

RESPONSIBLE BUSINESS FACTSHEET

Our series of factsheets provides detailed insights and key highlights from the past year, focusing on the issues that could impact our business performance, as well as the areas where we can make the greatest difference and drive meaningful change.

FOOD WASTE & SURPLUS

WHY IT MATTERS

It takes a lot of land, energy and water to produce food, so when food is wasted, these resources are also wasted. Roughly a third of all the food produced around the world goes to waste, food waste is feeding climate change, and at the same time contributes to an unequal food system where millions of people are going hungry every year. By reducing food waste, we can tackle the effects of climate change, improve food security, and make our business more resilient and efficient.

Delivering action on the UN Sustainable Development Goals (SDGs):



OUR COMMITMENTS

By the end of 2030, we will reduce our food waste (measured as a percentage of food handled) by 50% from a 2022 baseline of 5.46%, in line with the UN Sustainable Development Goal, Friends of Champions 12.3 Commitment.

OUR APPROACH

We're committed to the elimination and minimisation of waste at source and the application of the waste hierarchy. We segregate different waste streams across our bakeries to facilitate reuse and recycling. We send no operational waste to landfill as a disposal route.

While we view the responsible management of waste as very important, we view the topic of food waste as highly material. We redistribute surplus edible food products where it's feasible to do so. Where waste is unavoidable, we aim for recovery via anaerobic digestion, which produces energy in the form of biogas.

We participate in industry initiatives including the Champions 12.3 Commitment and the WRAP Food Waste Reduction Roadmap. Our activities follow the WRAP Food Waste Reduction Roadmap, and we report on our progress every year in line with the international Food Loss and Waste Accounting and Reporting Standard.

We report absolute totals of food waste and relative performance for 'food waste intensity' (food waste as a percentage of total food handled). We also report food surplus that is sent to redistribution charities and food sent for animal feed. Under the Food Loss and Waste Accounting and Reporting Standard, food surplus is not classified as food waste. Our food waste calculations include all solid food waste and food surplus streams. Effluent is excluded from these calculations as we don't currently have data collection systems that allow us to calculate the solid food fraction within our effluent totals.

We're committed to being open and transparent about our efforts in this area and believe that all food businesses should do the same through mandatory reporting.

OUR PERFORMANCE

Our headline measure on food waste intensity has increased from 6.2% in 2023 to 6.8% in 2024. We are disappointed by this outcome, primarily as a result of the toughening of animal feed controls. This has resulted in large quantities of food being diverted from animal feed to anaerobic digestion and being reclassified as food waste. We are working hard to identify alternative routes for this food to avoid it becoming a waste.

In 2024, we implemented two significant initiatives aiming to tackle food insecurity and fight hunger.

We launched our redistribution project, "Surplus to Purpose", with partners Company Shop and FareShare. The aim of the project was to centralise and simplify the process of surplus redistribution, and in the process increase the volume of food redistributed. In 2024, the project led to an increase in food redistribution of 48% and contributed over 4 million meals. Beyond trial stage, we hope to continue this partnership with Company Shop and FareShare into 2025 to support the increase in food re-distribution.

As signatories to the Coronation Food Project, we supplied the equivalent of 500,000 meals to phase 1 of the project in 2024. This first phase donation model will evolve in 2025 to be focused on surplus redistribution, and link to our "Surplus to Purpose" project.

MEASURE	TARGET	2022(baseline)	2023	2024
Food Waste Intensity (FWI) Food waste as a % of total food handled	50% reduction in food waste intensity by 2030	5.46%	6.21%	6.77%
Total food waste (tonnes)	KPI	16,177	17,479	19,075
Animal feed (tonnes)	KPI	12,280	10,695	7,777
Food surplus redistribution (tonnes)	KPI	842	1,161	1,715
Food surplus to redistribution (meals equivalent)	KPI	2.00m	2.76m	4.08m
Total production (tonnes)	KPI	266,996	252,310	253,332
Total food handled (tonnes)	KPI	296,295	281,645	281,889
Percentage of food waste diverted from landfill	KPI	100%	100%	100%