities from sustainably-certified suppliers. We are committed to sourcing our key ingredients more sustainably while supporting the communities we source from. These ambitions mutually reinforce each other, playing a crucial role in creating a future where both people and the planet thrive.



### Our Producers

- Forging a mutually supportive network
- Sourcing responsible sustainable materials
- Ensuring ethical sourcing



## Responsible Sourcing

We expect our producers to share our commitment to responsible business practices, including compliance with relevant laws, ensuring the highest food safety standards, and minimising environmental impact. We value partnerships built on integrity and expect our suppliers to respect the communities in which they operate.

We value the relationships with our producers and endeavour to work with those who share our commitment to ethical business practices and conduct. We expect our supply partners to follow our Supplier Code of Conduct and to communicate these expectations throughout the entire value chain. The Supplier Code of Conduct applies to all our sourcing categories and is based on three pillars:

- Human rights and social practices
- Environmental protection and sustainability
- Supplier transparency

It defines our minimum requirements and expectations, and every supplier must acknowledge it as a condition of working with us.

We work with our partners across our supply chain on human rights due diligence. We are committed to identifying, mitigating, and reducing potential and actual human rights impacts within our value chain.

We are fair, open and transparent in our dealings with our producers and treat them with respect. However, we will take remedial action if for example our Code of Conduct is breached, or if they do not adhere to legal requirements.

In the UK, we choose to use the ETI Base Code which provides a clear and recognised roadmap for ethical sourcing. It offers a set of standards to assess suppliers, guide social audits, help develop improvement plans, and promote collaboration with stakeholders. The principles of the ETI Base Code are also considered to be part of the Human Rights ethos of our business, therefore Supply Partners are expected to communicate and comply with these principles and highlight and report any potential breaches.

In the UK, we partner with Stronger Together, a leading NGO fighting modern slavery. This collaboration leverages their expertise to ensure ethical labour practices throughout our supply chain.

Ongoing monitoring, at all levels of our supply partnerships, is designed to ensure continued compliance with laws and ethical standards. We use the Sedex Members Ethical Trade Audit (SMETA) protocol to evaluate our manufacturing sites against a common set of corporate social responsibility standards developed for the

# Sustainable Materials

consumer goods industry. As of the end of FY24, 73% of our manufacturing sites have completed a SMETA audit within the past three years.

We are also working to ensure higher-risk direct suppliers complete a SMETA audit. Ethical monitoring is conducted through Sedex where possible and by alternative Supplier audit questionnaire (SAQ) processes where it is not feasible.

In the communities where we source our materials, we are committed to building ethical and sustainable partnerships. We support fair trade initiatives that ensure fair compensation and working conditions for those who supply the materials for our products. We partner with universities on research and offer various training programs to support local livelihoods and habitats.

## Honey Sourcing, Hives for Lives – UK

Our UK-based Rowse honey business was started by a beekeeper, Tony Rowse, back in 1938. We have always known how important it is to protect bee-farmers. Today the honeybees and bee-farmers face challenges that Tony wouldn't have known. Changes in climate, use of pesticides, loss of wildflower meadows, and the decline of bee-farming are all impacting

the stewardship of healthy hives. In 2008 Rowse formed a partnership with the University of Sussex, researching honeybee health. Since then, we have added new relationships, founded an apprenticeship scheme with the Bee Farmers' Association, and developed projects in Ethiopia with 'Bees for Development' that provide beekeeping livelihoods and support habitats.

Hives for Lives: Pioneering a sustainable future for bees & beekeepers for over 15 years, helping biodiversity thrive



Restoring lost nectar sources to provide food for bees.



Vital research into the protection of bees.



Training the next generation of beekeepers to protect bees.

**250**

beekeepers trained in Ethiopia.

**40**

bee farmer apprentices trained through the Rowse Bee-a-bee farmer apprenticeship scheme in the UK.

**50**

academic research papers published at the world's only laboratory of apiculture.

**27**

new wild bee colonies established.

**124**

miles of pollinator rich wildflowers planted at Blenheim Palace, Oxfordshire.

**200,000**

bee trees planted.

**80**

hectares of biodiversity reforested in Ethiopia.



Our Hives for Lives program has supported bees and beekeepers for over 15 years.

**123,000**

Free wildflower seeds given to consumers to feed the bees in their own gardens.

Through these partnerships, we aim to create a positive ripple effect. Our local initiatives strengthen the communities where we operate, while our responsible sourcing practices ensure the wellbeing of the people and environments that supply our resources. This holistic approach to social responsibility allows us to contribute to a more sustainable and equitable future for everyone.

Our skilled procurement function has the market and industry knowledge to pinpoint raw material market developments. Procurement plans are in place to mitigate single supplier risks, identify volatile commodities markets and flag risk factors impacting business continuity such as physical and acute climate impacts on crop yields, the resultant commodity scarcity and pricing pressures.

95% of our total GHG emissions come from our value chain. Using the output of our GHG foot-printing exercise, we defined our hotspot emissions categories and commodities. This visibility has enabled us to develop our reduction strategy to satisfy our near-term reduction targets across our Scope 3 FLAG and Non-FLAG emission categories. To drive the decarbonisation of our products, we are also mapping the carbon commitments of our key material suppliers, to help shape the evolution of our procurement strategies.

Recognising the need to protect the natural resources on which we depend, we are committed to no deforestation in the following key materials: cocoa, palm oil, paper, coffee and beef.

## Cocoa

Our objective is to source 100% of our cocoa through independently managed standards, such as the Rainforest Alliance (RFA) and Fairtrade. Our businesses in the UK, Germany and Italy are partially RFA certified, while our German business also use Fairtrade cocoa.

## Palm Oil

We support the work of the Roundtable on Sustainable Palm Oil (RSPO) and 100% of our palm oil is traceable. We believe that when palm oil is produced and supplied responsibly, it has the potential to benefit people and nature thanks

to its high efficiency and contribution to socio-economic progress in the rural locations where it is grown. But we recognise more needs to be done to ensure the protection and promotion of nature, wildlife, people, and climate. To this end, we support the EUDR legislation in the EU on the sourcing of deforestation-free palm oil and will work along our supply chain to meet enhanced requirements.



## Palm Oil Free – Czech Republic

As the world's most popular vegetable oil, Palm oil has been and continues to be the major driver of deforestation of some of the world's most biodiverse forests, destroying the habitats of already endangered species and contributing to their increasing risk of extinction. We have worked hard to find alternatives to palm oil and play our part in preventing deforestation. Due to the special characteristics of palm oil, the process of replacing it was challenging, but we are proud to declare that we have succeeded. At Candy Plus, all our branded confectionery products are now fully palm oil free.

## Packaging

For paper-based packaging we require mills and printers to be Forest Stewardship Council (FSC) certified. We are transitioning towards all paper-based packaging being FSC certified, with our operations in UK, Germany and Canada already using certified packaging.

## Coffee

Currently 100% of the coffee we source is Fairtrade and 40% is RFA certified. It is our ambition that by 2026, 100% of the coffee we source will be from non-deforested areas.



### A Sustainable Journey from Berry to Cup – Ireland

Our Warbler & Wren coffee brand in Ireland, positioned as 'Guardians of Great Coffee', takes our consumers on a sustainable coffee journey. The brand highlights two special bird species, the Warbler and the Wren, which work alongside coffee farmers as a natural form of pest control – playing a crucial role in ensuring top-quality coffee beans and protecting the integrity of the coffee berries.

In addition to our great-tasting coffee, we aim to positively influence customer habits by offering more sustainable choices. All our blends are packaged in 100% recyclable materials, with our 'Bare Cherry' blend also being RFA certified.

Warbler & Wren takeaway coffee cups are also manufactured using an aqueous water-based coating, making them fully recyclable, compostable, and re-pulpable. For high volume customers, to avoid waste on single pack formats, we have introduced a recyclable drum solution in line with the Circular Economy model of: Reduce – Reuse – Recycle. This drum is made from 100% recyclable materials and can be reused up to 15 times. Finally, we are proud to engage with our customers on green initiatives and, back at our Roastery, our Keep Cup initiative has been embraced by all, eliminating the usage of single-use cups.

Targets for 2030 from baseline of FY22	Ingredient	Certification	FY22	FY23	FY24
100%	Palm Oil	Traceable	100%	100%	100%
100%	Cocoa	Rainforest Alliance		10%	41%
100%	Coffee	Rainforest Alliance		40%	40%
100%	Coffee	Fairtrade		100%	100%



### Sustaining local supply – UK

We are committed to regenerative agriculture to help reduce the carbon emissions associated with our materials, improve their resilience to climate change and help protect natural resources at risk. Working with our producers enables our business to better manage our supply chain carbon impact and increase our resilience. Producing our hand cooked Kettle Chips in the UK requires approx. 3,000 acres of land, and active local supplier engagement means most of our potatoes are grown locally, within an average radius of 50 miles from our manufacturing facility at Norwich. However, climate change is starting to take effect on crop yields. Our producers are experiencing longer periods of hot and dry or cold and wet growing conditions. Ensuring

our supply chain stays local, we actively work alongside our producers to counter these environmental effects.

Our agricultural team have worked with one of our larger suppliers, reviewing trickle irrigation systems. Once operational, the system requires a much lower, but targeted volume of water, resulting in lower energy and labour costs. Notwithstanding the local carbon and cost incentives, it helps create more robust varieties that are drought tolerant and pest and disease resistant product. By actively engaging with our local supply chain, we are keeping our supply chain costs and carbon low, supporting local businesses, increasing supply chain resilience and maintaining high quality raw materials.



Our  
Partners

## Our Partners

We believe our responsibility extends beyond the walls of our business. We are committed to fostering strong partnerships with the local communities where we have a presence. This

allows us to give back to communities where we work. Through local initiatives and long-term partnerships, we aim to create a positive and lasting impact.



### Our Partners

- Giving back to our local communities
- Actively partnering with local communities
- Supporting communities where we source



## Supporting our Communities

Locally, we partner with organisations that align with our values. These involve:

### Charity Donations:

We support local charities through financial contributions and product donations.

### Food Bank Donations:

We work with food banks to donate surplus food, helping to fight hunger and poverty at a local level.

### Volunteer Days:

We organise volunteer days where employees can dedicate their time and skills to local causes.

### Sponsorship:

We sponsor various events and collaborate on various partnerships in each of our markets.

## Our Partnerships

### Mental Health Support – UK

In the UK we have partnered with ANDYSMANCLUB, a men's suicide prevention charity, offering free peer-to-peer support groups across the UK and online. This partnership aims to end the stigma surrounding men's mental health, with the charity regularly hosting awareness sessions at our UK sites.



### Youth Sports Sponsorship – Czech

At Candy Plus, our business in the Czech Republic, we have actively supported various youth sports activities including athletics, football, hockey, and floorball, for several years. We are proud partners to several physical education units located near our Candy Plus sites. Our support, both financial and non-financial, is dedicated to promoting sports activities, facilitating educational programmes, organising seminars, and providing sports equipment to cater to the needs of youth groups. As part of our collaboration, we have sponsored international football matches and hosted two Pedro Cups for young footballers. We have also organised a hockey Pedro Cup for younger pupils and offered support to the traditional Czech Republic athletics competition known as the "Chocolate Slipper." These sports activities play a crucial role in motivating children, helping them overcome obstacles, instilling discipline, and fostering respect. They also encourage teamwork and promote a healthy lifestyle among children.



### Partnership with British Cycling – UK

We partnered with British Cycling to encourage families across the UK to discover the joys of cycling. Through our exciting #PedalWithKETTLE® campaign, we have encouraged crisp fans nationwide to join British Cycling’s Guided Rides. These free, friendly local events led by experienced Ride Leaders are a perfect way to meet new people and gain confidence on two wheels. This project was supported by our KETTLE® Chips, as part of Summer of Cycling initiative, showcasing the cycling opportunities offered by our affiliated clubs.

### Charity Donations – Ireland

Our business in Ireland has a long and proud history supporting local charities. Over the past three years, we have donated close to €200,000 in both cash and food to support the extraordinary work of The Simon Community in preventing and addressing homelessness. We are committed to continuing our support over the coming months and years. We organise employee volunteer days to support St Francis Hospice, which is a meaningful way to give back to the community and support the hospice’s work in prolonging life and providing dignity to those with life-limiting illnesses.

### Industry Partnership – UK

GroceryAid supports people who work or have worked in the industry, offering mental health and wellbeing support, financial guidance, family and relationship advice, debt management, and counselling. We were pleased to receive Silver in their 2023 Awards in the UK. This is based on contributions to Awareness, Fundraising, and Volunteering, with a silver award translating to a minimum of six activities across two or more pillars.



# Our Products

# Our Products

As part of our vision to position Valeo Foods as the undisputed sweet treats champion, we are committed to producing our products in a safe and responsible way, with the guarantee that our

products always taste great. We are continuously innovating to create healthier and more sustainable alternatives for our dedicated consumers and retail partners.



## Our Products

- Producing responsibly every day
- Providing healthier choices
- Reinforcing trust in our brands



# Healthier Alternatives

We continue to innovate and invest in R&D to provide healthy options to our current and future consumers. Our R&D teams continuously improve existing products and create new, delicious snacks that cater to the growing health-conscious consumer base.

Currently, one-third of our product portfolio consists of healthier alternatives, including options

that are reduced in fat, salt, or sugar, fortified, calorie-controlled, gluten-free, vegan, or organic.

We are actively developing more healthier products across key categories (e.g., sugar confectionery, wafers, biscuits, honey), which we are planning to launch this year. We also collaborate closely with retail partners to produce healthier versions of their products.



## Fortified Rowse Honey

Rowse has introduced honey fortified with key vitamins to help consumers feel their best. Rowse Defence: Made with honey, manuka, and vitamin C to soothe and support the immune system – perfect for winter protection. Rowse Energise: Made with honey, manuka, and vitamin B6 to help reduce tiredness and fatigue – ideal for a natural energy boost.



## Balconi Breakfast Bar

Our experts at Balconi have created a new, calorie-controlled (99kCal) delicious breakfast bar that is high in fibre, part of our strategy to offer healthier baked options.



## Odlums Fortified Flour

We have taken our natural and wholesome Odlums flours in Ireland and enriched them for improved nutrition. They have been fortified with folic acid to support maternal health during pregnancy, calcium which is essential for maintaining normal teeth and bones, and vitamin D which contributes to the normal function of the immune system and to the absorption and utilisation of Calcium.



## Kettle Vegan Chips

To cater to diverse dietary needs and growing demand from consumers, we have introduced a vegan Kettle Chips that mimics our iconic Cheese and Onion combination. The new flavour uses a vegan cheese alternative called "Sheese" and was developed in collaboration with vegan chefs from 'Bosh!'.



## Healthier Choice Chef Ketchup

Recognising the global trend toward health and wellness, we launched a 50% less sugar and 25% less salt version of Chef Ketchup, an Irish family staple. It retains the same zingy taste as the original, ensuring enjoyable and more healthy mealtimes for all the family.



## Healthier choice Confectionery

Our iconic Wine Gums have been reformulated by our talented confectionery R&D team to reduce sugar and increase fibre and protein, without compromising on taste. This development is leading the way in future reformulations across our sugar confectionery products.

Fox's, a household favourite in the UK, launched a new range of sugar-free sweets using the natural sweetener Stevia. Replacing the sugar allows for a healthier alternative and allows us to stop the individual wrapping of the sweets which helps reduce packaging. The use of high-quality ingredients that suit a range of dietary needs without compromising on taste.

# Producing Responsibly

At Valeo Foods, food safety and quality are top priorities. Behind our delicious treats, sweets and snacks, our dedicated teams at every site ensure that every product is made with care, upholding the highest manufacturing standards.

Our colleagues are the driving force behind our success. With every snack that is fried, jelly formed, wafer baked, or honey packed, we ensure that we are producing safely, responsibly and with pride. We hold our business to the highest manufacturing standards.

Proudly, 82% of our global sites hold a minimum BRC rating of A or equivalent, with a goal of achieving this standard across all facilities. We have set a target of having 100% of our manufacturing facilities hold this minimum rating.

All our manufacturing sites operate under HACCP (Hazard Analysis & Critical Control Point) procedures to ensure the food we produce is safe. Based on HACCP principles, our food safety management systems allow us to identify and control potential hazards, ensuring we prevent issues before they arise and take swift action if needed. These procedures help us to identify what can go wrong, plan to prevent it, make sure we act upon it.

## Site Standards

### Food Safety

- BRC Accreditation 24 Sites
- IFS Accreditation 4 Sites
- ISO 9001 1 Site

### Environmental and Energy Management

- ISO 14001 3 Sites
- ISO 50001 1 Site

### Occupational Health & Safety

- ISO 45001 2 Sites

We are committed to environmental stewardship and transparency. Our Environmental and Energy Management System, based on ISO 14001 and ISO 50001 standards, guides our efforts to minimise pollution, use resources wisely, and improve environmental performance. This includes ensuring we follow all environmental and

energy regulations, using energy efficiently and exploring renewable options wherever possible.

We are proud of the sustainability certifications achieved by our sites, including ISO 14001 in Czech and Gateshead, UK, as well as our ISO 50001 in Germany. Our sites in Czech also have Occupational Health & Safety ISO 45001.

We are committed to expanding these certifications and regularly audit our ISO management system to ensure compliance with international standards and our own environmental goals.

In short, we believe that environmental responsibility is not just about compliance, it is about being a good steward of our planet for future generations.



# Governance

# Governance

Led by our Board, we are committed to doing business in the right way. Our governance, which is regularly reviewed by an Audit Committee, reinforces this commitment.

## Our Ethical Standards

We are committed to preventing child labour, slavery, and human trafficking through a comprehensive approach ensuring no cases occur within our global manufacturing sites. Our zero-tolerance policy sets the standard across the Group.

We stand firm against all forms of modern slavery. We are committed to upholding ethical labour practices throughout our entire value chain. We conduct regular audits of our own operations and those of our suppliers to identify and address any potential risks.

Across our business we ensure and empower

employees with fair wages, grievance procedures, and representation that strengthens safeguards. We collaborate with experts to share knowledge and establish better standards for everyone.

In addition to audits, our supplier code of conduct ensures our suppliers adhere to responsible conduct and practices in accordance with local legislation, be it in countries which we operate in, or throughout our supply chain.

Additionally, we provide training to our employees to raise awareness of these issues and empower them to report any suspected violations. By taking these proactive steps, we strive to create a working environment free from exploitation and ensure all individuals are treated with dignity and respect.

Our policies detail our commitment to doing business in the right way. All policies are updated periodically and available on the Group's corporate website. They can be summarised as follows:

<b>Code of Conduct</b>	Our guiding principles set out for all employees and new joiners
<b>Supplier Code of Conduct</b>	Provides guidance to suppliers on our requirements with respect to ethical, social & environmental issues
<b>Whistleblowing Policy</b>	Provides a professional, independent, external and confidential means for reporting concerns
<b>Health &amp; Safety Policy</b>	Outlines our committed to safety throughout our operations, with an organisational goal of zero harm throughout
<b>Diversity, Equity &amp; Inclusion Policy</b>	Outlines our committed to promoting equality, fairness and diversity
<b>Career Management &amp; Training Policy</b>	Provides guidance on our culture of continuous learning and career development for all our employees
<b>Environmental Policy</b>	Provides an overview of our commitment to safeguarding our planet and environment
<b>Sustainable Procurement Policy</b>	Outlines our committed to conducting business in a responsible and sustainable manner throughout our entire supply chain
<b>Human Rights Policy</b>	Provides guidance on our commitment to respecting human rights and treating people with dignity and respect
<b>Sanctions Policy</b>	Outlines our commitment to complying with relevant economic and trade sanctions laws
<b>Anti-Corruption and Anti-Bribery Policy</b>	Provides guidance for complying with anti-corruption law and to prevent bribery from occurring
<b>Data Privacy Policy</b>	Outlines our practices concerning the collection, use, and protection of personal data
<b>Prevention of Facilitation of Tax Evasion Policy</b>	Provides guidance on how not to fall victim to facilitating tax evasion
<b>Anti-Trust Policy</b>	Outlines our commitment to fair competition, the principles we follow, and the practices we avoid

## Code of Conduct

Our Code of Conduct sets out the behavioural standards expected of all employees, third-party employees, and contractors. It provides guidance on making the right decisions. Introduced in 2023, the code is periodically updated and included in new joiner induction packs. It is accessible on our intranets and Group website.

## Supplier Code of Conduct

We provide guidance to our suppliers with respect to ethical, social and environmental requirement in our Supplier Code of Conduct.

## Whistleblowing Policy

We take ethical conduct very seriously and believe a strong culture of transparency is essential. In 2023, we implemented a consistent whistleblowing policy across the group and a speak up line facility, partnering with 'Safecall'. This allows confidential reporting of any concerns by employees and external parties. All reports are taken seriously and investigated thoroughly, with whistleblowers protected from retaliation, revealing identity only with consent.

## Health & Safety Policy

The safety of our employees is a priority for our business, and we outline our commitments in our Health & Safety Policy, to continuous improvement towards zero accidents.

## Diversity, Equity & Inclusion Policy

We are committed to promoting equality, fairness and diversity. Our DE&I policy sets out our commitment to maintaining a diverse and inclusive workforce at all levels.

## Career and Management & Training Policy

Our Career Management & Training Policy promotes a culture of continuous learning and career advancement opportunities for all employees.

## Environmental Policy

Our Environmental Policy details our commitment to safeguarding our planet and minimising our impact on climate change.

## Sustainable Procurement Policy

Our Sustainable Procurement Policy details our commitments to conducting business sustainably and responsibly throughout our value chain.

## Human Rights Policy

We are dedicated to respecting human rights and treating people with dignity and respect. Our policy emphasises treating all employees, co-workers, customers, and business partners with dignity.

## Sanctions Policy

We adhere to relevant economic and trade sanction laws. Our policy sets out overarching requirements.

## Anti-Corruption & Anti-Bribery Policy

We have in place an Anti-Corruption and Anti-Bribery Policy which provides guidance for complying with anti-corruption laws. We do not tolerate bribery or corruption and expect compliance with all relevant laws and policies from our colleagues, business partners, suppliers, contractors, joint venture partners, customers, agents, distributors and representatives. Training, guidelines, and procedures are available to support this.

## Data Privacy Policy

We are committed to protecting personal data. Our Data Privacy Policy governs the collection, use, and protection of personal information. This policy applies to all personal data collected, processed, and stored, whether obtained from customers, employees, suppliers, or other stakeholders. Training is available to help employees recognise and address potential data breaches and raise concerns.

## Prevention of Facilitation of Tax Evasion Policy

We uphold a zero-tolerance approach to the facilitation of tax evasion. We are committed to conducting all aspects of business in keeping with the highest legal and ethical standards and expect all employees and other persons acting on our behalf to uphold this commitment. Our Prevention of the Facilitation of Tax Evasion Policy ensures employees and agents are aware of their legal and regulatory obligations, while also providing guidance on how to avoid tax evasion risks.

## Anti-Trust Policy

We are committed to fair competition and adherence to antitrust laws and regulations. Our Anti-Trust Policy outlines our principles and prohibited practices.

# Our Priorities Going Forward

We have identified 3 key action areas :



## Carbon Reduction

Our near-term and net-zero targets have been validated by SBTi. Having already made significant progress in reducing scope 1 and 2 emissions, we will continue our relentless focus on carbon reduction across our own operations and our value chain.

Continued reduction of scope 1 & 2 emissions through energy efficiency in our operations

Transition to 100% renewable electricity supply

Reduce scope 3 FLAG and Non-FLAG emissions through de-forestation and supplier engagement



## Sustainable Products

We will continue to innovate and develop new products and reformulate some of our iconic brands, to ensure our products are more sustainable and healthier in line with our customer and consumer preferences.

Increase the number of healthier alternative products

Source more sustainable ingredients

Develop more sustainable packaging solutions



## People

Building on Our People Strategy and the success of our first employee engagement survey, we are committed to making Valeo Foods a great place to work. This extends beyond our own workforce as we continue to define our requirements on labour and human rights within our value chain.

Develop and maintain a high engagement culture

Create an inclusive business, providing equal opportunity and leveraging diversity

Take a zero-tolerance approach to human rights violations





# Appendix

# ESG Datasheet

	UoM	FY22	FY23	FY24
<b>Our Planet</b>				
<b>Greenhouse Gas (GHG) Emissions</b>				
Scope 1 GHG emissions	tons CO <sub>2</sub>	52,497	48,501	44,601
Scope 2 GHG emissions (market based)	tons CO <sub>2</sub>	15,801	11,141	10,024
Total Scope 1 & 2 Emissions <sup>1</sup>	tons CO <sub>2</sub>	68,298	59,642	54,625
Scope 3: FLAG (Other indirect) GHG emissions <sup>2</sup>	tons CO <sub>2</sub>	731,252	724,755	720,788
Scope 3: Non-FLAG (Other indirect) GHG emissions	tons CO <sub>2</sub>	397,262	396,672	391,864
Total Scope 3 Emissions <sup>1,3</sup>	tons CO <sub>2</sub>	1,128,514	1,121,427	1,112,652
<b>Energy</b>				
Total Gas Consumed	MWh	280,001	258,312	237,318
Total Fuel Oil Consumed	MWh	4,726	4,623	4,405
Total Electricity Consumed <sup>4</sup>	MWh	81,973	80,131	78,471
Renewable Electricity (%)	%	44	59	63
<b>Waste</b>				
Total Gross Food Waste generated in operations	tonnes	10,832	11,358	10,463
Total Food Waste Re-directed to Animal Feed	tonnes	5,403	5,287	5,539
Total Net Food Waste generate in operations	tonnes	5,429	6,071	4,924
<b>Water</b>				
Total Water Usage	m <sup>3</sup>	687,168	679,807	624,422
<b>Packaging</b>				
Packaging designed to be recyclable <sup>5</sup>	%	90	97	97

	UoM	FY22	FY23	FY24
<b>Our People</b>				
<b>Employee Health &amp; Safety</b>				
Total Lost Time Incident Rate (LTIR) <sup>6</sup>	#			2.5
Total Recordable Incidents Rate (TRIR) <sup>7</sup>	#			12.6
RIDDOR Rate (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) <sup>8</sup>	#		0.35	0.25
<b>Employee Development &amp; Well-being</b>				
Employee Assistance Programmes (EAPs)	%	63	66	70
<b>Diversity, Equity &amp; Inclusion</b>				
Total Employees Female	%	39	40	39
<b>Our Producers</b>				
Palm Oil traceable	%	100	100	100
Cocoa volume Rainforest Alliance (RFA) certified	%		10	41 <sup>9</sup>
Coffee volume Rainforest Alliance (RFA) certified	%		40	40
Coffee volume Fairtrade certified	%		100	100

Footnotes:

Covers the annual reporting period from April 1 to March 31 of the stated fiscal year (FY)

Data excludes FY24 acquisitions

1. All Scope 1, 2 & 3 GHG emissions calculations adhere to the Greenhouse Gas Protocol accounting framework and reporting standards as set out in the Protocol

2. FLAG: Forest Land-Use and Agricultural emissions from Land Use Change and Land Management

3. Scope 3 GHG emissions data covers purchased goods and services, capital goods, fuel-and energy-related activities, upstream transportation and distribution, waste generated in operations, business travel, employee commuting, upstream leased assets, downstream transportation and distribution, processing of sold products, use of sold products, end-of-life treatment of sold products, using the financial control boundary condition to determine relevance and scope

4. This is the electricity consumption underlying the Scope 2 Greenhouse Gas emissions - market-based calculation

5. Primary, secondary and tertiary packaging which is recyclable either at kerbside, recycling points or front of store using latest OPRL definitions (Based on tonnage)

6.Changed reporting standards in line with H&S industry standards in FY24 to report on LTIR metrics

7.Changed reporting standards in line with H&S industry standards in FY24 to report on TRIR metrics

8. RIDDOR calculates accidents resulting in the death of any person, accidents resulting in specified injuries to workers and workers Lost Time >7 days. Mandatory in UK only

9. RFA coverage determined by % volume covered at the end of the FY. Scope 3 emissions are not reflective reductions from RFA certification increase.

