

# SAMWORTH BROTHERS

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*Food & Family since 1896*



## RESPONSIBLE BUSINESS REPORT 2023

## OUR *Responsible Business* HIGHLIGHTS

# 56%

OF OUR PRODUCTS ARE  
CLASSIFIED AS GOOD FOR YOU

[Read more on page 12 →](#)

WE'VE SUBMITTED OUR CARBON  
REDUCTION TARGETS TO THE  
SCIENCE-BASED TARGETS  
INITIATIVE FOR APPROVAL

[Read more on page 24 →](#)

# 79%

OF COLLEAGUES FEEL THAT  
SAMWORTH BROTHERS LOOKS  
AFTER THEIR HEALTH AND  
WELLBEING

[Read more on page 34 →](#)

WE DISTRIBUTED FOOD  
SURPLUS TO THE EQUIVALENT OF  
**2.7 MILLION**  
MEALS

[Read more on page 40 →](#)

WE'RE DISCLOSING IN  
ACCORDANCE WITH THE GLOBAL  
REPORTING INITIATIVE (GRI) AND  
SUSTAINABILITY ACCOUNTING  
STANDARDS BOARD (SASB) FOR  
THE FIRST TIME

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# WELCOME *from our* CHAIRMAN *and our* CEO

## WELCOME FROM OUR CHAIRMAN



**I'm delighted that you're reading this report. All businesses have a role to play in improving the state of the world, and reports like this one are an important way of measuring and encouraging our progress. Samworth Brothers is a food business with significant influence – our activities impact on the environment and climate change, nutrition, employment, supply chains and the communities in which we operate, and we're determined that our influence is for the good.**

As a family business established in 1896, we think in generational terms. But long-term thinking must not mean that we're slow to change. The climate, social and environmental pressures that are having such an obvious impact, and which are challenging the whole food system, demand action now. I hope you'll see from this report that Samworth Brothers is taking action and is a good citizen. You'll read that we're making good progress in many areas, but slower progress in others, and that our targets are meaningful and relevant.

I'm grateful to all my colleagues, customers and suppliers for their support for the programmes that you'll read about. By working together with common purpose, we'll meet our targets.

**Mark Samworth,**  
Chairman

## WELCOME FROM OUR CEO

**At Samworth Brothers, we're known for our commitment to doing the right thing. We are a Responsible Business, and we think and act for the long term – supporting people, a healthy planet and products that we're proud of.**

Yet as social and environmental challenges deepen, the food industry is increasingly – and rightly – expected to do more to address its impact on people and the planet. We need to move forward as changemakers and always live our purpose: 'We do good things with great food'.

There's power and energy in the 'we'. It's the expertise of our colleagues, the passion of our B Corp brands, the activities in our communities, the dedication of our supply chain and the innovation of industry collaborations, all pushing together to create a better world.

Progress continues, with large-scale investments into new, more efficient and less carbon producing technologies, including cooling systems, the second largest contributor to our Scope 1 & 2 carbon emissions output, and transport, another major carbon contributor, investing in electric vehicles for short haul trips, biofuels and driver efficiency training. We continue to tackle the causes of waste, and we are a founding member of the Coronation Food Project industry collaboration, with an industry-wide goal to redistribute 75 million surplus meals annually within five years.

But there's more to be done and we need to quicken the pace. As part of our modernisation agenda, we are investing now to make sure that every part of the business has the capabilities, tools and processes that we need in areas that will make a fundamental difference – our supply chain, manufacturing efficiency and our product portfolio.

For us, this ambition is truly authentic. We understand that being a good business means being an efficient business. A zero waste,

low carbon food business with products that meet people's taste and nutritional needs makes sense as a commercial model, but for us, we also want to do it. It's who we are, and why we exist.

This Responsible Business Report outlines our plans and progress towards achieving this ambition. I firmly believe we've the right ingredients for success.

It's an exciting time for Samworth Brothers. This has been an important year for us, turning ambition into investments and activities that will make a meaningful difference to our Responsible Business commitments.

**Hugo Mahoney,**  
Group Chief Executive



# SAMWORTH BROTHERS: A RESPONSIBLE BUSINESS

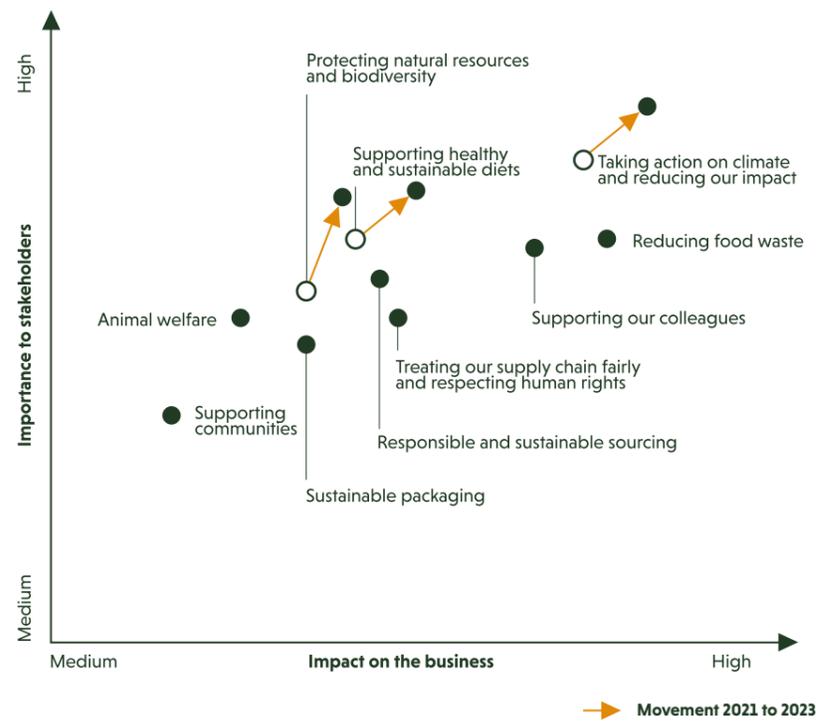
This year, we've reset our strategic approach to Responsible Business. The food industry is up against a lot of fast-moving social and environmental challenges, and we want to make sure that everyone at Samworth Brothers understands the way we intend to tackle them. By reflecting on and reviewing our Responsible Business ambitions, we can make it clearer to all our colleagues, so we're in the best position to take action on our purpose: 'We do good things with great food'.

The definition of 'good' is constantly evolving, and we need to define what 'good things' look like within our business. To stay true to our purpose, we need to decarbonise our supply chains and operations, deliver healthier choices for our consumers, support the growth of our people, care for communities, protect vital resources and reduce our food waste. Our Responsible Business approach identifies the good things that are linked to our business and shapes the positive impacts we can have.

We think of our Responsible Business approach as a pie, with Samworth Brothers' purpose at the heart and three connected ingredients: people, planet and products that frame how we'll achieve our goals. We've defined targets and key performance indicators (KPIs) for each area, and our newly revised governance structure is in place to create the roadmaps we need to meet our objectives.

In 2021, we completed a comprehensive materiality assessment to help us identify the sustainability challenges we most need to prioritise. This year, we've refreshed our materiality assessment following feedback from our key stakeholders and customers, and in 2024 we'll be carrying out a new materiality assessment to make sure our priorities remain relevant.

## MATERIALITY MATRIX



# Our BUSINESS

Samworth Brothers is a fourth-generation family business producing high quality chilled and ambient foods enjoyed by millions of people across the UK every day. The longstanding loyalty and dedication of our 12,500 colleagues is what drives our success. From our well-invested, modern food sites around the UK, we work together and with our customers, suppliers and communities to do good things with great food.



## IN SUMMARY

ESTABLISHED <b>1896</b>	<b>4<sup>TH</sup></b> GENERATION FAMILY BUSINESS	<b>12,500</b> PEOPLE EMPLOYED	<b>14</b> BAKERIES	<b>17</b> DISTRIBUTION LOCATIONS
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## WHERE WE OPERATE



## OUR CATEGORIES & BUSINESSES

FOOD TO GO	BRADGATE BAKERY	Melton FOODS	Samworth Brothers Manton & Wood
MEALS	Kettleby FOODS	SALADWORKS	SALADWORKS
SAVOURY PASTRY	THE CORNWALL BAKERY	WALKER & SON	WALKERS THE ORIGINAL PIE CO.
PROTEIN	WALKERS DELI & SAUSAGE CO.		
SUPPORTING BUSINESSES	Samworth Brothers Supply & Chain	FRESH FOOD FOR NOW COMPANY	WESTWARD LABORATORIES

## OUR BRANDS



# PRODUCTS

*we're proud of*

**We create products we're proud of, inside and out; our ingredients, recipes and packaging all work hard to feed the needs of people and planet today and tomorrow.**

**As a food business, our products are central to everything that we do. And given the nature of food – the purpose it serves, where it comes from, how it's made – there are many opportunities here for us to do good things.**

We're part of a huge and complicated global food system that has a major impact on people and planet. Food production is responsible for more than one third of all global greenhouse gases (GHGs), yet up to 40% of all food made goes to waste<sup>1</sup>. At the same time, obesity and poor nutrition is on the rise, and our diets are narrower than ever. In the past, as many as 6,000 different crops were used for food. Today only 200 are used and just nine account for nearly 70% of all food produced<sup>2</sup>.

We're committed to minimising these impacts. By making our products healthier, we can support the health and wellbeing of society. By sourcing our ingredients and materials responsibly, we can positively benefit the environment and communities linked to our supply chains. We've a responsibility to make sure our products and processes contribute to a sustainable food system that works for everyone, now and in the long term.

<sup>1</sup> Nature (2021), WWF (2021) <sup>2</sup> Yale (2022)



# HEALTHY and SUSTAINABLE DIETS

Our goal is to be recognised for tasty, healthy and nutritious food. We believe that the size of our product range, and the amount of our food enjoyed by people every day, means we're in a great position to positively influence the health of the nation. We know we've a responsibility, and the opportunity, to take action here.

We're proud of the progress we've already made in this area, especially the work we've done to increase our product range while improving nutrition. Making quality products that our customers trust and that consumers love is at the heart of everything we do; we're committed to helping everyone stay happy and healthy.

## APPROACH

To make sure we're moving in the right direction, we need a health metric that can be applied to all our products. Like others in our industry, we use the UK Government's Nutrient Profiling Model (NPM). This is underpinned by UK policy, regulations and scientific evidence. Our aim is that an increasing proportion of our product portfolio is classed as healthier under the NPM.

To achieve this, we've established a Samworth Brothers-wide Healthy and Sustainable Diets Programme. Bringing together colleagues' expertise across functions and categories, in 2023 our healthy and sustainable diets work was structured around three strategic focus areas:

- **Improve:** enhance existing products by reducing nutritional negatives and increasing nutritional positives
- **Facilitate:** make healthier choices more affordable and accessible
- **Evolvement:** explore healthier new products and food innovations

We measure our progress through a range of key performance indicators, such as increasing the proportion of our portfolio that's considered 'Good for You' (score 3 or less on the NPM) also described as 'non-HFSS' (non-high fat, sugar or salt). We're also developing systems that make it easier to monitor and report on our progress. One of the data priorities is protein disclosure, for which we intend to use the WWF's recommendations and measure and disclose the split between animal and plant-based protein. It's important to us that we bring our customers and consumers

along on our healthy and sustainable diets journey, so our work is supported by our Group Insights Team. The team is responsible for monitoring trends and regulations, listening to feedback and helping us to identify opportunities to make an even bigger impact.

Our skilled team of nutritionists meet regularly as the Nutritionists Forum to discuss work for our customers and own-label products. They are well-networked in industry forums and bring in latest thinking and best practice to the Samworth Brothers business.

In 2023, we launched our Responsible Marketing Policy for our own brands, so as well as providing detailed nutritional information on our products, we make sure our communications send the right message about food. We want to promote healthy lifestyles, body positivity and diversity in our advertising, all in the context of a great-tasting balanced diet. We also don't market any of our own branded products to children under 16, unless both the advertised product and more than 90% of the product's brand range is classed as non-HFSS.

# 56%

of our products are classified as Good for You

## case study

# SOREEN REFORMULATED for BETTER EVERYDAY NUTRITION



## Soreen is the market leading malt loaf product and heritage brand for Samworth Brothers.

Soreen is a healthy brand in the cake aisle, we pride ourselves on 'everyday nutrition' and we're on a mission to provide everyone with tasty energy. Developing non-HFSS products allows us to have confidence in our healthy brand strategy and even more of a reason to back us as a leading healthy cake brand.

Our ambition for Soreen was to have a fully HFSS compliant portfolio by 2024, taking opportunities to add more nutritional goodness and optimising our healthy cake credentials. We updated our product development framework to ensure we deliver non-HFSS products without compromising on taste, quality and the Soreen squidge. The process took an NPM-led approach to reformulate products that were not HFSS compliant. We enriched products with more beneficial nutrients, whilst reducing the ones that people should be consuming a bit less of, such as sugar. We met our ambition to be fully HFSS compliant and we've contributed to Samworth Brothers achieving an increase in the proportion of healthy sales during 2023 compared to 2022.

*“As an Innovation Team we didn't perceive HFSS as a restriction, we saw it as an opportunity to refresh some products by adding more nutritional goodness! We never compromised on taste and squidge, which are still at the heart of what we do here at Soreen, it just so happens that we're a HFSS compliant brand!”*

Sam McKendry, Innovation Lead, Soreen

## PROGRESS

Despite increased pressures as our customers and consumers continue to face the cost-of-living crisis, we've made steady progress on our targets and three nutrition focus areas.

In 2023, we've improved our overall NPM score and grown the proportion of our healthy sales from 54% to 56%. One way that we achieved this was by reformulating products in our Better for You (between 4 and 10 on the NPM scale) to qualify as part of our Good for You ranges (scoring 3 NPM and less). We understand that small incremental changes in our product lines have more impact than creating a healthy but niche product range. We recognise we need to maintain our focus on health. While our average NPM score by volume improved across the whole portfolio, the proportion of products in our Treat for You category has slightly increased, primarily driven by new business wins that we've not yet had the opportunity to renovate.



Background

Products

Planet

We divide our entire product portfolio into three categories:

PRODUCT CATEGORIES Nutrient Profiling Model (NPM) criteria	Percentage of portfolio
<b>GOOD FOR YOU</b> 3 or less	<b>56%</b>
<b>BETTER FOR YOU</b> 4-10	<b>9%</b>
<b>TREAT FOR YOU</b> 11 or more	<b>35%</b>

## FUTURE

We understand that our products need to support the health of the planet as well as people, and we're investigating ways to incorporate sustainability factors such as carbon footprinting, biodiversity and nature restoration as part of our product formulation criteria. We'll continue upskilling our colleagues in our new Healthy and Sustainable Diets Forum on the sustainability impacts of our product formulation including the carbon footprint.

A big part of our future work in this area is our collaboration with Mondra, a data-driven insights platform that supports product eco-footprinting. Through this, we can learn more about a product's impact on climate, water and nature. Part of this project will involve footprinting the products of our B Corp brand Higgidy and working on a category footprinting plan with a major retailer. Decarbonisation plays an important role in Responsible Business, so these efforts will be supported by improved data, supplier engagement and carbon literacy training for our commercial teams.

## COLLEAGUE SPOTLIGHT

### OUR DEDICATED IN-HOUSE NUTRITION TEAM SUPPORTS HEALTHY AND SUSTAINABLE DIETS

Our Nutritionists use an evidence-based approach to identify opportunities to enhance the health credentials of our portfolio, and work with our suppliers to explore and implement innovative solutions. They also bring the latest developments in the food landscape to teams throughout Samworth Brothers.

A key focus recently has been to identify ways that we can reduce salt in our savoury pastries, without compromising quality or flavour. 'As we're culinary-led, we aimed to identify ingredients that would reduce sodium, while applying the principle of

using store cupboard ingredients and continuing to deliver flavourful, quality food. Although challenging, we've found a UK manufactured, lower sodium sea salt, that amplifies food flavours to such an extent that the Culinary Team can reduce the amount of salt in formulations by 20% and get a better flavour – a win for the chefs, nutritionists and consumers!'

**Sarah Williams, Diana Lewis and Lucy Hammant, Nutritionists**



People

Governance

Disclosures

# PACKAGING

The food industry must reduce and improve its packaging impact as part of its wider Responsible Business commitments. This is unsurprising when the world produces 460 million tonnes of plastic packaging every year<sup>3</sup>, which requires significant resources such as energy and water. Meanwhile, a third of the plastic packaging put onto the market escapes from collection streams and ends up polluting our natural environment. But at the same time, packaging and plastic play an important role in protecting and preserving products to keep them fresher for longer, which helps to avoid unnecessary food waste. Packaging also informs consumers, conveying important details about the product it contains, including use-by and best-before dates, as well as nutritional and dietary information.

We can address this dilemma by using packaging responsibly. This means making informed packaging choices, using materials and formats that are lighter and are responsibly designed to ensure they're easily recycled or can be reused or repurposed at end of life. We're committed to improving our packaging in this way, while still making sure it's fit for purpose and keeps the product in tip-top condition so it can be enjoyed rather than wasted.

## APPROACH

Our requirements for packaging are laid out in both our Packaging Policy and Responsible Sourcing Policy<sup>4</sup>. Our key conditions include prioritising plastic packaging that's made from a single material type (making it easier to recycle) and ensuring packaging is recyclable. For paper packaging, where possible, our paper comes from sustainably managed forests, and we ask our suppliers to have FSC (Forest Stewardship Council UK) or PEFC (Programme for the Endorsement of Forest Certification) accreditation. We work with suppliers to minimise the overall weight of the packaging that we buy.

We aim to ensure all the packaging we use is fully recyclable and contains recycled materials where possible. To achieve this, we're always looking at new ways of doing things. In our Food to Go products, for example, we've switched to paper tamper

tabs where possible, so the whole pack can be recycled as paper, reducing contamination in the waste stream and negating the need for materials to be separated. We're also exploring packaging that requires less energy and water, such as innovative new film technologies that use reduced sealing temperatures.

We're looking at packaging throughout our entire supply chain, and working with suppliers to drive change beyond our immediate business. We want to replace the use of virgin materials where we can, such as adding recycled content to the pallet wrap used in our bakeries, and moving some ready meals into trays designed to be recycled back into ready meal trays.

<sup>3</sup> Our World in Data (2018)

<sup>4</sup> [www.samworthbrothers.co.uk/responsible-business](http://www.samworthbrothers.co.uk/responsible-business)



## PROGRESS

We're actively working to improve our data collection systems as reviewing progress against our targets and key performance indicators is currently limited and we recognise that better and more easily available data will allow us greater analysis of our performance.

We've made good progress in this area in relation to specific packaging improvement projects. The switch to paper tamper tabs in our Food to Go range, for example, has saved 1.4 tonnes of plastic a year. We've adjusted our processes to using flow wrap packaging more efficiently, which has saved 20 tonnes a year, and have reduced the plastic on our skillet packaging by 65 tonnes a year. A new type of film across our Ginsters brand is expected to save 26 tonnes of plastic film a year.

As well as these direct changes, we're in a strong position to influence the way consumers use packaging. We've commissioned a number of research projects to understand consumer behaviours and attitudes around packaging, which has given us some important insights. One outcome of this is that we now include educational messages on our high-volume pasta and salad products, encouraging consumers to dispose of the packaging correctly by rinsing and recycling.

Switching to paper tamper tabs for Food to Go has saved

# 1.4 tonnes

of plastic a year

We're committed to staying ahead of the curve when it comes to packaging trends, innovations and increasing legislation. Two of our brilliant apprentices bring packaging degrees to the business, and we've also introduced new opportunities for packaging-related roles on our commercial graduate scheme. We also hold regular training and discussion sessions, so our colleagues are up to speed on the challenges and progress we face in this area and can bring their ideas to the table.

## FUTURE

We're making good progress on our packaging aims, but we know we can do more. In 2024, we'll be launching our Group Packaging ambitions and roadmap which will guide our activities and set goals for each key packaging format up to 2030. We've got a fantastic team of experts from across the business working on this plan, bringing together decades of knowledge and technical know-how. We know we can have a bigger positive impact when our industry works together, so engaging and collaborating with our suppliers will be a key part of this roadmap.



## COLLEAGUE SPOTLIGHT

### IMPROVING PACKAGING ON THE GO

We want to be a packaging frontrunner within the food industry, so we're committed to growing and developing our talented colleagues in this area. Nicola Bartlett is our Packaging Innovation Manager within the Food to Go Strategic Innovation Team, and a BSc Packaging Professional student at Sheffield Hallam University.

Nicola has spent the last year launching a strategic approach for Food to Go packaging which focuses on the full supply chain. Nicola sees the importance in scrutinising and improving all our packaging's impact. She's passionate about ensuring that packaging is used for its good and that when it's done well it protects, preserves and promotes the product and helps to ensure our products are inclusive to all our consumers.

*“Samworth Brothers is committed to being a truly Responsible Business, and I love working for a company that is passionate about doing the right thing.”*

Nicola Bartlett, Packaging Innovation Manager, Food to Go



# Healthy PLANET

**We're taking action now for the long term, working to cut carbon emissions and food waste, and putting nature at the heart of our plans to help create a healthy planet.**

**The way the world currently produces food is having many negative impacts on the planet. Increasing greenhouse gases, biodiversity loss and food waste, directly affects the world's ability to feed its growing population.**

As a food business, we have to recognise that we're part of the problem. But by following our purpose, 'We do good things with great food,' we can also be part of the solution. By rethinking our manufacturing processes to use less energy, minimising our food waste, and choosing responsibly sourced ingredients, we can make great products that have much less impact; through collaboration, we can encourage others in the food industry to do the same.

# NATURE

**Healthy land, ample water and a stable climate are critical to the supply of ingredients we need to make our products. But changing agricultural practices and a growing population means we're putting more pressure on these factors than ever before. Almost 90% of the world's animal species will lose some habitat to agriculture by 2050<sup>5</sup>. Endangering nature in this way threatens the future food supply. And if we do nothing, we won't be able to guarantee a steady supply of ingredients, which is a risk to our business. We're committed to taking a nature-positive approach to our supply chains so we can protect both the future of the planet and Samworth Brothers.**

## APPROACH

We're proud of the fantastic relationships we have with our supply partners, which are central to our nature-positive approach. By understanding our supply chains, we know where we can have the most influence in minimising the environmental impact of our products and protecting the human rights of the people involved in their production.

You can't manage what you don't measure, so throughout 2023 we've been busy calculating our footprint for carbon and key ingredients. This will provide us with better understanding of how and where to prioritise our activities.

Because industry collaboration is so important in this area, this year we included responsible sourcing as a key theme at our inaugural Supplier Conference. This event led to many useful discussions and helped to get everyone on the same page about our ambitions and requirements.



## PROGRESS

### Deforestation

We want our supply chains to be deforestation-free and conversion-free by the end of 2025, ensuring we meet increasing European and UK legislation on deforestation-free products.

Our key concern here is soy, which can be 'direct' (pure soy), or 'embedded', where it's used to feed animals which are needed for the products we make. The majority of our soy footprint comes from embedded soy ingredients, such as meat, eggs, farmed fish and dairy products. We've measured our soy footprint and results for 2023 show that we use 32% certified or verified soy or soy from a low-risk country of origin. We're working with our suppliers further to build on this data and developing a soy transition plan to support our overall work in this area. We've signed up to the UK Soy Manifesto, and are committed to working with others in the industry to ensure that all physical shipments of soy to the UK are deforestation-free and conversion-free by the end of 2025. We're working with our third-party suppliers to encourage them to make this commitment, and we've made this part of our Responsible Sourcing Policy.

Palm oil is the most versatile and widely produced vegetable oil, found in multiple ingredients from margarine to bread. We want to use 100% segregated palm oil by the end of 2025. This means using certified, sustainable palm oil that is kept separately from non-sustainable palm oil throughout the supply chain. Palm oil is an important ingredient, particularly in our savoury pasty range. In 2023, 99% of our palm oil (excluding Fresh Food for Now Company) was from segregated sources.

### Animal welfare

It's extremely important to us that we source animal-derived ingredients from suppliers that can demonstrate continuous improvements in animal health and welfare. Our approach to animal welfare is based on the 'Five Freedoms' outlined by the Farm Animal Welfare Committee (FAWC). These make sure that animals are free from hunger, thirst, discomfort, pain and fear, and have the freedom to express normal behaviour in quality facilities. We do not currently gather data on animal welfare performance metrics from our supply chain; our existing Animal Welfare Policy does not require this level of data collection, but this is an area for improvement in 2024 where we'll look to report more transparently.

We're committed to moving to 100% cage-free eggs by the end of 2025 for our own brands. For marine sustainability, 45% of our fish and seafood volume is sourced from Marine Stewardship Council (MSC) or Aquaculture Stewardship Council (ASC) certified fisheries. This is a reduction from 54% in 2022, the change is driven by an overall volume reduction in our fish sourcing.

### Water

Our current work is mostly focused on the management of water at our bakeries. However, we acknowledge that water is also an important issue within our supply chain.

We're committed to using water responsibly and each bakery manages its water use through environmental management systems. We regularly assess the water-related risks at our facilities, and track bakery water use through our monitoring and targeting software, and automated water meters. This allows us to track water usage on a half hourly basis, to determine high usage sites and track unusual consumption patterns.

Our water management risks form part of our climate risk assessment, and we include details on this in our TCFD Report<sup>6</sup>. We don't have visibility of water risk in our supply chain and we'll be looking at ways to gain greater insight here.



## FUTURE

We want to make sure our supply chains are as healthy and resilient as possible. Supplier engagement and supply chain transparency will be key for us in this area. We plan to work with our supply partners to ensure this transparency, monitoring and continuous improvement is embedded within our ways of working.

We know that data plays a critical role in measuring our progress, so we're aiming to review and modernise our policies and processes to ensure we can collect better data.

We also need to stay ahead of new trends, risks and regulations. Our Futures Team carries out valuable research in this area and has identified a number of nature-related topics we need to consider in the long term, such as water risk and the impacts of animal-based protein. From 2024, we'll also be supporting a PhD programme that explores the lifecycle of alternative proteins. We'll be factoring all of these insights into our Responsible Business approaches across the business, so we're prepared for any challenges ahead.

<sup>5</sup> New Scientist (2020)

<sup>6</sup> [www.samworthbrothers.co.uk/responsible-business](http://www.samworthbrothers.co.uk/responsible-business)

# CLIMATE ACTION

# 81%

of our carbon footprint comes from our ingredients

**Our global food system and climate change are closely linked. The National Food Strategy, published in 2021, highlighted that the food system is responsible for a fifth of the UK's greenhouse gas (GHG) emissions and more than one third of GHGs around the world<sup>7</sup>. Meanwhile, the impacts of climate change – which is driven by these emissions – is having a serious global impact, with scientists confirming that 2023 was the world's hottest year on record.**

**As a food business, we cannot shy away from our significant contribution to global emissions. We're investing in new systems and processes so that we can better measure, manage and model our emissions. We've a critical responsibility to take action. We're working to reduce our own emissions and to collaborate with our partners to tackle indirect emissions throughout our supply chains and the wider food industry.**

## APPROACH

We've measured our total carbon footprint to establish our baseline year; our total Scope 1, 2 and 3 footprint for our 2022 base year is 1.43 million tonnes CO<sub>2</sub>e. Working with our suppliers is particularly important as 94% of our emissions are Scope 3. Over 80% of Samworth Brothers' entire footprint is from the production of ingredients.

We've used these more precise measurements to update our carbon reduction targets, in line with the latest science designed to keep global warming below 1.5°C. These Science-Based Targets (SBTs) have been submitted to the Science-Based Targets initiative (SBTi) for approval and form the basis of the work that we're doing to reach net zero. Our near-term targets are:

**Scope 1 & 2 (energy & industry):** we're committing to a 42% reduction in absolute emissions by the end of 2030, from a 2022 baseline

**Scope 3 (energy & industry):** we're committing to a 42% reduction in absolute emissions by the end of 2030, from a 2022 baseline

**Scope 3 (FLAG):** we're committing to a 30.3% reduction in absolute emissions by the end of 2030, from a 2022 baseline. (FLAG targets are the SBTi's target category for the forest, land and agriculture sectors.)

For our Scope 1 & 2 emissions, we're focusing on three priority areas. The first is heat, which includes improving energy efficiency. The second is transportation, where we're looking at more efficient route-planning, driver training and alternative fuels. The third is refrigeration, where we're continuing to invest in implementing climate-friendly alternatives to hydrofluorocarbons (HFCs).

For our Scope 3 emissions, our main focus is collaboration, and working with our value chain partners on product footprinting, healthy and sustainable diets, and carbon reduction of key ingredients.

<sup>7</sup> National Food Strategy (2021)

## OUR CARBON FOOTPRINT

# 1.43

 million tonnes CO<sub>2</sub>e total footprint (2022)


## WHAT IS NET ZERO?

Net zero will be reached when the volume of GHGs emitted into the atmosphere is the same as the volume of GHGs that are taken away. Overall, there's a net zero increase of GHGs in the atmosphere.

Achieving this means drastically reducing the volume of emissions that are produced in the first place, and then removing the remainder through carbon sequestration methods, such as planting trees and preserving nature.

**For businesses, emissions are categorised into three Scopes:**

**Scope 1** are emissions which come directly from our business

**Scope 2** are emissions from the electricity we purchase

**Scope 3** are emissions from our supply chain

Samworth Brothers has submitted its emissions reduction plan to the SBTi. The SBTi is a global charity that makes sure businesses are clear, consistent and credible when calculating their emissions.

## PROGRESS

In 2023, our emissions remained flat (with a small reduction of 0.26% in our Scope 1 & 2 emissions) compared to 2022. Our Scope 2 emissions, as reported under the market-based approach, remain zero due to 100% of our purchased electricity is from renewable sources. Our carbon ambitions have been impacted by the increased usage of natural gas caused by the installation of a Combined Heat & Power (CHP) plant in September 2022. The decision to install CHP was taken prior to the setting of Science-Based Targets (SBTs) for carbon reduction, and will need to be revisited in future as part of achieving our net zero ambitions.

In addition to total carbon, we also measure energy intensity as a key performance indicator. In 2023, we used 1,622 kWh of energy for every tonne of finished product – an increase on the 1,521 kWh/tonne used in 2022.

As part of our new governance model, we've created a specialist Energy Working Group that's dedicated to working on our net zero plans. This group has been integral to the creation of our net zero roadmap, which we've developed in conjunction with environmental consultancy Ricardo. The roadmap is designed to be a first point of reference for our net zero activities and will be used to develop specific improvement projects in this area.

We've completed energy audits at seven of our bakeries. This identified three areas: process heat, transportation and refrigeration for priority action. Analysing these results identified that, if we take no action on our emissions (a 'business as usual' approach), our Scope 1 & 2 emissions are likely to increase by 8% by 2040. However, by modelling almost 100 different emission reduction scenarios, we've identified improvements with the potential to achieve net zero emissions. These include:



	OPERATIONAL IMPROVEMENTS	POTENTIAL SAVINGS	IMPLEMENTATION TIME FRAME
Process heat	Steam efficiency, hot water reduction, oven efficiency	~ 40,000 tonnes CO <sub>2</sub> e	2032-2040
Transportation	Efficiency and electrification /alternative fuels	~ 12,000 tonnes CO <sub>2</sub> e	By 2024 (more solar vehicles) By 2032 (Electric/Hydrogen fleet)
Refrigeration	Ammonia refrigeration system replacement, heat recovery	~ 1,800 tonnes CO <sub>2</sub> e	By 2030

Whilst our Scope 3 emissions are outside of our own direct control, this year we've completed footprinting and have applied for verified SBTs. This programme of work has helped us to understand where our supply chain hotspots are and where we need to focus our efforts with our supply chain partners.

As part of our commitment to making a difference in this area – not just for our business but for the wider food industry – we're supporting two PhD students working on solutions to these climate challenges: one at the University of Birmingham researching the decarbonisation of chilled food manufacturing, the other with the University of Aberystwyth researching the creation of alternative proteins. We're also working with Cadent, the gas network provider on a Front End Engineering Design study to develop a hydrogen network in the future.

## FUTURE

For our Scope 3 emissions, at the core of our work will be deeper engagement with our suppliers. By working more closely on this shared challenge we can better understand the progress they can make and roadblocks that they might face. Supporting them to develop climate action plans will help shape the way we work together.

Within our own operations, as well as piloting new refrigeration approaches in three bakeries, we're excited to be starting development of Ashton Green 3, which will be our greenest building yet. We'll be reviewing the way we source renewable energy, conducting a solar appraisal and refocusing our efforts to get our data monitoring platforms up to date. We're also delighted to begin collaboration with the AgriFood for Net Zero Network+, working together to explore a food system approach to decarbonising the supply chain. Also in 2024, we'll be welcoming a new Group Energy Manager to Samworth Brothers, who will play a critical role in helping us achieve our goals.



## COLLEAGUE SPOTLIGHT

### RESPONSIBLE BUSINESS ON THE ROAD

Samworth Brothers Supply Chain (SBSC) has 250 lorries that run across the UK delivering 25,000 pallets a week to 230 delivery points. To reduce its carbon emissions, SBSC has actively worked on significantly improving miles-per-gallon with the most efficient vehicles, the best recruited and trained drivers, and investment in new, greener technologies. Paul Bennell is proud of their journey to greener transportation.

*“At SBSC, we’re hugely proud of our Responsible Business agenda. We operate Liquid Natural Gas (LNG) trucks on selective routes and this year we start our journey with electric units. Our main hub in Leicester, from which we operate three quarters of our trailer fleet, now runs entirely on on old cooking oil – Hydrogenated Vegetable Oil (HVO), or electricity from both solar and ‘movement generated’ energy. And we’re extending this HVO into our units with trials throughout 2024.*”

*Having a wholly owned fleet and managing our own deliveries from manufacturer to retailer means we can take action more quickly. By the end of 2024 we aim to have ten LNG and six electric units supported by 15 electric trailers and a huge proportion of the rest of the trailer fleet on HVO.”*

Paul Bennell, Managing Director, SBSC

# FOOD WASTE

We've increased the volume of food surplus that we redistribute by

# 38%

It takes a lot of land, energy and water to produce food, so when food is wasted, these resources are also wasted. Up to 40% of all the food produced around the world goes to waste, contributing up to 10% of GHGs<sup>8</sup>. This means food waste is feeding climate change, and at the same time contributes to an inequal 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.

## APPROACH

We're signed up to Champions 12.3 – a sector-wide commitment to reduce food waste in line with Target 12.3 of the UN's Sustainable Development Goals (SDGs). Through this, we're committed to reducing food waste by 50% by 2030 from our own operations.

As well as taking steps to directly address food loss and waste within our business, we're also increasing the amount of our surplus food that's redistributed to charities and focusing on education and upskilling our colleagues. We believe that when people understand an issue, they're in a better position to spot it and come up with ideas to tackle it.

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've changed the way that we report on food waste to ensure alignment with the WRAP Food Waste Reduction Roadmap<sup>9</sup>. Our new measure means food surplus is not classed as food waste. Surplus includes food sent to redistribution charities and food sent for animal feed.

Our new definition of 'food waste intensity' (food waste as a percentage of total food handled) gives us a base year position for 2022 of 5.46%, with our 50% target remaining in place for 2030 (2.73%).

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 totally open and honest about our efforts in this area, and strongly believe that all food businesses should do the same through mandatory reporting.

<sup>8</sup> WWF (2021)  
<sup>9</sup> WRAP (2020)



## TARGET

# 50%

reduction in food waste intensity by 2030

## PROGRESS

Our headline measure on food waste intensity has increased from 5.46% in 2022 to 6.21% in 2023, influenced by a combination of reduced production volumes and a change in food surplus destinations. During the same period, we've increased the volume of food surplus that we redistribute to people by 38%.

To give this work utmost priority, we've created a Food Waste Working Group, and we're focusing our attention on group-wide improvements projects for our biggest waste streams.

We want everyone at Samworth Brothers to be equipped with the knowledge and skills needed to take action on food waste. Through our dedicated Food Waste Engagement Programme, colleagues from across the business took part in a series of workshops to learn about food waste issues.

Because collaboration is so important, we've also lent our expertise to Leicestershire County Council's research project, 'Reorganising nutrient flows in Leicestershire'. By providing a food-industry perspective at project workshops, as well as providing detailed data on food waste and surplus disposal routes, we're helping researchers to investigate scalable and sustainable options for tackling food waste throughout the UK and beyond.



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# CORONATION FOOD PROJECT *and* SURPLUS to PURPOSE PROJECT

**We know that tackling food waste is an industry-wide challenge, so in November 2023 we became signatories of the Coronation Food Project, inspired by His Majesty King Charles III. The project aims to provide support to the 13 million people in the UK experiencing food insecurity. No single business can drive the change that's needed to address this challenge, so we're proud to join other leading food businesses in making a positive impact.**

In 2023, we increased the amount of our own food surplus redistributed to 1,161 tonnes, from 842 tonnes in 2022. This was driven by the start of our new Surplus to Purpose project, in partnership with FareShare and Company Shop.

The first part of the project involved bringing new graduates on board to research barriers to food redistribution and using these findings to develop an interactive Redistribution Toolkit for our bakery staff.

We've also created an agreement with FareShare and Company Shop to jointly develop a collaborative approach to collecting and redistributing surplus food. Our pilot kicked off in December 2023, and we're looking forward to learning more about redistribution opportunities and challenges as it progresses.

*“I’m from an operational background, so this is a great project for me to be involved with. My role is to help our bakeries save food from going to waste by identifying potential food for redistribution. By putting a dedicated focus on this, we’re finding new ways to save food waste.”*

Rafal Brzezinski, Surplus to Purpose Project Manager

## FUTURE

Our efforts in 2023 have put us in a strong position for action in 2024. Taking what we've learnt from our colleague engagement project, we'll be rolling out upskilling across our bakeries' Continuous Improvement Teams, and our new approach to measuring means we can start doing deep dives on specific waste streams. Bread waste is a particular hotspot for us, and we've got a number of projects underway, including turning bread crusts into new products.

We'll continue working with the Coronation Food Project and have plans for ambitious redistribution goals in partnership with a major retailer. The second phase of our Surplus to Purpose project will also kick off in 2024, with a dedicated Project Manager at the helm to make sure all our bakeries are supported in our food waste reduction activities.



# Supporting PEOPLE

**We understand that by supporting people, we're helping our colleagues and communities to unlock their potential and help build a better future for everyone.**

**Our culture at Samworth Brothers is special. Our purpose, 'We do good things with great food', is at the core of everything we do, underpinned by three company values: 'We are a family', 'We take pride', 'We make things happen'.**

We're incredibly proud of our diverse, passionate colleagues and everything we've achieved together. We've big ambitions for Responsible Business at Samworth Brothers, and we know our colleagues are key in making them happen. Ultimately, our people put the 'do' in our purpose. Because of this, we're committed to making sure our colleagues feel valued and supported in every aspect of our business.

Throughout our long history, we've always cared for the people in our communities, and we'll continue to do so. We want to have a positive influence on a wide range of local issues, such as tackling food insecurity, promoting healthy lifestyles and supporting the economy through jobs and training opportunities.

# FAIRNESS *and* WELLBEING

**79%**  
of colleagues feel that Samworth Brothers looks after their health and wellbeing

**We're proud of our friendly, thriving environment where our colleagues feel valued and supported, and are free to bring their very best selves to the company. We work hard to create opportunities for all our people to grow, improve their prospects and achieve their full potential, which in turn helps our business to do even better things.**

## APPROACH

Our 'We are a family' value means we welcome, appreciate and encourage each other, no matter who we are or where we're from – we're proud to employ colleagues of 98 different nationalities. We're powered by trust and respect, so everyone can be open and honest with one another.

We celebrate our colleagues individually and collectively, through The Samworth Way workshops where managers and colleagues are encouraged to share stories about the way they've seen our values come to life. We also share these in our quarterly magazine, The Samworth Standard, which every colleague receives either by post or electronically. By documenting these stories in this way, our colleagues can share them with friends and family, and take pride in the business they're a part of.

We've a strong culture framework which details our commitment to our purpose and values, and which outlines our key goals, such as:

- Onboarding 2,000 line managers onto our 'Leading the Samworth Way' Programme by 2023
- Achieving an 80% wellbeing score in our annual colleague survey by 2024
- Achieving and maintaining 40% female colleagues by 2025
- Filling 70% of all salaried roles internally by 2025
- Creating more than 155 apprenticeships per year by 2026

## PROGRESS

We measure the progress of our purpose and values through our annual survey, which gives us a valuable insight into the way our colleagues view our business. We're proud of our strong survey scores, which show that 82% of our colleagues are aware of our purpose and values, 72% believe we're living our purpose, and 75% believe we're living our values.

Our colleagues' wellbeing is of paramount importance to us. In 2023, initiatives to support green transport, mental wellbeing and physical health were recognised and appreciated by colleagues and our health and wellbeing score rose to 79%. We're delighted that across the business, 90% of all colleagues responded to our survey, which is an excellent rate of response.

### Helping our people achieve their best

We're committed to helping our people achieve their potential at all levels of the business. We now have 137 colleagues studying apprenticeships and have committed to train twelve new food and drink apprentices every year for the next five years. For the second year, we're running a group engineering apprenticeship with Birmingham Metropolitan College. Our Early Careers Programme continues to thrive, with eleven graduates, ten industrial placement students and 22 higher-level apprentices.

We want our colleagues to have careers with Samworth Brothers, not just 'jobs', so we've continued to grow our internal progression rate for salaried colleagues and directors. In 2023, 60% of our director roles and secondments were filled internally – up 4% on 2022 – while 47% of our salaried roles were filled internally, up 14% on 2022. We continue to run our Bakery to Wheels and Bakery to Warehouse Programmes to create opportunities for colleagues who want to progress their careers as HGV drivers or warehouse operatives in our Supply Chain business. We also support colleagues' growth internally with external upskilling, with two colleagues completing the Future Food Movement Accelerator Programme in 2023.

We strongly believe in leading by example, and 90% of our line managers have now completed our 'Leading the Samworth Way' Programme. These sessions are aimed at new managers and are

designed to give them the knowledge, skills and support needed to be great leaders and excellent role models. This programme has proved so successful that we've developed a new two-hour workshop for all colleagues that we'll roll out in 2024.

### Everyone's included

In October 2023, we created a Diversity and Inclusion (D&I) Project Team with volunteers participating from different areas and functions of the business. The team is making great progress in strengthening our activities in this space.

We've also been actively involved as a partner in GroceryAid's 'D&I in Grocery' Programme. In 2023, we took part in its cross-industry mentoring programme, shared our Early Careers Programme experience at a Learning Lab, and talked about our 'Leading the Samworth Way' Programme at its Annual Conference.

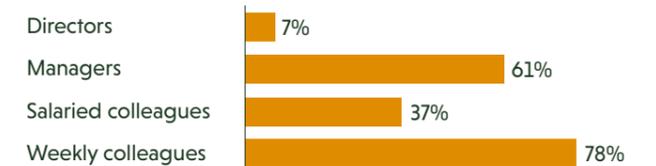
## TARGET

**40%**  
of female colleagues by 2025

### Percentage of colleagues that are female (2023)



### Percentage of colleagues that are non-white British (2023)



**OUR PURPOSE**

*We do* **GOOD THINGS**  
*with* **GREAT FOOD**

**OUR VALUES**



**We are a FAMILY**



**We make things HAPPEN**



**We take PRIDE**



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# STRENGTHENING DIVERSITY

**Our purpose and values are driven by trust and respect, and that means acknowledging areas where we can do better.**

Over the summer we ran a D&I survey to get a better idea of things on which we can improve. Around 850 colleagues responded, and while the feedback was generally very positive, the survey did flag two key issues. Firstly, training for people involved in hiring processes on the bakery floor, and secondly, the experiences of our LGBTQIA+ colleagues.

We developed and delivered specific training for new hiring managers to make sure they have the skills needed to ensure recruitment is fair and inclusive. For our LGBTQIA+ colleagues, we're setting up a dedicated colleague support group to learn how we can do better to help this community feel supported and thrive.

*“It’s important that everyone feels included in the workplace and to feel valued. No-one should feel ashamed about their sexuality and the network will help to raise LGBTQIA+ awareness at Samworth Brothers and provide support, education and visibility for the community.”*

Ashley Robson-Beasmore, People Partner for Early Careers, and founding member of the LGBT+ Network

## Respect for human rights

We strongly believe in championing human rights, and we're committed to making sure that everyone who works for, with, or adjacent to our business is treated fairly. Our Responsible Sourcing Policy, Human Rights Policy and Modern Slavery Statement outline our commitment and approach to human rights due diligence. Our commitments reference the United Nations (UN) Guiding Principles on Business and Human Rights and the Ethical Trading Initiative (ETI) base code. Our policies and statements are published on our website<sup>10</sup>.

Within our manufacturing businesses, we're a member of Sedex and are audited to the Sedex Members Ethical Trade Audit (SMETA) standard. All of our manufacturing facilities are registered on Sedex and have undergone periodic semi-announced SMETA audits. We address and resolve any non-conformances. Our Human Rights Policy requires all our operations to be subject to third-party ethical audits every two years.

Human rights abuses are harder to spot within supply chains, and we continually look to implement best practice in this area. Our supply chain is global and therefore we take a risk-based approach to our human rights due diligence, including when assessing for risks in relation to modern slavery.

We utilise the Food Network for Ethical Trade (FNET) Risk Assessment Tool and data from Sedex, plus individual suppliers, to make sure we've the most accurate picture of risk. We've invested in Sedex Buyer membership, which enables us to view suppliers' ethical trade data. We've long standing relationships with many suppliers both in the UK and overseas. The model is used as part of our supplier engagement work to ensure we focus on high-risk areas and to enable us to direct our activities towards areas where we can have the most impact.

We expect suppliers to respect and manage human rights and our requirements in this area are a fundamental core of our Responsible Sourcing Policy. We ask suppliers to comply to legal obligations and uphold the ETI base code, additionally we ask our tier one food, packaging and select tier two and services suppliers to share their ethical trade information via the Sedex platform.

We've been members of FNET since 2016 and actively participate in a working group that looks to develop best practice due diligence tools for the industry. We'll be starting trials of a new tool in 2024 and this will form part of our Responsible Sourcing Programme. Our programme will also involve annual meetings with selected supply partners to discuss approaches to

sustainability and human rights due diligence. Because this takes a collaborative approach, we can work with our suppliers to better understand risk and prevent human rights abuses throughout our supply chains.

## Health and Safety

Health and Safety (H&S) at Samworth Brothers is a fundamental part of our values and integral to the way we do business. This ensures we keep our colleagues, visitors and members of the public safe as they go about their work and daily activities. Our H&S Policy document outlines our commitment to, responsibilities and arrangements for managing H&S across our business. The policy is based on our legal requirements including the Plan-Do-Check-Act model as set out in 'Successful Safety Management' outlined in Health and Safety Executive (HSE) Publication HS(G) 65; it's aligned to the requirements of ISO 45001.

In 2023, we successfully trialled our Achieving Cultural Excellence (ACE) Programme in conjunction with HSE psychologists. The programme's aim is to ensure we provide the right physical conditions, equipment, procedures and training to keep our colleagues safe and to encourage everyone to take personal responsibility for their health and safety and that of others. Our H&S Gap Analysis Governance Programme continued with a focus on reducing high priority actions and accident reduction plans at those sites with the highest accident rates.

Ensuring colleagues maintain skills and awareness is at the heart of our approach. Our H&S Leadership Conference in September 2023 focused on our journey to H&S cultural excellence and sharing good practice. We also delivered H&S leadership training to senior management teams at eight sites and six colleagues completed their Safety & Health for Business course. Our internal development programme delivered almost 470 days of managerial training in key risk topics such as musculoskeletal disorders (MSDs), construction regulations, machinery, and electrical safety.

Samworth Brothers Supply Chain (SBSC) won the IOSH Food & Drink Manufacturing Health & Safety Award for their 'pick in place' project which reduced manual handling and exposure to struck by risks. We completed H&S maturity surveys at all sites and invested significant capital in H&S improvement projects, including £1.4 million in transport related improvements.

<sup>10</sup> Responsible Business Documents and Statements, [www.samworthbrothers.co.uk/responsible-business](http://www.samworthbrothers.co.uk/responsible-business)



## FUTURE

We've got a number of exciting new initiatives in the pipeline designed to further support our commitment to our purpose and values. We're developing support for colleagues and managers on the topic of menstruation and menopause. As part of this, we've become a member of Henpicked, which is an organisation that helps employers upskill managers to better support colleagues who are struggling in these areas. After a successful pilot, we'll be providing free period products at all of our sites.

We're also launching our first reverse mentoring pilot project called 'Window into my World'. This involved bakery colleagues across our Protein category sharing their stories and experiences with our Chief Commercial Officer and leaders from our Food to Go category. This pioneering approach to mentoring is designed to give leaders valuable insight into the lives of colleagues in other parts of the business and promote open and honest conversations that benefit everybody.

We'll continue to support colleagues with training including a new health and safety module for first line managers.

## COLLEAGUE SPOTLIGHT

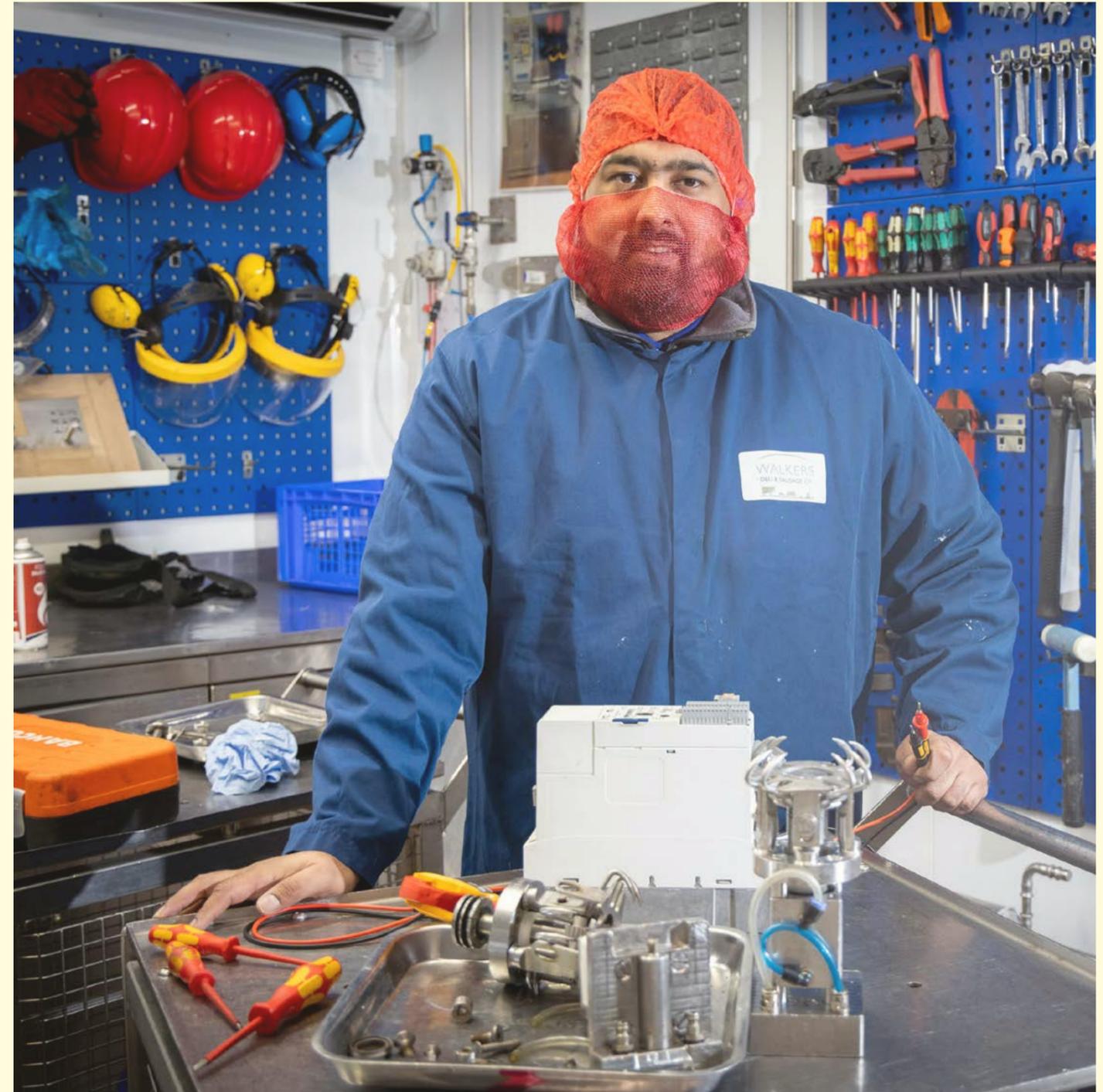
### INVESTING IN OUR APPRENTICES

At Samworth Brothers, we're committed to developing our people. In 2023, we enrolled 95 apprentices, bringing the number of current apprenticeships to 137. Our goal is to have 155 new apprentices per year by 2026. There are a range of apprenticeship opportunities for colleagues to develop without them incurring any tuition fees including those who want to retrain or change career. We pay a competitive adult salary at the same time – so learners have no university debt upon completion and can accept a paid permanent position if they choose to progress into a range of career paths.

Yatin Amichande joined our Food and Drink Engineering Apprenticeship Programme in 2023.

*"I'm thrilled and thankful to have the opportunity to join the Apprenticeship Programme. Combining college and work in the bakery is busy, but I feel very supported by Samworth Brothers and my fellow apprentices. This apprenticeship secures my future as a qualified engineer."*

**Yatin Amichande, Engineering Apprentice**



# COMMUNITIES

We distributed food surplus to the equivalent of  
**2.7 million**  
meals

We donated  
**£122,000**  
via our Community Opportunity Fund

**Communities are the heartbeat of the UK, and it's Samworth Brothers' belief that we help each other thrive, and why we're proud to give 1% of our annual statutory profits to good causes. We believe that by being a strong and successful business we can boost our local areas through employment, good quality jobs and support for the local economy. Beyond this, we're proud of the direct support we and our colleagues have been giving to communities for generations.**

## APPROACH

In 2023, we launched our Community Framework, our policy to focus our community activities into three main areas: reducing food insecurity, improving health and wellbeing, and creating opportunities. This work is led by our dedicated Community Engagement Lead.

All of our sites and bakeries are encouraged to develop their own plans when it comes to fundraising, volunteering and support. Each bakery has its own committee which organises and runs activities for charities that are nominated by our colleagues, and each bakery has a nominated Community Champion, who leads initiatives and builds local relationships. Our Community Champions from across the business meet regularly as part of an active network to share their news, ideas and successes.

**Our Local Committees work with a range of partners to bring their initiatives to life, including:**

- Company Shop
- Cornwall Chamber of Commerce
- Cornwall Community Foundation
- Devon & Cornwall Food Action (DCFA)
- FareShare
- Leicester City Council
- Leicester City in the Community (LCFC)
- Leicester Tigers Foundation
- Leicestershire Cares
- Plymouth Argyle FC (PAFC) and Argyle Community Trust

### Reducing food insecurity

As a leading food company, we've a critical role to play in tackling hunger within our local communities.

As part of our food donation and distribution work, we've partnered with Leicester City Council to support its holiday food programme by running pop up pantries at locations across the city, which make sure children in receipt of free school meals don't go hungry when schools are closed. Our Ginsters brand meanwhile, continues to work with Plymouth Argyle Football Club and the Argyle Community Trust on Project 35, which aims to reduce poverty in Plymouth through food education and distribution.

In addition, our surplus food donations to the likes of FareShare, Company Shop and local food banks also help families in our local communities that are struggling with rising costs.

### Improving health and wellbeing

We support a number of projects designed to support healthy, happy lifestyles for young people. In recent years, at least 1% of profits go to Samworth Brothers Community Opportunity Fund (formerly The Sports Opportunity Fund), which supports grassroots youth sports clubs and community food projects (in particular, around food education for young people). The Cornwall Bakery, our site in Callington, has chosen to support the Livewire Youth Project and its work using music to support young people on their journey into adulthood.

### Creating opportunities

We contribute to our local economies by creating jobs in different ways. As well as our Early Careers Programme and wide range of apprenticeships, we've also partnered with other organisations

## THE SAMWORTH FOUNDATION

The Samworth Foundation, the Samworth family's charity, was founded by Sir David and Lady Rosemary Samworth in 1973 and supports projects throughout the UK and internationally. Each year the Foundation awards over £3 million to charitable causes such as those working to build lives free from modern slavery and exploitation, and those promoting better agricultural systems that enhance nature and address climate change.

It also responds to emerging needs. In 2023, it awarded an additional £95,500 to help its grantholders with increasing costs due to inflationary pressures, as well as enabling them to access a training bursary of £1,000 to support staff development.

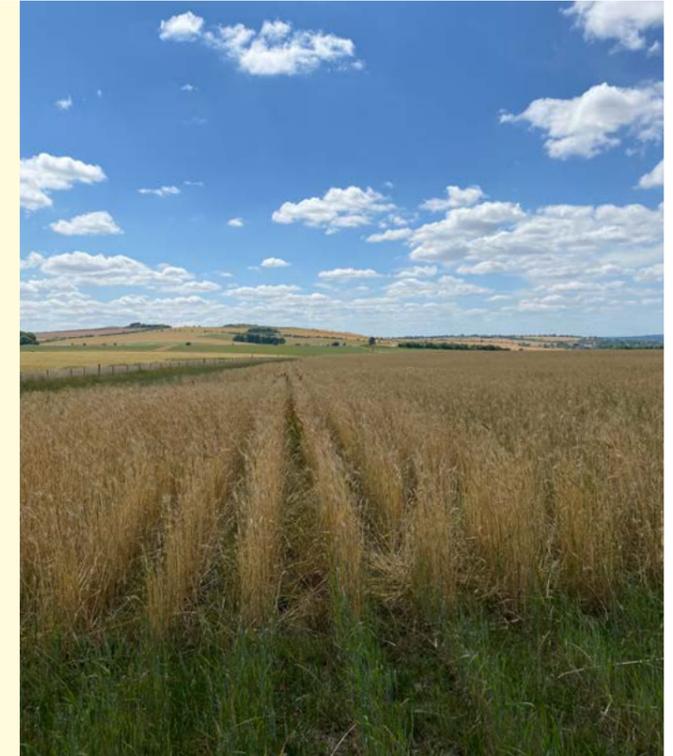
In 2023, the Samworth Foundation awarded over  
**£3.4 million**

to promote opportunities in the food industry. These include local schools and colleges, the local prison service, and the Tasty Careers Programme, which is designed to simplify learning and training options for young people in the food and drink business.

## PROGRESS

The initiatives supported by our Local Committees and Community Champions continue to thrive. In 2023, we donated and distributed over 327,000 meals (equivalent) as part of our food donation and distribution work. In addition, we redistributed surplus food to the equivalent of approximately 2.7 million meals to communities.

We've also been working with HMP Leicester on a workshop project that supports ex-offenders. The sessions cover employability skills, health, and nutrition, and we're now working



with Timpson to develop a programme to employ ex-offenders, helping to give them a second chance in life.

## FUTURE

We're committed to developing the already-strong relationships we have with our partners, so we can build on our achievements and make an even greater impact on our communities. One project for 2024, for example, will look at the surplus food within our local bakeries, and explore ways we can get this out into the community safely and efficiently.

Following the creation of our Community Framework, we'll now be working on our Community Tracker to bring all the information about our community work together in one place. Having clear data on things like volunteering hours, fundraising and food donations will make it easier to track our progress and see where we can be doing more to support those around us.



**COLLEAGUE SPOTLIGHT**

**CELEBRATING A COMMUNITY HERO**

Project 35 is a landmark social action initiative from Ginsters, Plymouth Argyle Football Club and the Argyle Community Trust, that sets out to reduce poverty in Plymouth through fundraising, awareness raising, social outreach, food donations, education and charity support. Ginsters' Debbie Moss co-ordinates volunteer support from Ginsters and the Callington Campus and was recently recognised by the English Football League with a Community Hero Award.

*“I’ve been part of Project 35 since its launch in 2022, helping volunteers to raise awareness and funds, organise food donation points and appeals, and provide free holiday lunches and weekend hampers to children and families in need.*

*That I get to use my marketing experience to do good things – such as our Grab a Ginsters campaign that provides Ginsters products to over 50 families living in temporary accommodation every week – makes me proud to be part of Samworth Brothers.”*

Debbie Moss, Brand Communications Coordinator, Ginsters

*case study*

**SUPPORTING COLLEAGUES THROUGH *the* COST-OF-LIVING CRISIS**



**During 2023, we invested in two fixed term advisors that would be dedicated to supporting colleagues through the cost-of-living crisis. We ran daily saver discounted meals in our restaurants. We ran mental health awareness and benefit support programmes during the year. The advisors visited sites across all shift patterns to listen to colleagues and signpost the relevant support available.**

During the year an additional 10% of our colleagues joined the company pension scheme for better long term financial security. We offer private health care membership to all colleagues and gave existing colleagues an additional three-month opportunity to join and reduced eligibility criteria from twelve to six months. Over 500 more colleagues took the opportunity to join as a result of this.

The advisors have now moved onto other roles in the group and have developed a range of resources to help continue the increased promotion and education of the benefits and support services we offer.

*“Providing colleagues with clear, accessible benefits during challenging times not only raised awareness and boosted morale, but also led to a better understanding of savings that could be made through retail and supermarket discounts. The subsequent increase in pension scheme enrolment and private healthcare participation speaks volumes about the positive impact we made together.”*

Phelim Keaveny, Reward & People Relations Director

# GOVERNANCE

As a fourth-generation family business, we know that our success depends on how well we govern the things we do. Responsible Business can only succeed if we're committed, diligent, transparent and aligned in our activities.

# We're a RESPONSIBLE BUSINESS

To strengthen our approach, we've updated our governance structure in 2023. By revising and refreshing our governance framework, we can implement our Responsible Business approach faster and more efficiently. We recognise that we've a lot of work to do in order to meet our goals. We're confident that our new governance structure makes it easier for colleagues, customers and suppliers to work with us in our Responsible Business ambitions. This year, for the first time, we're disclosing our activities in accordance with the Global Reporting Initiative (GRI) and Sustainability Accounting Standards Board (SASB) to improve the transparency of our reporting.

Our Group Holdings Board is involved in our Responsible Business approach and receives regular updates about our progress. The Group Holdings Board has delegated responsibility to the Group Executive Board to manage the business' impact on the environment and people. The Group Executive Board receives a Responsible Business Programme update at every monthly meeting.

Our Responsible Business Programme is reviewed by our Responsible Business Steering Committee (RBSteerCo). The committee is sponsored and attended by our CEO, where our senior leaders set and check progress on our ambitions. The RBSteerCo meets three times a year to review programme performance and ensure the agenda has the support needed to progress at the pace required.

Below the RBSteerCo we've six Responsible Business Forums focusing on specific topics: People & Ethics, Responsible Sourcing, Energy, Food Waste, Packaging, and Healthy and Sustainable Diets. These forums meet regularly throughout the year to review our roadmaps, discuss improvement projects, and give the Steering Committee recommendations to consider.

At category and brand level, Responsible Business is governed through the Category Board, which is supported by the corresponding category and site leaderships teams.

## CLIMATE RISK AND TCFD

We recognise that climate change is a major threat to both people and the planet, and to our business. While we're taking important steps to mitigate our impact on the climate, we also need to take action to guard against the risk it brings to our operations.

Our Group Holdings Board and Group Executive Board are responsible for reviewing these risks through our Risk Management Framework. Our approach to risk management includes climate-related risks reporting against the TCFD (Task Force on Climate-Related Financial Disclosures) standard. Our TCFD Report is disclosed in our Annual Report and is published on our website.

In 2023, our Futures Team carried out a PESTLE (political, economic, sociocultural, technological, legal and environmental) analysis to help us understand these climate-related risks more clearly. We've also set Science-Based Targets (SBTs), which will help us to refine our Supplier Climate Action and Energy roadmaps and minimise supply chain risks further. We know we've more to do in this area, and our on-going modernisation agenda's focus on better and efficient data collection and use is fundamental to powering the insight that we need. A key outcome of this programme will be our ability to conduct specific scenario analysis that will, among other things, help us better understand the financial implications of climate risks.

## OUR STAKEHOLDERS

In 2022, we changed our articles of association to better reflect our belief in putting our stakeholders at the heart of what we do. The articles of association document specifies the regulations for a company's operations and the update highlights our purpose: 'We do good things with great food'. All of our stakeholders are important to us.

### Industry

Collaboration is critical if we're going to make change happen. By joining forces with other food businesses and playing an active role in industry organisations, we can come up with new approaches to our shared challenges and make a bigger impact, faster.



## Better ways to do business

We made a commitment to consider our company's impact on its stakeholders, now and in the future, by building it into our legal structure. We updated our articles of association to include mission-aligned legal language, which means directors consider the interests of all stakeholders, not just shareholders, when making important decisions.

B Corps: Higgidy and Holy Moly have B Corp certification which means that they're verified as having met high standards of social and environmental performance, transparency and accountability. Soreen is set to seek certification in 2024.

Perfect Redd is the incubator arm of Samworth Brothers and helps young upcoming businesses in the food sector with finance and business support to help them grow. The businesses we invest in all have the same ethos as Samworth Brothers to, 'do good things with great food'. Investing in examples such as Tiba Tempeh's plant-based protein, Jelly Drops – water-based sweets that are used as a hydration aid for those who struggle to stay hydrated and Urban Legend's lower fat/sugar/calorie doughnuts, they aim to make the food industry a better place for consumers, customers and the wider world.



**COLLEAGUE SPOTLIGHT**

**RESEARCHING RESILIENT SUPPLY CHAINS**

Amy Stoner joined Samworth Brothers as a Technical Graduate in 2021, and in 2023 she won a Nuffield Farming Scholarship to investigate the supply chain challenges for fresh food. The Nuffield Farming Scholarships Trust works to inspire passion in people and develop their potential to lead positive change in farming and food.

Building supply chain resilience to ensure food safety and quality is of particular interest to Amy. During her research she'll visit experts and businesses across Europe and Asia to explore long term strategies to improve food security in the UK.

*“With so many sustainability challenges facing fresh produce supply chains right now, I want to answer the question of how are we going to ensure a supply of fresh produce to continue making healthy and nutritious food for our customers, and what are the opportunities and solutions over the next five-ten years to help create more resilient fresh produce supply chains in the UK.”*

Amy Stoner, Raw Materials Compliance Manager and Nuffield Scholar



**Academics**

Scientists and researchers are vital in the search for new solutions to food industry problems. Long term thinking and innovation will address many key challenges which our future food systems will need to overcome. We're engaged in PhD projects to identify potential solutions to these challenges. Researchers are applying science to identify strategies for reducing fat in products while maintaining flavour, texture and satiety.

We recognise the need for more sustainable protein sources, and are supporting projects researching a generation of alternative proteins and how to improve bio-accessibility of emerging sources of proteins. Our operations are also being studied to develop methodologies to create circular systems, reduce waste and re-think our approach to manufacturing to reduce the natural resources utilised in producing our food. Additionally, we're engaging with networks that include social scientists and ecological economists to understand, guide and shape what the future food system may look like.

**Customers**

Our customers also want to address the climate challenge. By working together we can come up with smart ways to tackle shared problems and find opportunities to do good at a greater level. By working with Tesco, for example, we're supporting the Coronation Food Project and sending more food for redistribution, while our partnership with FareShare and Company Shop means food surplus is redistributed to those in need.

**Colleagues**

Our colleagues are key to our success in everything we do, and climate action is no exception. Training and upskilling our colleagues in climate matters means everyone is on the same page about the challenges we face and can contribute their own ideas for action.

**Suppliers**

The way we source our ingredients has a big impact on the climate, so we work with our suppliers to find more sustainable options. Our new Responsible Sourcing Policy makes sure our suppliers' ambitions are aligned with ours.

# EVERY PROCESS *has* GOOD BAKED *in*

At Samworth Brothers, we do good things with great food. Making products we're proud of, supporting people and a healthy planet means considering social and environmental matters at every stage of our processes. From our product creation and reformulation to our transportation, we work hard to be a Responsible Business. At Samworth Brothers, we have good baked in.



## PRODUCT CREATION AND REFORMULATION

- Climate impact
- Healthy and sustainable diets
- Eco-footprinting
- Food waste



## SOURCING INGREDIENTS

- Climate impact
- Supporting our suppliers
- Human rights
- Animal welfare
- Biodiversity
- Water management



## CREATING AND BAKING

- Colleague wellbeing
- Energy use and efficiency
- Water management
- Decarbonisation
- Food waste
- Community engagement



## PACKAGING

- Responsible sourcing
- Human rights
- Nature
- Reuse and recyclability



## TRANSPORTATION

- Colleague wellbeing
- Fuel choices
- Vehicle efficiency

# LOOKING *to* the FUTURE

This has been an important year for us. We've strengthened our governance, systems and expertise and extended our approach to ensure our colleagues and their actions are at its heart. Every step of every roadmap helps show how we do good things with great food.

We've prioritised our key challenges, and we're creating roadmaps to tackle these head-on. These will be supported by modernised data tools and clearer messaging throughout the business. By creating a cultural shift, we can get everyone pulling together in the same direction. We'll also be focusing on specific delivery plans at Category level, and supporting our Categories and Brands to make them a reality.

We'll be having deeper and more senior conversations with our customers. We understand that short-term pressures are distracting, but longer-term sustainability issues cannot be ignored.

We need to confront the difficult challenges together to find solutions that work for us all.

We'll also be doubling down on our supply chain focus. Our new Science-Based Targets (SBTs) will be critical in shaping our approach to climate action and guiding our Responsible Business activities, but to achieve these targets we'll need strong partnerships. No single food business can transform the industry, so collaboration will be vital if we're going to achieve a fair and sustainable food system that works for everyone.



# HOW *we* MEASURE our PROGRESS

We've improved our data collection process and applied these methodologies retrospectively. In some cases, this has resulted in more specific figures for 2022 than previously shared.

HEALTHY AND SUSTAINABLE DIETS	TARGET	2022	2023
Average nutrient profiling of portfolio (Nutrient Profiling Model (NPM) score)	KPI	5.5	5.4
Good for You products that score 3 or less on the NPM and as such are considered to be healthier, ie. non-HFSS (high in fat, sugar or salt)	KPI	54%	56%
Better for You products that score between 4 and 10 on the NPM	KPI	12%	9%
Treat for You products that score 11 or more on the NPM	KPI	34%	35%
Enabling sustainable diets: portfolio split plant protein vs animal protein	KPI	Not recorded in 2022	Not currently measured; to report in 2024

PACKAGING	TARGET	2022	2023
Percentage of packaging that is recyclable	100% by 2030	Not recorded in 2022	Not currently measured; to report in 2024
Percentage of average recycled content	KPI	Not recorded in 2022	Not currently measured; to report in 2024
Reduction in absolute plastic packaging (%)	KPI	Not recorded in 2022	26% (2022 11,303t v 2023 8,372t)
Total plastic packaging (tonnes)	KPI	11,303	8,372
Total own brand plastic packaging (tonnes)	KPI	Not recorded in 2022	803
Percentage of paper and board from sustainably managed forests (FSC/PEFC) (volume)	KPI	Not recorded in 2022	Not currently measured; to report in 2024

NATURE	TARGET	2022	2023
Percentage of soy that is certified or verified from a low-risk country of origin	100% by end of 2025	34%	32%
Percentage of segregated, responsibly sourced palm oil	100% by end of 2025	98%*	99%*
Percentage of beef from low-risk origin by volume	100% by end of 2025	100%	100%
Percentage of eggs for own brand products that are cage-free	100% by end of 2025	Not recorded in 2022	Not currently measured; to report in 2024
Percentage of fish and seafood that is MSC/ASC certified	KPI	54%	45%**
Percentage of wild caught seafood that is certified as sustainable (by volume)	KPI	58%	47%
Percentage of farmed seafood that is certified as sustainable (by volume)	KPI	18%	29%
Water used (primary production sites only) (m <sup>3</sup> )	KPI	1,299,929	1,265,637

\*includes all operations with the exception of Fresh Food for Now Company  
\*\*our overall use of fish has fallen in 2023, reducing the overall KPI

FOOD WASTE	TARGET	2022	2023
Food waste intensity – food waste as a percentage of total food produced (total food: food sold + food waste + food surplus)	50% reduction in food waste intensity by 2030 Baseline: 2022	5.46%	6.21% <sup>A</sup>
Food surplus to redistribution (tonnes)	KPI	842	1,161
Food surplus to redistribution (meals equivalent)	KPI	2,004,048	2,764,286
Percentage of food waste to landfill	KPI	0%	0%

<sup>A</sup> See over on page 54

CLIMATE ACTION	TARGET	2022	2023
Scope 1 emissions	Scope 1 & 2: 42% reduction in absolute emissions by end of 2030 Baseline: 2022	70,503 t CO <sub>2</sub> e	70,320 t CO <sub>2</sub> e
Scope 2 emissions (market based)		0 t CO <sub>2</sub> e	0 t CO <sub>2</sub> e
Scope 2 emissions (location based)		21,679 t CO <sub>2</sub> e	19,647 t CO <sub>2</sub> e
Scope 3 emissions	Scope 3 (energy & industry): 42% reduction in absolute emissions by the end of 2030 Baseline: 2022	1.36 million t CO <sub>2</sub> e	Not currently measured; to report in 2024
	Scope 3 (FLAG)*: 30.3% reduction in absolute emissions by the end of 2030 Baseline: 2022		
*FLAG targets are the SBTi's target category for the forest, land and agriculture sectors			
Total Scope 1, 2 and 3 emissions	KPI	1.43 million t CO <sub>2</sub> e	Scope 3 not measured in 2023; to report in 2024
Percentage of suppliers with carbon SBTi	KPI	Not recorded in 2022	Not currently measured; to report in 2024
Electricity	KPI	112,254 mWh	94,880 mWh
Natural gas	KPI	192,581 mWh	214,793 mWh
Transport	KPI	97,936 mWh	95,440 mWh
Other gaseous fuel	KPI	390 mWh	103 mWh
Other static fuel	KPI	3,584 mWh	3,925 mWh
Total energy	KPI	406,745 mWh	409,275 mWh
Carbon intensity Kg CO <sub>2</sub> e/tonne product	KPI	264	279
Energy intensity kWh/tonne product (all energy types)	KPI	1,521	1,622
Energy intensity kWh/tonne product (energy delivered – natural gas and electricity)	KPI	1,140	1,228 <sup>Δ</sup>

<sup>Δ</sup> 2023 metric subject to a limited assurance engagement conducted in accordance with the International Standard on Assurance Engagements (ISAE) 3000 'Assurance Engagements Other than Audits or Reviews of Historical Financial Information'.

PEOPLE	TARGET	2022	2023
Number of apprenticeships started	155 per year by 2026	92	95 <sup>Δ</sup>
Total apprenticeships	KPI	98	137
Internal recruitment	Filling 70% of all salaried roles internally by 2025	Directors = 56% Salaried = 34%	Directors = 60% Salaried = 47%
Wellbeing score in colleague survey	80% wellbeing score in our annual colleague survey by 2024	78%	79%
Percentage of colleagues that are female	Achieving and maintaining 40% female colleagues by 2025	Directors = 31% Managers = 31% Salaried = 44 % Weekly = 34%	Directors = 30% Managers = 31% Salaried = 44 % Weekly = 34%
Ratio of the basic salary and remuneration of women to men	KPI	Median = 7% Mean = 7%	Median = 8.6% Mean = 6.7%
Percentage of colleagues that are non-white British	Achieving and maintaining 40% non-white British colleagues by 2025	Directors = 3% Managers = 60% Salaried = 22 % Weekly = 75%	Directors = 7% Managers = 61% Salaried = 37 % Weekly = 78%
Accident Frequency Rate (AFR) (Over-7-day absence injuries per 100,000 hrs)	0.22 by 2027	0.34	0.29
Direct suppliers – food, packaging and agents linked on Sedex	KPI	91%	92%

COMMUNITIES	TARGET	2022	2023
Surplus food redistributed (meals equivalent)	KPI	2,004,048	2,764,286
Food donated and/or distributed (meals equivalent)	KPI	Not recorded in 2022	327,840
£ donated via Community Opportunity Fund	KPI	£115,000	£122,000
Volunteering hours	KPI	Not recorded in 2022	3,170

We also report our Responsible Business activities by disclosing against the GRI and SASB frameworks. These disclosures can be found on our website at [www.samworthbrothers.co.uk/responsible-business](http://www.samworthbrothers.co.uk/responsible-business)

*We do*  
**GOOD**  
*things with*  
**GREAT**  
*food*

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