

## *Section 172 Companies Act 2006 Statement*

The board of directors, in line with their duties under section 172(1) of the Companies Act 2006, act individually and collectively in the way that they consider, in good faith, would be most likely to benefit all stakeholders of the business.

### *Engagement with employees*

The Company's goal is to evolve an engaged, motivated and empowered group of employees that understand and embrace the Company values and objectives. The directors believe that people create the point of difference. The role of Head of People is key to the effectiveness of the Executive Team by elevating employee interests, so they are fully integrated into business strategy and decisions.

The directors engage with the business through regular board meetings with the executive management team and site visits. The executive management team engages with employees through team meetings, group briefings and where appropriate a one to one meeting on matters likely to affect their interests.

The Company seeks feedback from employees as individuals, using an anonymous employee engagement survey and consults with employees in groups using a regular, minuted, employee forum. This forum is made up of employee nominated representatives and includes at least one of the Company's executive team. This enables Directors to gain timely feedback on the impact to employee interests due to decisions taken throughout the year.

Information on matters of concern to employees and workers is communicated through emailed information bulletins, toolbox talks, and posters displayed in multiple languages on noticeboards. These processes seek to achieve a common awareness on the part of all employees of the financial and economic factors affecting the Company's performance.

### *Customers*

We build strong long-term relationships with our customers and when possible, spend considerable time with them to listen to their needs, demands and views so that we can continually improve our business models. It is essential that our customers needs are intrinsic to the business models that operate through the Company as this is integral to evolve the long-term sustainable business we continually aspire to be. The nature of our business models mean that we see both the end consumer and our suppliers as equal and opposite ends of our supply chain. Consequently, they are all customers.

### *Communities and Environmental Impact*

The Company recognises its potential to impact the community and the environment by:

Continuing to champion the removal of exploitation within teams and supply chains through engagement with Stronger Together and other stakeholders, focusing on responsible recruitment, training and practical tools to highlight and identify risks of Modern Slavery;

Continuing to work closely with stakeholders to remove unnecessary packaging within the supply chain and investing in resource to support this initiative. Where packaging is required considerations about the material and the weight of this material are considered in line with environmental impact; and .

Striving to reduce food waste within the supply chains by reviewing processes and activities with stakeholders. Where waste is unavoidable food is redistributed within the community

through partners like FareShare and inedible product is channeled into the wider food supply chain or waste to energy initiatives.

### *Inclusion & Development*

We are committed to ensuring trust, transparency, and the respect of human rights across the supply chain. The shareholders and stakeholders are implicit in their support of upholding the highest standards of ethical trade. We aim to fully understand our supply chains, the human rights risks that may exist within them and take appropriate actions to ensure that all people are protected, respected, and treated fairly. We are proud of our public commitment and annual statements that demonstrate a continually evolving, zero-tolerance approach to modern slavery and human trafficking in all of its forms.

### *Operating Responsibly*

Our strategy to operate responsibly across the Company is aligned to three impact pillars that are at the core of our values and align to the international blueprint for sustainability the UN Sustainable Development Goals.

**Product:** We must protect food safety and integrity, whilst improving the impact of our product across the supply chain through innovation to eliminate food and packaging waste. We will collaborate and work in partnership to develop scalable solutions that can increase the circulatory of materials within the human consumption chain.

**Plant:** We must work towards a zero-carbon future and be net zero by 2035. Where possible we will evolve to low carbon precision production systems and maximise the yield for every metre of the planet we use, coupled with the lowest impact possible.

**People:** We support healthy eating in local communities and encourage the team to be healthy and happier. We must nurture talent at all levels and work in partnership with customers and suppliers to advocate for 30% of leadership positions to be occupied by women by 2030. All of the team should share in our success and be rewarded accordingly. This is underpinned by being ethical and transparent throughout the Company's activities or simply put, operating responsibly.

### *Disabled employees*

We review our Global Diversity, Equity and Inclusion Policy annually and continue to work with external organisations to ensure inclusive practices and procedures are upheld across the Company, where we exercise fairness and ensure that people with disabilities are equally considered. We make reasonable adjustments for people with disabilities (including any colleagues who have become disabled) throughout their career with the Company and ensure our online materials, career site, policies and processes are inclusive of people with both visible and non-visible disabilities. For example, to support fair and objective performance management, we provide training and guidance for line managers that emphasises evaluating colleagues based on skills, capability and demonstrated performance. We also offer leaders and line managers (including those involved in the recruitment process) training covering unconscious bias awareness and mitigation strategies to ensure all are candidates and colleagues assessed based on their experience, merit and contributions