



Oscar Mayer ESG Report 2024-25

'To inspire the nation with ever more innovative meals all day, every day.'

Welcome to the first Oscar Mayer ESG Report

Environmental, Social and Governance (ESG) subjects are becoming increasingly important for all of us including our stakeholders. When I joined Oscar Mayer as Chief Executive Officer just over two years ago, we were struggling to meet basic ESG expectations and lacked a clear, cohesive strategy.

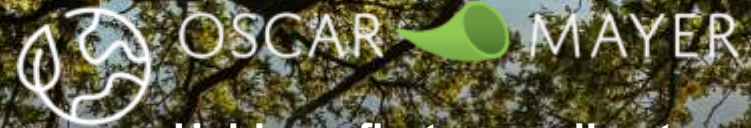
Today, I am proud to introduce our very first ESG report – a significant milestone that outlines our ESG strategy and highlights the progress we have made over the past year in addressing the most material challenges facing our business.



In February we brought together a diverse group of stakeholders to discuss the key challenges and opportunities facing the chilled meals sector. The thought-provoking presentations, discussions and ideas that came out of the day were truly inspiring and reinforce my belief that, together we can drive meaningful change. One message stood out above all: the need to **'make sustainable choices normal, easy, and appealing for consumers.'** This is where creativity and innovation can truly shine, enabling us to shape a more sustainable future for both our products and the industry.

Thanks, Ian

2024-25 Highlights



Held our first ever climate change summit with diverse group representatives from across the sector and beyond



Established our ESG committee to oversee our strategy and performance with regular updates to the board



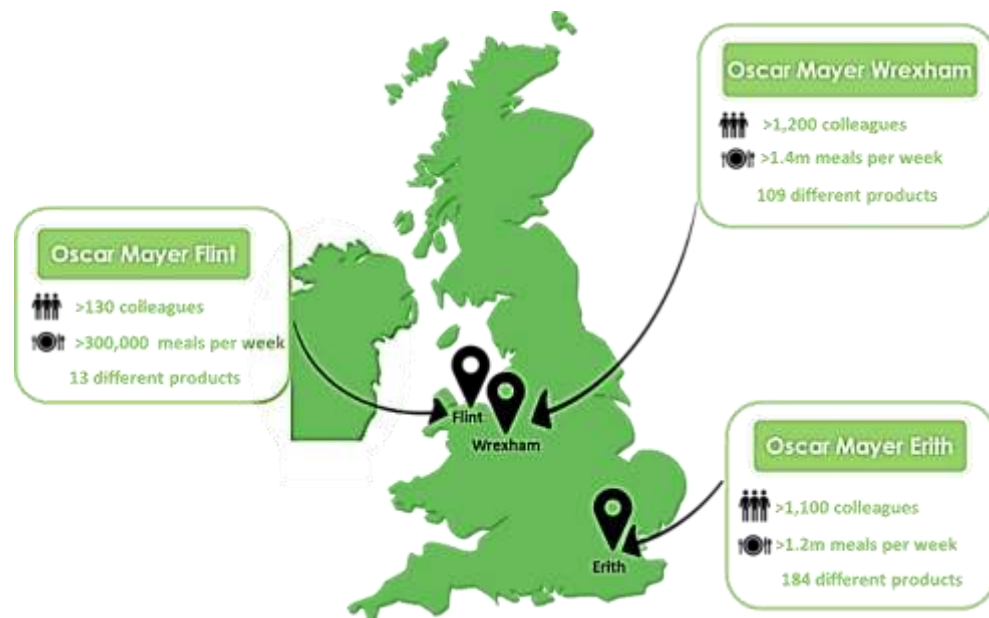
Agreed our diversity and inclusion strategy with measurable targets for improvement

Company overview and strategy

Oscar Mayer is a leading manufacturer of chilled prepared meals, proudly supplying major UK brands and supermarkets. We collaborate closely with our brand and retail partners to produce popular, high quality meal solutions that meet the evolving tastes and needs of our customers. We're experts in the sector, with 90 years' experience in the UK grocery market we bring a strong heritage to everything we do. But while our roots run deep, our focus is firmly on the future. We are continuously innovating – enhancing our operations, our products and the way we work – to remain at the forefront of the industry.

Our purpose is:

‘To inspire the nation with ever more innovative meals all day, every day.’

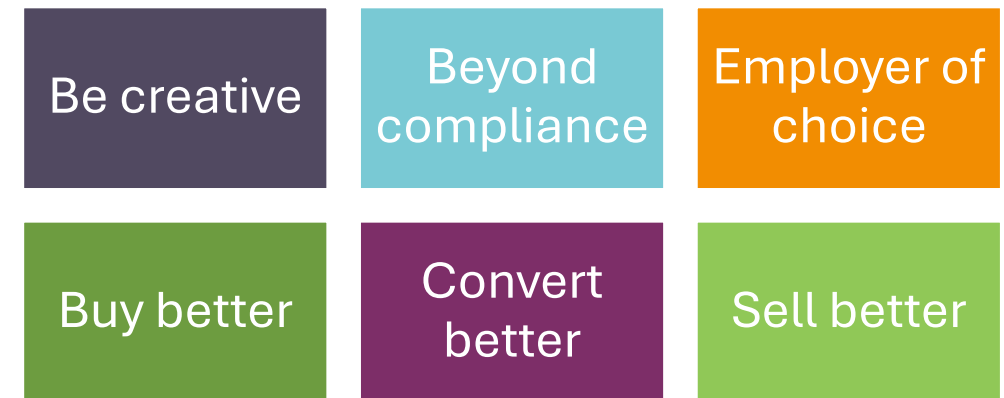


To deliver our purpose we live by our values, passion, fun, accountability, communication and integrity.

Our Values



We have identified six strategic priorities to enable the delivery of our purpose:



We are committed to executing the plans that support our strategic priorities and drive performance improvements across the entire business. A key part of these plans is our ESG vision and our ambition to enhance performance across all environmental, social, and governance areas.

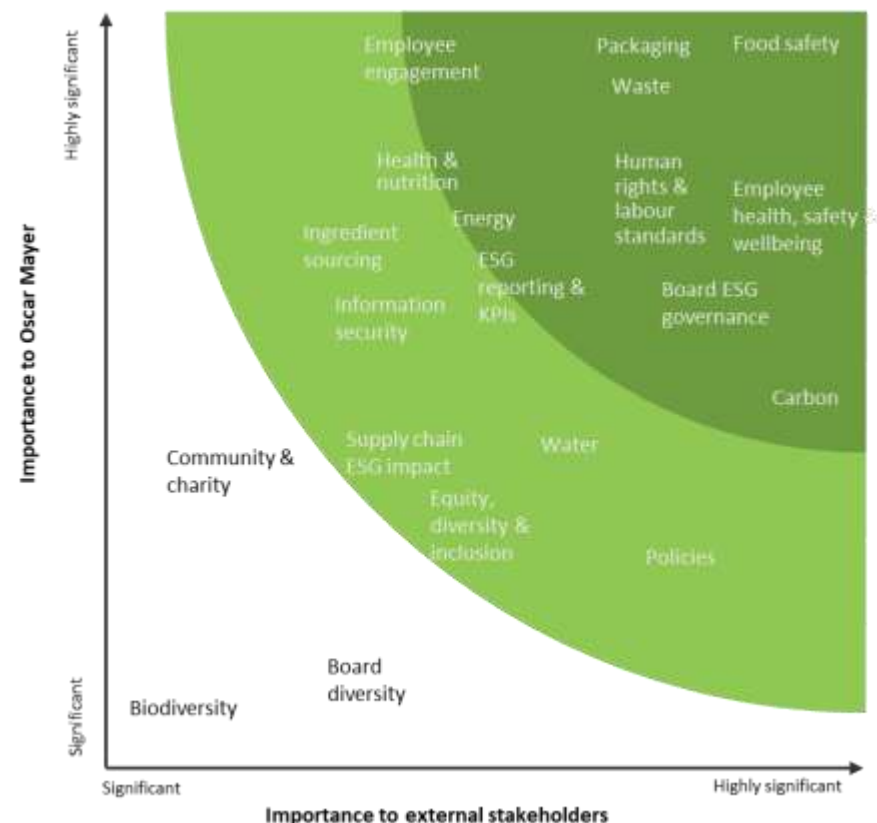
Our ESG vision



Materiality process and matrix

To understand the environmental, social and governance issues that matter most to our business we carried out a materiality assessment. This involved engaging with stakeholders (including employees, retailers, investors and suppliers) to understand the issues that matter to them and aligning them to the issues that matter to our business. This enabled us to create our materiality matrix and focus our approach on the issues that matter the most.

The landscape of ESG issues is continually changing. To make sure we are focusing on the most material issues we will undertake a new materiality process during 2025-26.



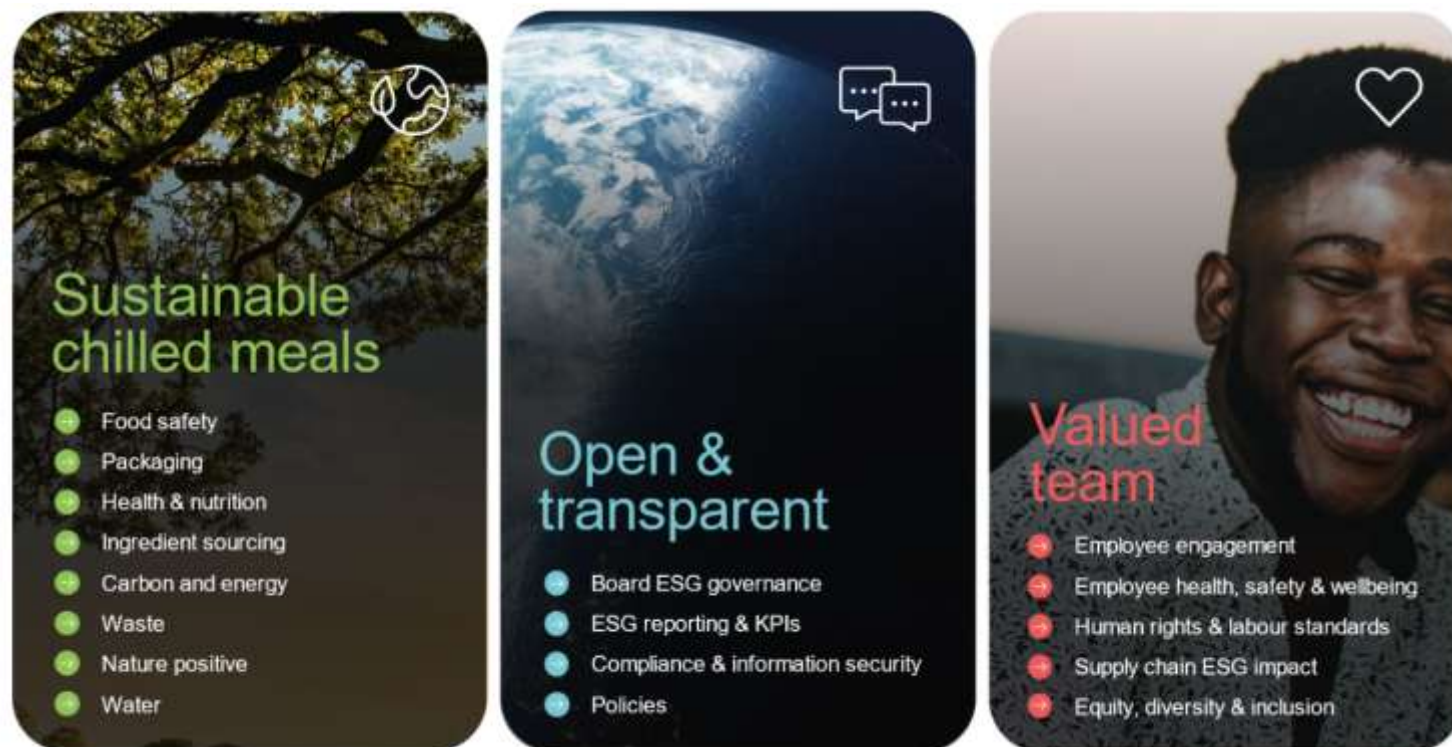
Understanding our most material issues has informed our ESG vision and strategy.

The material issues have informed the content of this ESG report that covers the activities of Oscar Mayer Limited and its subsidiaries Rowan Food Limited and Ferndale Foods Limited. Our reporting boundaries are defined by the operational consolidation (control) approach and the data in this report relates to the 2024-25 financial year.

ESG Strategy

Our ESG strategy is based on three pillars that link back to our ESG vision – *deliver sustainable chilled meals, always be open and transparent and have a valued team.*

Further details, including our ambition and objectives for the three pillars, are covered on the following pages of this report.



Our strategy supports delivery of five of the UN Sustainable Development Goals:



Our chilled meals support good health, and we cater for people with a range of dietary needs and budgets. We donate food to charity and provide employees with free meals.



We recognise and uphold the ILO core principles in our business and supply chain and strive to positively influence labour standards beyond this.



We aim to operate our manufacturing facilities with resource efficiency and adopt clean and environmentally sound technologies and industrial processes.



We recognise there are finite resources in the world, and we strive to minimise waste and to influence our customers to select the most sustainable packaging and ingredient options.



We are committed to playing our part in the global drive to climate change mitigation and aim to be Net Zero by 2050.

Sustainable chilled meals



Ambition

To enable, innovate and encourage customers to choose more sustainable meals.

Objectives

To be a pioneer in the field of sustainable chilled meals.

To be able to provide our customers with accurate data on the sustainability impacts of individual products.

To be energy, water and waste efficient in our production processes.

Sustainable Chilled Meals

Chilled meals provide a convenient solution for consumers who don't have the time to prepare something delicious and nutritious. Our goal is to ensure convenience doesn't come at the expense of the planet.

This pillar of our ESG strategy is dedicated to enhancing the sustainability of our core products. By working closely with retailers, customers and brands we aim to make chilled meals more sustainable - minimising the environmental impact of ingredients, preparation, and packaging - while maintaining the highest standards of food safety and quality.

Climate change summit

In February 2025 we held our first Climate Change Summit. The event brought together stakeholders from across the chilled meal sector to discuss the key challenge "How does the fresh prepared meals sector respond to the nature and climate crises to deliver real impact and create a blueprint for future change?".

Through innovation, transparency, and a commitment to sustainability, the chilled meals sector has the potential to transform its reputation and impact. By delivering meals that are good for people, the planet, and businesses, the industry can redefine what prepared meals stand for: convenience, health, and sustainability in equal measure.

The event proved a great success and provoked wider discussion on the actions needed to move towards sustainability. We are developing a tool to enable customers to consider the sustainability of ready meals in the round during the product

development process. Through working together during the development of chilled meals we can work together to understand the options to enable the environmental impact and health benefits of the meal to be considered alongside each other. We aim to test the framework with retail partners during 2025.

Food safety

The basis for any improvements in sustainability of chilled meals will be based on ensuring we are producing meals to the highest standards for quality, safety and authenticity. We have focussed on improving the processes, education and engagement of our teams throughout the factory and supply chain. We are proud that this year has seen improvements across the group with no public food safety recalls or withdrawals.



Sustainable chilled meals



Food Safety

We take food safety extremely seriously. It is the most material ESG issue for our business.

Our approach to food safety starts with having dedicated technical teams to develop and monitor the processes used to produce our products. We test ingredients on arrival at our sites to ensure integrity. We sample and test products throughout the process, upon completion and for the duration of its shelf life, to check food is safe.

On induction all our employees undertake food safety and hygiene training. Regular briefings on food safety issues are provided to employees to ensure everybody understands their responsibilities and we take part in the annual Food Industry Food Safety Week at all sites.

Our sites are independently audited annually as part of the BRC Global Standard (BRCGS) Food Safety certification. Any non-conformances are dealt with swiftly to ensure we protect consumers. All three of our sites are currently rated as A+ or higher.

We have regular meetings with our customer technical teams to assess standards and address any issues proactively. This year we have initiated a monthly technical bulletin that is shared with customers and suppliers to draw attention to developments in food safety, integrity and authenticity.

We have improved our approach to supplier auditing this year to focus on food safety governance and integrity, through a new robust risk assessment and audit format.

In terms of quality performance Complaints per million units (CPMU) have reduced by 15.7% as a group and Public Recalls and Food Safety Withdrawals are down 100% on the previous year

Packaging

Packaging is essential to cook, transport, and protect our meals to ensure they arrive at the consumer in tip top condition. There are some concerns about the environmental impact of packaging, the amount used and responsible disposal post use.

We have been proactive in managing the impact of packaging through reducing the weight of trays and sleeves and implementing innovative designs in collaboration with our suppliers. We have taken steps to source packaging with increased recycled content and are focused on working with suppliers to ensure the packaging is recyclable or compostable after use. In 2024-25 we purchased a total of 8,681 tonnes of packaging, a reduction of eight percent on the previous year.

Increasing the recycled content of our packaging is more resource efficient and reduces carbon emissions. This year the recycled content of our smooth wall aluminium trays has increased from 25% to 52%. We have increased the recycled content of our plastic trays from 72% to 80% and saved 37 tonnes of plastic by re-engineering some of our trays.

Packaging legislation is always evolving, we are designing products for easier recycling, reducing packaging waste and opting for materials which are easier to manage at disposal.

Sustainable chilled meals



Climate Change and Energy

Climate change is likely to have far reaching impacts on the food and beverage sector. We want to make sure we play our part by reducing our emissions and are committed to achieving net zero emissions by 2050.

This year we have re-baselined our greenhouse-gas (GHG) emissions to include Forest, Land and Agriculture (FLAG)¹ emissions. We now have a more detailed view of the emissions from the agricultural produce we use in our meals.

We have set challenging new near-term emission reduction targets from a 2023 baseline. We commit to:

- reduce absolute scope 1, 2 and 3 GHG emissions 42% by 2030.
- reduce scope 3 FLAG emissions 30.3% by 2030.

We have submitted our GHG targets to the Science Based Targets initiative (SBTi) to validate our targets against this global best practice and ensure our targets are aligned to the goals of the Paris Agreement to keep global temperature increases below 1.5°C.

The majority of our emissions are from the ingredients we use in our meals. Working with suppliers and retailers on reducing these emissions will be key to meeting our climate targets.

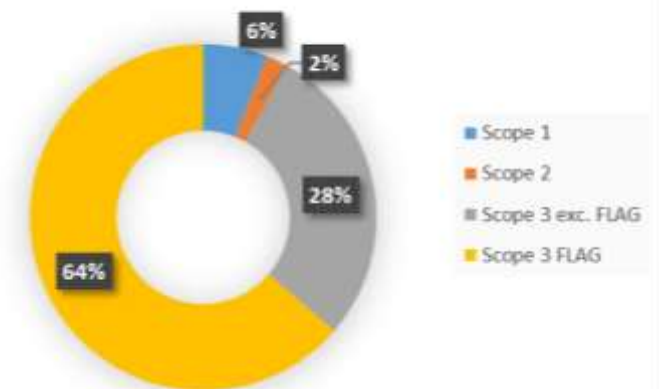
The emissions from our own operations (scope 1) are much smaller but we are determined to reduce these too. Our main scope 1 emissions come from the energy we use to cook and chill the meals we prepare for customers. We have energy management plans in place and participate in regulatory schemes to reduce energy use and emissions.

We have completed several energy efficiency projects targeting electricity and natural gas. For example, we are seeing the benefits of improvements in air compressor sequencing at two of our sites.

GHG emissions 2024-25

Our total Scope 1, 2 and 3 (inc. FLAG) emissions for 2024-25 were 304,690 tCO₂e, nine percent lower than our 2022-23 baseline. However, year on year emissions have increased by 20% due to an increase in FLAG emissions from ingredients. Our scope 1 &missions have increased by 9,876 tCO₂e due to the end of our renewable electricity purchase and a significant refrigerant leak at one of our sites. A full breakdown of our GHG emissions can be found on page 19.

2024-25 GHG emissions by Scope



¹ These are emissions from deforestation, land conversion, land management (manure spreading/fertiliser manufacture), enteric animal emissions (methane from animal digestion). FLAG emissions can also include carbon removals from activity on land (afforestation, carbon capture on land)

Sustainable chilled meals



Waste

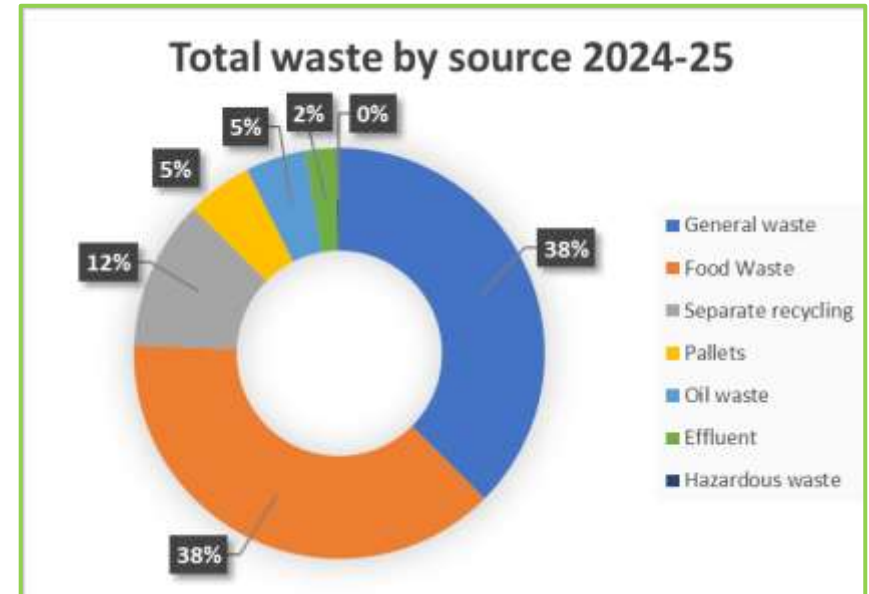
During the creation of our chilled meals some waste is produced. We are constantly looking for ways to reduce the volumes and cost of managing our waste streams.

We are already a zero waste to landfill company through the way we manage our waste with supply chain partners. However, we know that there is more to do in terms of reducing waste and putting it to more beneficial uses. Our main waste streams are food and general waste.

Our commitment to half food waste by 2030 is part of a wider industry collaboration with the Food Waste Reduction Roadmap. We already divert surplus food to our partner, The Company Shop, enabling meals and ingredients to be diverted from waste. This year we have carried out two site surveys with The Company Shop

Case study: Waste management improvements

Over the last year we have been working with our waste management contractor, Wyndham, on ways to improve waste management on our sites. On site meetings with relevant colleagues have identified several opportunities for change that increase the amount, and quality, of the waste we recycle while reducing the cost of managing that waste.



specialists to identify further opportunities to divert more food to this beneficial outcome.

Currently food waste that cannot be used by Company Shop is sent to Anaerobic Digestion where it is used to produce heat and power. Similarly, our waste oil is sent for refining and used as biofuel.

Our aim is to reduce the amount of general waste by diverting more to separate recycling where it is easier and more efficient to recycle.

Water

To cook ingredients and clean our equipment we use a lot of water on our sites. All our water is taken from mains supply, and we constantly monitor our sites for leaks to ensure we are not wasting water. Over the past year our sites used 673,078m³ of water, the equivalent of filling 5 Olympic sized swimming pools every week. We are looking at how we can manage our water more efficiently and set targets to reduce the amount we use.

Open & transparent



Ambition

To continually advance our ESG approach and share our journey.

To formalise all roles and responsibilities in relation to ESG.

To communicate and engage with stakeholders on our ESG journey.

To align to best practice standards in ESG reporting.

Open and transparent

A company's behaviour plays a critical role in shaping its ESG performance and reputation. At Oscar Mayer the open and transparent pillar of our ESG strategy is focussed on how we operate. We are guided by strong governance, ethical conduct and a commitment to accountability.

We uphold a strict zero-tolerance policy on corruption and believe that robust governance structures are essential for embedding ESG into our business practices. This means integrating ESG responsibilities into key roles and ensuring that all colleagues understand the part they play.

Engaging openly with stakeholders is vital. Only through meaningful dialogue and transparency can we fully understand expectations and work collaboratively to create positive change. To hold ourselves accountable, we are committed to aligning our ESG reporting with recognised best practices.

Governance

This year we have initiated monthly updates to the board on our ESG activities. The report covers the previous months activity and provides a preview of upcoming activities across the three pillars of our strategy.

To broaden understanding of ESG issues and how they affected the food sector, our senior leadership team have undertaken a series of

briefing sessions. These sessions covered issues such as climate change, decarbonisation, supply chain due diligence and biodiversity. The sessions provided an opportunity to gain experience and discuss how the issues are affecting our sector.

We have created a cross functional ESG committee to provide oversight of our strategy and drive integration of ESG across the group. The committee will provide review and challenge to policies, strategies and targets in the delivery of the ESG priorities.

Transparency

To engage with stakeholders more effectively we have updated our website. The refresh incorporates a section dedicated to making ESG related policies and reports available to stakeholders. Additionally, the updated site includes a dedicated area for attracting and recruiting new talent to our business.

We are publishing our first ESG report in 2025 to provide further insight to our ESG strategy, activities and performance. As part of this ESG report we are publishing data aligned to the Sustainability Standards Accounting Board (SASB) disclosures for Processed Foods – see Annex 1 of this report.

In accordance with the Modern Slavery Act 2015 our annual statement is published on the Oscar Mayer website.

Open & transparent



ESG Committee

To provide oversight of our ESG strategy and to ensure it is delivered and embedded across the business, we have created our ESG committee. The committee is chaired by our Chief People & ESG Officer providing a direct link to our board of Directors. Consisting of colleagues from across our business including Operations, Engineering, Health and safety, Technical, Commercial, Finance, Human Resources and Procurement, the committee will enable discussions and action across all of our teams. The first meeting was held in July 2024 with plans to hold four meetings across the year.

The committee will play a vital role in advancing our commitments to environmental stewardship, social responsibility, and ethical governance. During its first meetings the committee has discussed topics including the Climate change event, next generation bar codes, materiality, strategy and policies, and ESG reporting.

UNGC membership

Part of our ESG strategy is to align to best practices standards to hold ourselves accountable. This year we joined the United Nations Global Compact (UNGC), the worldwide movement aimed at engaging businesses to adopt sustainable and socially responsible policies, and to report on their implementation.

We are committed to the UN Global Compact corporate responsibility initiative and its principles in the areas of human rights, labour, environment and anti-corruption. During 2025-26 we will be

completing our first communication of progress (COP) to reporting our progress and re-affirm our commitment to the compact.

Environmental and ethical standards

Alongside the UNGC we have group wide, and site certifications, for environmental and ethical standards such the Roundtable on Sustainable Palm Oil (RSPO) and Red Tractor assurance scheme. These standards enable transparency and traceability of ingredients through to and including our sites.



During 2024-25 our site at Flint has undergone the rigorous process to become certified by the Soil Association to produce organic labelled products. This is a great effort by the team at Flint where we are now able to produce organic labelled products.



Open & transparent



Stakeholders and ESG

Understanding what matters most to stakeholders is essential to shaping a meaningful and effective ESG strategy. To guide our approach, we undertook a materiality assessment to focus our approach to ESG. This assessment marks the beginning of our broader engagement journey with our stakeholders. We recognise that lasting impact can only be achieved through collaboration.

Retailers

We maintain daily communication with our retailers focused on the quality of our products, service delivery, and technical standards including supplier integrity.

There is a growing interest from retailers wanting us to share specific ESG data with them so they can understand the impacts in their supply chain. This year we have completed Manufacture 2030 and Ecovadis data returns to provide ESG data to retailers. Alongside this we also provide specific commodity integrity data such as Soy and Palm oil reporting.

Employees

This year, to understand our colleagues we have undertaken our first comprehensive employee survey. This offered every team member the chance to share their experience freely and honestly. Further details can be found on page 16.

Suppliers

We include ESG questions as part of our supplier code of conduct and onboarding processes. This year we are including ESG measures in our supplier scorecards to ensure we can integrate ESG factors alongside other issues like quality, capacity and customer service.

Investors

Whilst our board are provided with monthly updates on ESG progress we also provide comprehensive ESG data to support responsible investment requirements.

Collaborations

We engage and participate in a number of industry collaborations across ESG issues. For example:

Food authenticity and integrity: we are members of the Food Industry Intelligence Network (FIIN).

Food Waste: we are supporters of the WRAP Food Waste Reduction Roadmap and the Target, Measure Act principles.

Education and Skills: we are members of the National Skills Academy.



Open & transparent



Website and social media

During the year we made a strategic decision to redesign and relaunch our company website to better reflect who we are today and support our people strategy, with being the employer of choice firmly at the heart.

The new website is more than just a refreshed design, it's a modern, inclusive platform that brings our culture, values, and ambitions to life. One of the key drivers of the relaunch was to create a dedicated, dynamic space for attracting and engaging talent. In today's competitive landscape, we recognise that a candidate's first impression is often formed online, within moments.

To make an impact, the homepage now features a powerful, high-energy video that immediately immerses visitors in our world, showcasing our purpose, our people, and the pace at which we work. Bold imagery throughout the site highlights the diversity, energy, and quality that define us. These visual elements enhance user experience and help visitors form a deeper emotional connection with who we are and what we stand for.

Our enhanced recruitment section speaks directly to job seekers. It highlights our career opportunities, growth pathways, and the real stories of our people, the individuals who bring our business to life. Through video, testimonials, and behind-the-scenes insights, we offer an authentic view of what it's like to be part of our team, helping us attract those who align with our values and want to build a future here.

OSCAR MAYER



Alongside the website, we're leveraging the power of social media to broaden our reach. Social platforms are often a first touchpoint for prospective candidates, offering a window into our culture and working environment. By actively sharing meaningful content, from team successes to job openings, we're growing our employer brand and building stronger connections with both active and passive talent.

This website transformation supports our recruitment goals and broader social responsibility agenda. It promotes transparency and inclusivity, while helping us reach and engage diverse audiences.

Features like accessible design and clear entry points into the business ensure we're breaking down barriers from early careers through to leadership roles. Our website and recruitment strategy now work seamlessly together to tell a unified story, one of opportunity, purpose, and progress.



Valued team



Ambition

To create the most engaged team possible.

Objectives

To have a safe, diverse and engaged workforce.

To partner with a high-quality supply chain that reflects the values and standards of Oscar Mayer.

Valued Team

People are at the heart of every successful business. At Oscar Mayer, we're committed to building the most engaged and motivated team possible - both within our own operations and across our wider supply chain.

Our values set the tone for our culture. By living our values and having a safe, diverse and engaged workforce we can deliver on our purpose.

We know we can't achieve this alone. That's why we partner with suppliers who share our values and uphold our standards. Through thoughtful selection, onboarding, and ongoing relationship management, our suppliers play a key role in helping us meet the needs of our customers.

Listening and Acting

To better understand our people and how they view the business, we conducted our first independent employee survey this year. The survey was fully anonymous, encouraging open and honest feedback.

We are now using the insights from the survey to shape improvement plans at each of our sites - ensuring that we continue to create a better workplace for everyone.

Protecting colleagues

We will not compromise the Health & Safety of our colleagues. We operate to the ISO 45001 framework and implement the Target Zero incident prevention programme at all our sites. Through focussing on the systems and behaviours across our operations we have seen a reduction in accidents for a third year in a row. While this progress is encouraging, we recognise there is more to do. We remain committed to ensuring every colleague has the tools, training, and understanding needed to protect themselves and those around them.

Supplier expectations

During the year we updated our Supplier Code of Conduct that sets out the principles and expectations guiding our relationship with suppliers. The code integrates our four aspects, Quality and Compliance, Business Process Efficiency, Responsible Sourcing, and Audit and Compliance, ensuring ethical standards and sustainability throughout our supply chain. We are incorporating measures in our supplier portal to monitor uptake of the code of conduct and other ESG measures so we can monitor performance more closely.

We work collaboratively with suppliers to improve the environmental and social performance of our products and businesses. During the year we have worked with packaging suppliers to

Valued team



Health and Safety

The health and safety of our colleagues, visitors and contractors working on our sites is of paramount importance. Our ambition is to foster a zero-harm culture, where everyone recognises that every accident is preventable and takes shared responsibility for maintaining a safe working environment.

All colleagues are provided with health and safety training at induction and contractors must complete similar induction before working on any of our sites.

Over the past 12 months the number of accidents on our sites has reduced by 30% with the number of days lost to work related injuries and ill health has decreased by 50%. This is great progress, and we are determined to do more to work towards our ambition.

We have dedicated teams at each of our sites that focus on incident prevention and the safety of all colleagues who work in our operations. The teams implement safe systems of work and briefings to keep colleagues up to date with best practice and safety linked information. The teams investigate the root cause of all incidents that occur, to implement preventive measures and share any lessons learnt.

Hygiene and cleanliness are paramount - machines are easy to sanitise, and cleaning protocols are strictly followed to ensure safety of colleagues. Our commitment to safety goes beyond machinery. The factory floor is designed with clear walkways, anti-slip surfaces,

and well-marked zones for workers and equipment. Employees wear personal protective equipment (PPE), including gloves, hairnets, and high-visibility vests, and undergo regular safety training.

In addition, we provide occupational health support at sites to provide colleagues with access to support and advice.

Case study: Kaizen in Packaging

In the last 12 months we have worked with our packing department which had the most H&S incidents at one of our sites. Through a detailed Kaizen trends event, we have been able to focus on specific preventative measures that have almost eliminated accidents altogether. Through the Kaizen safety process, we continue to drive momentum as we duplicate this process across the business.



Valued team



Diversity and Inclusion

At Oscar Mayer, our commitment to Diversity and Inclusion is not just a policy but a practice that underpins how we communicate, engage and evolve. Over the past year, we've made purposeful strides to cultivate a workplace where every individual feels seen, heard and valued. The establishment of our Communications, Diversity and Inclusion team has been instrumental in this journey, supporting a culture rooted in our core values.

The launch of our "Your Voice, Your Choice" campaign has been pivotal in shaping a more inclusive and transparent environment through introducing confidential QR feedback systems, daily Engagement Corners, and D&I-led shop floor walks. It laid the foundation for our most significant undertaking to date. An independent employee survey that offered every team member the chance to share their experience freely and honestly.



The results provide a powerful insight into how our people feel and where we must now act. Our average engagement score signals that "*improvement is advised*" and currently sits 7% below the industry average. This reflects the honesty and trust our teams have shown in telling us what matters

most to them. Importantly, we achieved a 23.79% response rate, giving us valuable data from which to build.

We are already responding. Multilingual communications in six core languages: Polish, Romanian, Slovak, Bulgarian, Portuguese and Russian, ensure that language is no longer a barrier to understanding or participation, translated digital messages, anonymous feedback routes and weekly D&I visibility all contribute to breaking down engagement barriers.

The employee survey provided insight into D&I at Oscar Mayer.

There is much to celebrate:

- **81%** of employees report a *positive relationship with their manager*.
- **74%** say they *enjoy their job*.
- **72%** feel *respected*.

However, there are areas where colleagues want to see change:

- Just **56%** feel *fairly paid* or *recognised when they do well*.
- Confidence in management is **64%**, trailing industry norms.
- **32%** of employees are considered at *high flight risk* and **38%** are at *risk of poor wellbeing*, both indicators that require action.

We are proud of the progress made but we know progress must be constant, kind and transparent. The challenge now is not just to listen but to lead, turning feedback into meaningful and measurable change. Together, we can ensure Oscar Mayer remains a place where every voice truly matters.

External engagement with local members of parliament from Wales to Westminster ensures we're advocating for our people beyond the workplace. Additionally, resources such as NAVEX Whistleblowing Hotline and GroceryAid keep support accessible and responsive.

Valued team



Suppliers

We work directly with over 175 ingredient and packaging suppliers to create our chilled meals. In addition, we work with over 630 indirect suppliers providing goods and services.

Our Supplier Code of Conduct details the principles and expectations guiding our relationship with suppliers. The code integrates our four pillars, Quality and Compliance, Business Process Efficiency, Responsible Sourcing, and Audit and Compliance, ensuring ethical standards and sustainability throughout our supply chain. We expect all of our suppliers to sign up to the code of conduct.

We use Supplier Ethical Data Exchange (SEDEX) risk assessments and audits across our own and supplier sites to assess supplier ESG risks. We are an AB (Buyer/Supplier) member of SEDEX. This enables us to understand standards of labour, health and safety, environmental performance, and ethics at our own and supplier sites.

We require that tier 1 suppliers are registered on SEDEX and provide us visibility into their Self-Assessment Questionnaires (SAQs) and ethical audits, enabling us to assess supplier risk.

Our supplier approval and integrity team regularly audit suppliers to check on the origin and quality of ingredients. Likewise, we are audited by retailers and ethical and environmental standards to ensure we are operating to best practice.

We hold several ethical certifications for ingredients such as Red Tractor, MSC, Roundtable on Responsible Palm Oil (RSPO). These

Case study: Collaboration on packaging

We have been working with our packaging suppliers to reduce the environmental impact of food trays. This year the recycled content of our smooth wall aluminium trays, from supplier i2R, has increased from 25% to 52%. Plastic tray supplier Sharpak has increased the recycled content of our plastic trays from 72% to 80%. In addition, we have saved 37 tonnes of plastic by efficiently re-engineering some of our trays.

all include assurance from farm through to and including our factories.

We are members of the UK Soy Manifesto as part of our aim to eliminate deforestation across soy and other ingredients. During 2024 our direct soy footprint (direct purchase of soy products such as edamame beans and soy sauce) was 41 tonnes, all sourced from low-risk countries of origin, or certified through an appropriate scheme. Our indirect soy footprint (soy embedded in animal feed) was 8,870 tonnes. We continue to engage with our suppliers to work towards deforestation and conversion free soy in animal feed.

We have incorporated an ESG section into our supplier scorecard. This measures supplier performance alongside other service measures such as quality, cost and innovation. During 2025, we will be completing the ESG sections and working with suppliers to improve their scores.

Key Performance Indicators

Sustainable chilled meals



Greenhouse Gas emissions

Scope	Emissions source	2022-23 tCO2e	2023-24 tCO2e	2024-25 tCO2e
Scope 1 (Direct emissions)	Natural gas	14,304	12,913	12,754
	Other fuels (kerosene & diesel)	98	62	102
	Business travel in cars	52	53	43
	Refrigerant	4,304	1,660	5,493
Scope 2 (Indirect Emissions)	Electricity (market-based)	0	0	6,171
TOTAL SCOPE 1 & 2 EMISSIONS		18,759	14,687	24,563
Scope 3 (Indirect emissions)	Cat 1: Purchased goods and services	70,989	60,939	64,886
	FLAG (land-use change)	58,067	42,451	54,446
	FLAG (land management)	162,669	112,048	143,067
	Cat 2: Capital goods	3,911	3,102	1,675
	Cat 3: Fuel- and energy-related activities	5,081	4,596	4,466
	Cat 4: Upstream transportation & distribution	5,224	4,139	4,062
	Cat 5: Waste generated in operations	5,460	4,839	3,406
	Cat 6: Business travel	108	108	31
	Cat 7: Employee commuting	2,287	2,394	2,233
	Cat 9: Downstream transportation & distribution	10,307	8,972	7,642
	Cat 12: End-of-life treatment of sold products	283	733	666
TOTAL SCOPE 3 excl. FLAG		103,650	89,822	89,068
TOTAL SCOPE 3 FLAG		220,736	154,499	193,512
TOTAL SCOPE 3 incl. FLAG		324,386	244,321	286,581
TOTAL SCOPE 1, 2 & 3 incl. FLAG EMISSIONS (market-based method)		343,144	259,008	311,144

GHG emissions for the company have been measured in accordance with the GHG Protocol Corporate Standard, with reporting boundaries defined by the operational consolidation (control) approach. Emissions reported cover all relevant scope 1, 2 and 3 emission sources with no known exclusions.

Key Performance Indicators

Sustainable chilled meals



Environmental

Energy Type	2022-23 (kWh)	2023-24 (kWh)	2024-25 (kWh)
Natural gas	78,194,981	70,598,705	69,710,174
Other fuels (kerosene & diesel)	403,306	260,919	417,233
Business travel in company vehicles	215,926	218,011	178,888
Electricity	39,696,335	35,710,542	33,980,101
Total Energy use	118,510,548	106,788,630	104,286,396
Percentage of Energy from renewable sources	33.5%	33.4%	12.7%
Intensity metric	(kWh/tonne)	(kWh/tonne)	(kWh/tonne)
kWh per tonne product (total kWh / tonnes of product)	1,518	1,422	1,501
Waste Management	2022-23 (tonnes)	2023-24 (tonnes)	2024-25 (tonnes)
Total weight of non-hazardous waste	18,389	16,704	16,744
Total weight of hazardous waste	0	0	34.24
Percentage of waste diverted from landfill	100	100	100
Food Waste			
Total weight of food waste	8,014	7,486	7,180
Surplus food to redistribution	252	238	194
Percentage of food waste sent to energy generation	100%	100%	100%
Water Management	2022-23	2023-24	2024-25
Total volume of water used	787,895	715,565	673,078
Food Safety			
British Retail Consortium Global Standard	2022-23	2023-24	2024-25
Number of sites with BRCGS accreditation	3	3	3
Packaging	2022-23 (tonnes)	2023-24 (tonnes)	2024-25 (tonnes)
Total weight of packaging purchased	10,586	9,502	8,681

Key Performance Indicators

Governance

Open & transparent



Employee Code of Conduct	2022-23 (%)	2023-24 (%)	2024-25 (%)
Percentage of employees signed up to code of conduct	100	100	100

Whistleblowing	2022-23 (number)	2023-24 (number)	2024-25 (number)
Number of calls to whistleblowing hotline	2	6	2
Percentage of calls to whistleblowing line resolved	100%	100%	100%

ESG Committee meetings	2022-23 (number)	2023-24 (number)	2024-25 (number)
Number of ESG Committee meetings held/planned	New measure	New measure	2/3

Production	2022-23	2023-24	2024-25
Total number of production facilities (no.)	3	3	3
Total amount of products produced (tonnes)	78,064	75,109	69,454

Key Performance Indicators

Valued team



Social

Health and Safety	2022-23 (number)	2023-24 (number)	2024-25 (number)
Accident frequency rate (per 100,000 hours)	4.96	4.79	3.97
RIDDOR Accident frequency rate (per 100,000 hours)	0.46	0.37	0.27
Number of work-related accidents	276	230	164
Number of days lost to work-related injuries, fatalities and ill health	793	884	436

Employees	2022-23	2023-24	2024-25
Total number of employees (No.)	2625	2593	2295
Average unadjusted gender pay gap (median/mean)	OM 5.8%/10.4%	OM 9.6%/5.8%	OM 12.32%/- 0.56%
OM – Oscar Mayer Limited, FD – Ferndale foods	FD 7.1%/13.6%	FD 11.2%/10%	FD 9.72%/11.60%
Percentage of women at top management level	31.9%	36.7%	32.1%
Percentage of women employed in whole organisation	43.8%	42.3%	42.7%
D&I in Grocery maturity model score (out of 5)	New measure	3.2	3.9

Supplier sustainability	2022-23	2023-24	2024-25
Percentage of tier 1 suppliers actively linked to Oscar Mayer on SEDEX	New measure	New measure	97%
Percentage of ingredients certified to specific third-party environmental and/ or ethical standard	New measure	New measure	7.5%

Annex 1 - Oscar Mayer SASB Index 2025 – Processed Foods

TOPIC	Code	Disclosure	2024-25
Energy management	FB-PF-130a.1	(1) The entity shall disclose the total amount of energy it consumed as an aggregate figure, in gigajoules (GJ) (2) The entity shall disclose the percentage of energy it consumed that was supplied from grid electricity (3) The entity shall disclose the percentage of energy it consumed that is renewable energy.	(1) 375,431 (2) 32.6% (3) 12.7%
Water Management	FB-PF-140a.1	(1) The entity shall disclose the amount of water, in thousands of cubic metres, that was withdrawn from all sources. (2) The entity shall disclose the amount of water, in thousands of cubic metres, that was consumed in its operations. (3) The entity shall disclose its water withdrawn in locations with High or Extremely High Baseline Water Stress as a percentage of the total water withdrawn. (4) The entity shall disclose its water consumed in locations with High or Extremely High Baseline Water Stress as a percentage of the total water consumed.	(1) 673.1 (2) We do not currently monitor the volume of water discharged to sewer, so are unable to report water consumed. (3) 49%, one of our sites is located in an area of high baseline water stress according to the WRI Water Risk Atlas tool, Aqueduct. (4) We do not currently monitor the volume of water discharged to sewer, so are unable to report water consumed.
	FB-PF-140a.2	(1) The entity shall disclose the total number of instances of non-compliance, including violations of a technology-based standard and exceedances of quantity and/or quality-based standards.	(1) 0
	FB-PF-140a.3	(1) The entity shall describe its water management risks associated with water withdrawals, water consumption, and discharge of water and/or wastewater. (2) The entity shall discuss its short-term and long-term strategies or plan to mitigate water management risks. (3) For water management targets, the entity shall additionally disclose: a. Whether the target is absolute or intensity-based, and the metric denominator if it is an intensity-based target. b. The timelines for the water management plans, including the start year, the target year, and the base year. c. The mechanism(s) for achieving the target. d. The percentage reduction or improvement from the base year. (4) The entity shall discuss whether its water management practices result in any additional lifecycle impacts or trade-offs in its organisation, including trade-offs in land use, energy production, and greenhouse gas (GHG) emissions, and why the entity chose these practices despite lifecycle trade-offs.	(1) We use water in our production processes and for cleaning and hygiene purposes. We have not identified any risks associated with water withdrawal or consumption. One of our sites is located in an area of high baseline water stress according to the WRI Water Risk Atlas tool, Aqueduct. This site uses mains water supply and the risk to our operations is considered low. All three of our sites operate under discharge consents with an ongoing risk of non-compliance. We are formalising the environmental management at each site and work closely with the wastewater service provider to maintain compliance. (2) As part of formalising our environmental management system we are looking at setting a strategy relating to water management. (3) As part of formalising our environmental management system we are looking at setting performance targets relating to water management at company and site level. (4) We are not aware of any trade-offs.

Food Safety	FB-PF-250a.1	<p>(1) The entity shall disclose its facilities' non-conformance rates with Global Food Safety Initiative (GFSI) recognised food safety certification programmes for</p> <p>(a) major non-conformances, and separately,</p> <p>(b) minor non-conformances.</p> <p>(2) The entity shall disclose the corrective action rates associated with its facilities'</p> <p>(a) major non-conformances, and separately,</p> <p>(b) minor non-conformances.</p> <p>(3) The entity shall disclose the GFSI-recognised certification programme by which its facilities are audited.</p>	<p>(1)</p> <p>(a) No Major non-conformances were raised</p> <p>(b) The minor non-conformance rate is 7.3 (22 raised across 3 sites)</p> <p>(2)</p> <p>(a) N/A</p> <p>(b) Our corrective action rate is 100% (22 minors and 22 corrective actions)</p> <p>(3) All three sites are certified to the BRCGS Global Standard for Food Safety (GFSI)</p>
	FB-PF-250a.2	<p>(1) The entity shall disclose the percentage of food ingredients sourced from Tier 1 supplier facilities that are certified to a GFSI-recognised food safety certification programme.</p> <p>(2) The entity shall disclose the relevant GFSI-recognised certification programme used to audit its suppliers.</p>	<p>(1) 96% GFSI-accredited</p> <p>(2) We stipulate that our suppliers are GFSI accredited and where possible use the BR Standard or equivalent. We then audit under our own Oscar Mayer standard as well.</p>
	FB-PF-250a.3	<p>(1) The entity shall disclose the total number of notices of violation received that substantiate a violation of advisory and administrative code(s), statute(s), or other requirement(s) related to food safety</p> <p>(2) The entity shall disclose the percentage of notices of violations received related to food safety that was corrected.</p>	<p>(1) None received</p> <p>(2) N/A</p>
	FB-PF-250a.4	<p>(1) The entity shall disclose the total number of food safety-related recalls issued.</p> <p>(2) The entity shall disclose the total amount, in metric tonnes, of food product subject to recalls.</p> <p>(3) The entity may disclose the percentage of recalls that were voluntary issued and the percentage of recalls that were involuntarily issued.</p>	<p>(1) 0 Recalls</p> <p>(2) N/A</p> <p>(3) N/A</p>
Health and Nutrition	FB-PF-260a.1	<p>(1) The entity shall disclose the total revenue from the sales of its products that are labelled and/or marketed to promote health and nutrition attributes.</p>	<p>(1) We manufacture chilled meals and convenience foods for major UK retailers and brands in 2024-25 FY 8% of our gross sales were from products labelled/or marketed to promote health and nutrition attributes.</p>

	FB-PF-260a.2	<p>(1) The entity shall discuss its process to identify and manage products and ingredients related to nutritional and health concerns among consumers.</p> <p>(2) The entity shall discuss its efforts to identify concerns, the products and ingredients related to those concerns, and resulting risks and opportunities.</p> <p>(3) The entity shall discuss how identified concerns and risks are managed and communicated.</p> <p>(4) The entity shall discuss its use of certification programmes that address consumer concerns and preferences over ingredients, additives and potential allergens.</p> <p>(5) The entity shall discuss any significant complaints, such as those resulting in significant lawsuits, relating to nutritional and health concerns associated with products and/or ingredients, and any efforts to mitigate the related future risks.</p>	<p>(1) At Oscar Mayer, we monitor concerns related to health and nutrition through consumer insights platforms including IGD and Kantar and through our own AI platform that links directly to consumers. We use foresight and trends reports to ensure we can anticipate and keep ahead of consumer needs as well as working with our customers. We are members of Campden BRI (a leader in global food and drink science and research) where there are experts on health and nutrition claims that we can review our approach with.</p> <p>(2) In relation to our current products and ingredients, we monitor salt, sugar and fat content in line with HFSS (high in fat, salt and sugar) regulations. We are currently looking at possible options to reduce salt further through alternative ingredients.</p> <p>(3) This is completed through nutritional testing of all our products through their launch process with verification on a routine basis. This detail is then printed on our packaging for all retail products and within specification for our business-to-business customer. Any products that do not meet requirements are reviewed and pass through a process for change where possible.</p> <p>(4) We use GFSI accredited suppliers for our ingredients. We currently do not produce products that require accreditation for additional claims, such as Organic, but we have site certification in place if required for new products.</p> <p>(5) There were no significant complaints or lawsuits relating to nutritional or health concerns associated with our products or ingredients at Oscar Mayer</p>
Product labelling and marketing	FB-PF-270a.1	<p>(1) The entity shall disclose the percentage of advertising impressions made on children.</p> <p>(2) The entity shall disclose the percentage of advertising impressions made on children that promote products that meet the CFBAI Uniform Nutritional Criteria or equivalent dietary guidelines for children.</p>	<p>(1) Oscar Mayer does not advertise or promote products to children.</p> <p>(2) Oscar Mayer does not advertise or promote products to children.</p>
	FB-PF-270a.2	<p>The entity shall disclose its revenue from products sold during the reporting period that are labelled as:</p> <p>(1) containing genetically modified organisms (GMOs)</p>	<p>Oscar Mayer does not produce products containing GMOs</p> <p>(1) 0% containing GMOs.</p>

	FB-PF-270a.3	(1) The entity shall disclose the total number of substantiated incidents of non-compliance with labelling- and/or marketing related regulatory code(s), statute(s), or other requirement(s).	(1) Oscar Mayer has no substantial claims of non-compliance relating to labelling or marketing.
	FB-PF-270a.4	(1) The entity shall disclose the total amount of monetary losses incurred during the reporting period resulting from legal proceedings associated with marketing or labelling practices, such as those related to enforcement of applicable jurisdictional laws or regulations on nutrient content claims, health claims, other unfair or deceptive claims, or misbranded labelling.	(1) 0.
Packaging Lifecycle Management	FB-PF-410a.1	(1) The entity shall disclose the total weight of packaging purchased by the entity, in metric tonnes. (2) The entity shall disclose the percentage of packaging, by weight, made from recycled and/or renewable materials (3) The entity shall disclose the percentage of packaging, by weight, that is recyclable, reusable, and/or compostable.	(1) 8,681 (2) We do not currently have systems in place to provide this figure (3) 97%
	FB-PF-410a.2	(1) The entity shall discuss its strategies to reduce the environmental impact of packaging throughout its lifecycle, such as optimising packaging weight and volume for a given application or using alternative materials, including those that are recycled, recyclable, reusable, and/or compostable. (2) The entity shall discuss the circumstances surrounding its use of recycled and renewable packaging, including, but not limited to, discussions of supply availability, consumer preferences and packaging durability requirements. (3) The entity shall discuss the circumstances surrounding its use of packaging that is recyclable and compostable, including, but not limited to, discussions of regulations, packaging end-of-life commitments, consumer demand and packaging durability.	(1) Packaging plays a crucial role in ensuring the safety and quality of the products we make for consumers. We collaborate with retailers, and brands, during product development to make sure the packaging is suitable for purpose. This includes the environmental aspects of the packaging material such as the recycled content of the materials and the end of use disposal options. Additionally, we have several options for reducing the weight and volume of packaging and are continually looking for ways to innovate with suppliers to provide alternative options to reduce the environmental impacts of packaging. (2) We work closely with our packaging suppliers to increase the amount of recycled content and the recyclability of our packaging whilst ensuring that it meets food safety standards. These objectives are closely aligned to those of our customers. As we work in collaboration with our packaging suppliers, we have not experienced issues with supplier availability of increase recycled content materials for our products. (3) The vast majority of our packaging is suitable for kerbside collection and recycling or through retailer collection schemes. We focus our efforts in this area as the use of composable materials is currently restricted due to the manufacturing and chilled conditions required for the production and storage of our products. In line with best practice our products include on-pack recycling labels to help consumers to dispose of packaging responsibly.

			The introduction of Extended Producer Responsibility (EPR) for packaging in the UK has increased the focus on the cost and environmental impacts during production and disposal of packaging.
Environmental & Social impacts of Ingredient Supply Chain	FB-PF-430a.1	<p>(1) The entity shall disclose the percentage of food ingredients sourced that are certified to a third-party environmental and/ or social standard.</p> <p>(2) The entity shall disclose the percentage of food ingredients it sourced that are certified to a third-party environmental or social standard, by standard.</p>	<p>(1) 7.5% of food ingredients certified to a third party environmental and/or social standard as part of the total spend in the following categories:</p> <p>(2) - Ingredients directly containing palm oil: 100% are certified to the Roundtable on Sustainable Palm Oil (RSPO). (100% is 'Segregated' standard)</p> <p>- Ingredients directly containing soy: 34% are certified to Roundtable on Responsible Soy (RTRS) or equivalent standards: of that 74% is segregated, 18% Mass Balanced and 8% RTRS credits. The remaining 66% of products containing soy is sourced from low-risk countries. This does not include ingredients that contain embedded soy products such as meat and seafood.</p> <p>- Wild caught fish: 100% are certified to Marine Stewardship Council (MSC) certified fisheries</p> <p>- Farmed fish: 100% are certified to Best Aquaculture Practice / Global Gap and /or RSPCAA seafood.</p>
	FB-PF-430a.2	<p>(1) The entity shall disclose its supplier facilities' non-conformance rate with external social and environmental audit standard(s) or internally developed supplier code(s) of conduct for:</p> <p>(a) major non-conformances, and separately,</p> <p>(b) minor non-conformances.</p> <p>(2) The entity shall disclose the corrective action rates associated with its supplier facilities' (a) major non-conformances, and separately, (b) minor non-conformances.</p> <p>(3) The entity shall disclose the standards and/or code(s) of conduct to which it has measured social and environmental responsibility audit compliance.</p>	<p>(1) We monitor and encourage our suppliers to undertake SEDEX Members Ethical Trade Audit (SMETA) and monitor completion to identify any significant issues.</p> <p>(a) (b) We do not currently track non-conformance rate for major & minor non-conformances from SMETA audits.</p> <p>(2) (a) (b) We do not currently track non-conformance corrective action rates from SMETA audits.</p> <p>(3) The audit standard is SEDEX Members Ethical Trade Audit (SMETA) which measures compliance with the Ethical Trade Initiative (ETI) base code and local legislation.</p>
Ingredient Sourcing	FB-PF-440a.1	(1) The entity shall disclose the percentage of food ingredients sourced from regions with High or Extremely High Baseline Water Stress.	(1) We are undertaking a supply chain ESG risk assessment in 2025 which will include water risk.

	FB-PF-440a.2	<p>(1) The entity shall identify the highest priority food ingredients to its business.</p> <p>(2) The entity shall discuss its strategic approach to managing the environmental and social risks that arise from its highest priority food ingredients.</p>	<p>(1) Our highest priority food ingredients are Beef, Pork, Potatoes, Chicken, Pasta and Dairy products</p> <p>(2) We expect all suppliers to comply with our Supplier code of conduct which covers environmental and social expectations. In 2025, we will undertake a category ESG risk assessment to identify, and map, the environmental and social risks in our supply chain. This will enable us to address the most material issues and categories. At individual supplier level we assess social and environmental risks through SEDEX self-assessment questionnaires (SAQs) and where appropriate audits are requested to be completed by a third party. We are considering expanding the audit criteria to include environmental issues where appropriate.</p>
Activity metric	Code	Response OM	
Weight of products sold (tonnes)	FB-PF-000.A	69,454	
Number of production facilities	FB-PF-000.B	3	



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