



Greencore Group

United Kingdom

Food waste inventory – 30th September 2017 to 28th September 2018



About Greencore

Greencore Group plc is a leading manufacturer of convenience foods. We are proud to supply a wide range of chilled, frozen and ambient foods to some of the most successful retail and food service customers in the UK.

We do this by combining a passion for great food, an effective business system, efficient cost control and exceptional people in an approach we call The Greencore Way.

At Greencore, our team of chefs create over 1,000 new recipes each year and work hard to ensure our products are fresh, nutritious, and tasty for the millions of consumers that choose a Greencore product every day.

We have developed strong market positions across sandwiches and other food to go products as well as complementary positions in other convenience food categories. Whether that's chilled prepared meals, soups and sauces, ambient sauces, pickles or Yorkshire puddings. We now make more than 700 million sandwiches and food to go products each year, as well as 144 million chilled prepared meals.

We're committed to conducting our business in an environmentally responsible and sustainable manner. Reducing and eliminating food waste at source is a key part of that.

In 2017 we made a commitment to reduce food waste in our own operations by 50% by 2030.



What we are doing to tackle food waste

At Greencore, we want to actively manage our impact on the environment, including efficiently using and respecting all resources. We're focusing on a number of areas, including reducing food waste produced through the manufacture of our different products, redistributing surplus food, and exploring new ways to put inedible food to good use.

Tackling food waste within our operations

We continue to invest heavily in our Greencore Manufacturing Excellence (GME) programme, which aims to significantly reduce the amount of waste food created during our operations. We launched Greencore Manufacturing Excellence in summer 2017 across all 15 of our UK sites. The GME programme targets elimination and reduction of waste at source, and is the main mechanism by which we aim to deliver our target to halve food waste by 2030. This is then supported by redistribution and segregation for animal feed as means of further waste prevention.

Two years on our programme has become firmly embedded in the way we do business, both within our company and increasingly with our suppliers and customers. The key principles of the programme include:

1. An absolute focus on ensuring the improvement programme priorities are understood by the leaders of our business to enable the best decisions to be made on how to prioritise people, time and effort to deliver our food waste goals.
2. Ensuring the right Performance conversations happen at the right level of the business with people focusing on the issues that are within their power to fix.
3. A common set of Operational measures to enable our sites to benchmark, and learn from, those achieving the best reductions in food waste.
4. A common set of methods for solving the problems we face.
5. A growing investment in technology to simplify our operational processes and make day to day performance easier to understand and improve.

Redistributing surplus food

Greencore works with a number of organisations to redistribute as much of its surplus product as possible. These include Fareshare, The Company Shop, its charity, The Community Shop and the Felix project in West London. In our 2018 financial year, we avoided 791 tonnes of waste by redistributing food for human consumption, equivalent to around 1.9 million meals.

Sending food for use as animal feed

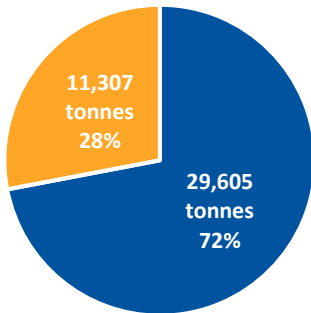
Where we can segregate our food surplus, we collect suitable food and ingredients for use as animal feed. This activity is limited predominately to waste bread crusts from sandwich manufacturing operations as we need to take care to avoid cross contamination. In our financial year in 2017, we sent 4,895 tonnes of food waste to animal feed (lower than FY17, largely due to the sale of our cake facility in Hull in February 2018).

Total food produced
389,472
tonnes

Waste as a % of production
10.5%
Includes losses to drain of 2.9%

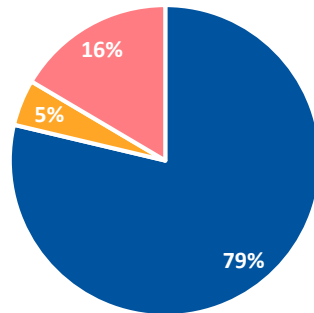
Overall food waste
40,912 tonnes
Includes losses to drain of 11,307 tonnes

Waste by category



■ Solid Food Waste ■ Food waste to drain

Waste by destination



■ Anaerobic Digestion
■ Controlled combustion with energy recovery
■ Wastewater from cleaning

Food waste data commentary

- This waste data is based on all of the waste streams (including wastewater from cleaning) from all of Greencore's UK Operations (manufacturing and distribution), for our 2018 financial year (1 October 2017 to 30 September 2018).
- Our total food production (UK) for this period was 389,472 tonnes. Our food waste was 40,912 tonnes (down from 42,180 tonnes last year), which equates to 10.5% of food produced (down from 10.7% last year). Our total food waste excluding wastewater from cleaning was 29,605 tonnes, which equates to 7.6% of food produced.
- Greencore has a diverse and extensive product range that we provide to a large customer base. Many of our products have a short shelf life. These factors result in shorter production runs and far more frequent changeovers than branded manufacturers, which leads to a higher level of food waste as equipment (e.g. cooking pans and pipework for soups and sauces etc) needs to be cleaned between products.
- Very short shelf life products have also made food redistribution more challenging but we continue to work with our food redistribution partners to find solutions to this.
- Given the diverse nature of our manufacturing operations, our food waste is in many different formats, and from different sources; comprising various ingredients, part processed or finished products, ingredient residues on primary packaging, waste associated with washing down processing equipment, ingredients that didn't meet quality standards, and inedible parts (e.g. beetroot peelings, avocado stones etc).
- The majority (79%) of our food waste goes to anaerobic digestion, either directly on or off site, or indirectly after being removed in our effluent treatment plants. Our Anaerobic Digestion plant processing liquid food waste at Selby produced just under 1MWh of electricity, approximately 10% of the sites electricity demand. 16% of our food waste is lost through cleaning equipment between manufacture of different products, whilst the remaining 5% ends up in our general waste streams that are sent to controlled combustion with energy recovery.