





# By inspiring responsible business, we positively impact the future.



*For Samworth Brothers, this journey is an exciting time. It challenges all our businesses and brands to innovate, collaborate and take ownership of achieving our goals.*

At Samworth Brothers, our mission is to be a long-term force for good. We believe in doing the right things in the right way, every day. For over a century, we've been committed to building an inspiring business that provides opportunities for all. In this, our first responsible business report, we share our vision, ambitions and actions aimed at positively impacting the future for generations to come.

Our food is at the heart of how we 'do good'. We take great pride in making quality products that our customers trust, and consumers enjoy. Our bakeries are innovative communities making food to the highest standards. Each recognises the opportunity to improve the health and nutrition of our food portfolio, without compromising taste or the eating experience. Already, our product reformulations have removed 50 billion calories for one customer in the last five years.

Since 2015, we've sent zero food waste to landfill. We have made preventing food waste a priority. Based on significant improvements across the Group, we increased our redistribution of edible food waste by 24% year-on-year from 2021 to 2022. That amounts to 830 tonnes of food surplus provided to redistribution charities in the last year.

All food businesses rely on packaging, especially plastic, as it keeps products safe and fresh. We recognise we have a responsibility to reduce our packaging impact. Since 2020, closer collaboration and more innovative circular thinking has led to a reduction of 555 tonnes of plastic in our Food to Go category. Along with reductions, we aim to move to 100% recyclable packaging by 2025.

As a family business, we are committed to our people and the communities where we operate. Across the Group, we number over 77 different nationalities. We believe everyone should have the opportunity to reach their full potential. Our 'Leading the Samworth Way' programme is how we action progress and we aim to train all our 2,000 line managers by the end of 2023. Engagement with responsible business at every level is the driver of continuous improvement.

Supporting communities is something we all embrace at Samworth Brothers. From volunteering to fundraising,

we're proud to say we always do our best. Fundraising through our Charity Challenge has topped £2.4 million since it started in 2006. In 2022 alone, we donated and distributed 756,000 meals, many of which went to school children and their families through our holiday hunger programme.

We understand our responsibility to the planet. The food industry is one of the largest contributors to climate change. We are acting to decarbonise our own operations and those of our supply chain. We've committed to reach Scope 1 and 2 net zero by 2035. With Scope 3 net zero by 2040. An ambitious plan that has our full commitment.

Moving forwards, we will draw on the strong foundations we put in place in 2022. These include changing our legal articles of association to support decision-making with the interests of multiple stakeholders in mind, establishing responsible business objectives for all our senior managers, and connecting our corporate financing to delivery of specific related targets. For example, our agreement for a new sustainability linked finance facility linked to three responsible business KPIs: energy intensity, food waste intensity and apprenticeships. The strength of governance and ownership we now have in place will enable us to deliver on our commitments.

For Samworth Brothers, this journey is an exciting time. It challenges all our businesses and brands to innovate, collaborate and take ownership of achieving our goals. We go beyond quality food to positively impact the future for everyone.

**Hugo Mahoney,**  
Group Chief Executive Officer



# Our responsible business progress highlights 2022

Doing the right things in the right way, every day. This is how we drive responsible business forwards at Samworth Brothers. We are all committed to delivering on our vision to be a long-term force for good.

## IMPACT THROUGH OUR FOOD



**50 billion**

calories removed from our products since 2018\*



**830 tonnes**

of food surplus provided to redistribution charities in 2022

**Zero food waste**

to landfill since 2015

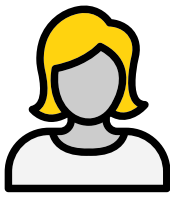


**555 tonnes**

of packaging removed in Food to Go category (2020 to 2022)

\* Removed from products for one customer only  
\*\* Well-being score based on job role, fulfilment and support questions combined  
\*\*\* Donated and distributed directly, separate and additional to food surplus redistributed through third parties

## IMPACT FOR PEOPLE AND SOCIETY



**41%**

females in senior management roles in 2022

**78%**

well-being score in our colleague survey in 2022\*\*

**69%**

of line managers trained in 'Leading the Samworth Way' by end of 2022

**756,000 meals**

donated and distributed to local communities in 2022\*\*\*

## IMPACT THROUGH OUR ACTIONS

**Net zero Scope 1 & 2 by 2035; and Scope 3 by 2040**

SBTi approval pending



**98%**

RSPO certified palm oil (segregated)

**91%**

of suppliers have been risk assessed

**100% renewable electricity**

purchased from certified renewable grid sources since 2018

## BUSINESS READY FOR IMPACT

**14 members**

from across the Group in our new Responsible Business Board

**New sustainability linked finance facility**

linked to three responsible business KPIs







2

CEO letter



5

About  
Samworth  
Brothers



7

Bringing  
purpose to our  
passion for food



8

Governance,  
risk and  
materiality



10

Our responsible  
business  
framework



11

Creating  
impact through  
our food



23

Creating impact  
for people  
and society



31

Creating  
impact through  
our actions



# About Samworth Brothers



From our humble beginnings in 1896, we have grown to be a leading UK chilled and ambient foods group with over 11,500 people.

Yet, in our four generations of family business, Samworth Brothers has always been defined by ‘our colleagues’ – as we choose to call each other. The longstanding loyalty and dedication of our colleagues is what drives success at Samworth Brothers. Quality is a way of life for us and that is reflected in everything we do – giving our all, investing in the best ingredients, using modern manufacturing facilities, and aiming for continuous improvement. The benchmark we set ourselves is to go beyond customer’s expectations and always to deliver for consumers.

## OUR CATEGORIES

### Food to Go

Our Food to Go products are designed to fit around the busy lives of today’s consumers, including all kinds of on the go options, from sandwiches and salads, to pasties, bacon rolls and even mini malt loaves.



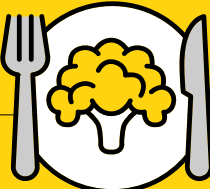
### Sausage and Deli

Our passion for innovation shines through in the exciting recipes and flavours of our delicious sausages, premium cooked meats and tasty pâtés.



### Plant-Based

Revolution Kitchen produces plant-based food from our dedicated vegan-approved site. We supply the highest quality plant-based meat alternatives that consistently deliver on taste and texture.



### Savoury Pastry

Our bakeries have been making pastry products since 1824 and today we’re one of the best-known savoury pastry producers in the UK, selling a range of meat-based as well as vegetarian and vegan options.



### Meals

Our Meals businesses are Kettleby Foods and Saladworks. Operating from modern, well invested manufacturing sites, we supply major UK retailers with a range of traditional favourites and premium chilled prepared meals.



### Supporting Services

Our two supply chain companies ensure all of our products are delivered on time, seven days a week; and our testing laboratory leads the way in the UK on food safety.



## OUR BUSINESSES

Bradgate Bakery

Melton Foods

Samworth Brothers  
Manton Wood

Kettleby Foods

Saladworks

Walkers Deli  
& Sausage Co

The Cornwall Bakery

Walker & Son

Revolution Kitchen

Samworth Brothers  
Supply Chain

Fresh Food for Now

Freshways

Westward Laboratories

## OUR BRANDS

Soreen



Dickinson & Morris



Ginsters



Urban Eat



Higgidy



MOR



West Cornwall Pasty Co





# Our heritage

Our responsible business key dates



1896

George Samworth started his own business

1896

Samworth Foundation created

1922

Dickinson & Morris is acquired



1955

The company changes its name to Samworth Brothers

Samworth Brothers



1969

Pork Farms purchased



1977

Ginsters purchased

2006

First Charity Challenge event



2014

Soreen acquired

2017

Public commitment to Food Waste Champions 12.3



2021

Higgidy acquired

2013

Samworth Brothers Sports Opportunity Fund launched



2015

Zero food waste to landfill achieved

2018

First full year of 100% renewable electricity



2022

UK Soy Manifesto signatory

Net zero Scope 1, 2 and 3 commitments announced and letter of intent submitted to SBTi

14

locations around the United Kingdom

## OUR MAIN BUSINESS LOCATIONS

We operate from some of the best invested chilled food manufacturing and distribution locations in the UK





# Bringing purpose to our passion for food

Samworth Brothers is dedicated to quality food. Our vision is to be the best food company in the UK. We make profit so that we can reinvest in the future of the business and make a positive difference for our people, our communities, and all of our stakeholders.



## QUALITY IS A WAY OF LIFE

Inspiration and empowerment for our colleagues

Leading R&D and investment for our bakeries

Delicious and innovative products for our customers and consumers

**30**  
chefs across the Group

**9**  
development kitchens

## DELIVERING GOOD THINGS FROM GREAT FOOD...

Community redistribution

Healthy food for colleagues

## Taking pride in great food

Quality food has been our passion for over a century. Everyone at Samworth Brothers takes pride in making great food. Our extensive range of quality chilled and ambient foods are created by our talented teams of development chefs and category experts.

We are passionate about driving innovation, exploring new flavours and drawing inspiration from the latest trends in world cuisine. We remain proud of our food heritage and of our membership of the Cornish Pasty Association and the Melton Mowbray Pork Pie Association.

We recognise consumer tastes are evolving and we seek to support our customers with new offerings for consumers who prefer a flexitarian, vegan or vegetarian diet.

We've invested in our own dedicated plant-based facility, Revolution Kitchen in Melton Mowbray. We believe consumers shouldn't have to compromise on either texture or flavour when choosing a non-meat based product.

Research and development into non-meat alternatives includes assessment of new proteins and processes to provide ever-improving vegan alternatives for chicken, bacon and sliced meats.

Our brands continue to expand meat-free options. Ginsters has launched two new plant-based pasties, over 70% of Higgidy's range is now vegetarian or vegan, and all flavours of Soreen's Lunchbox Loaves, Loaf Bars and Core Loaves are now vegan.

## CASE STUDY Our creativity with 'start-overs' not left-overs'

Ingenious and innovative use of left-overs in our bakeries is a passion of our chefs. With the size of Samworth Brothers, our chefs are always seeking ways to repurpose edible food waste in the hope it can be replicated at scale across our operations.

For example, fermentation is one of the oldest known ways to avoid food waste and a favourite starting point of our chefs when experimenting with food waste. From things like cucumber ends and bread ends, they create sumptuous offerings for our colleagues such as pickles, sauces, teas, and even beer.

The pickles and sauces routinely make it onto our chef team's gourmet meals which they prepare for the 200+ customers who visit Samworth Brothers each year. Tasting the delicious offerings from what would otherwise be thrown away helps our customers experience first-hand the opportunities of repurposing edible food waste.

In the future, we aim for the innovative tastes and creations from our chefs to be scaled and made available across the UK – providing one more positive step in our journey to end food waste.

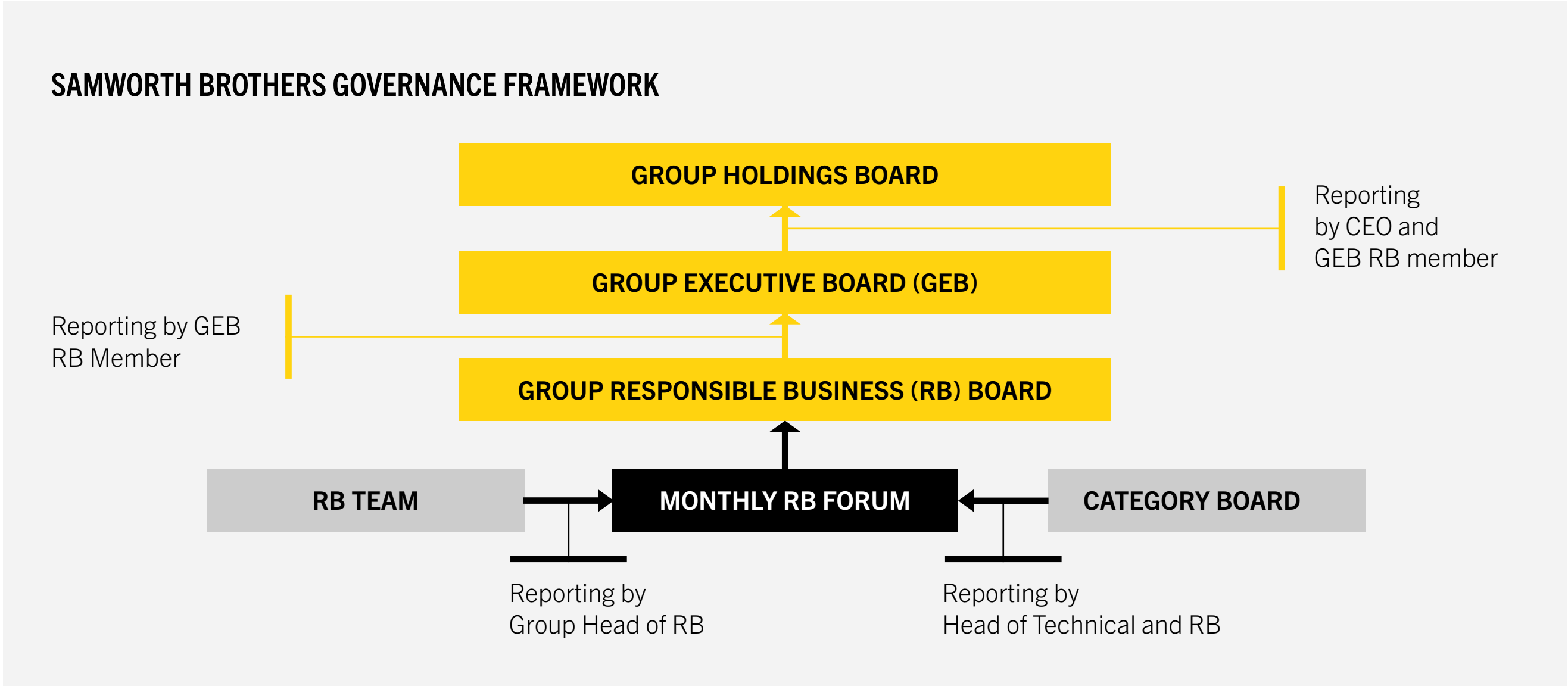




# Governance, risk and materiality



Samworth Brothers believes a rigorous governance framework is key to driving responsible actions within the Group. We are proud to report our Higgidy brand achieved B Corp Certification in 2021, which demonstrates our commitment to transparency and third-party accreditation of our brands and governance.



## Our Responsible Business: Group level

Responsible business is governed at group and category level within Samworth Brothers. The Group Responsible Business Board is composed of key representatives from our major categories, in addition to key group functions who are integral to delivering our responsible business strategy.

The Group Responsible Business Board is led by the Group Executive Board (GEB) member for responsible business who formally reports to the GEB monthly and brings relevant matters to their attention when needed.

Reporting to the Group Holdings Board, which contains our non-executive directors, is carried out by the Group CEO in conjunction with the GEB Member for Responsible Business.

The Responsible Business Team is led by our Group Head of Responsible Business, reporting to the GEB RB Member, and the team members are Group Environmental Manager, Group Health and Nutrition Manager, Group Data Analyst, and Group Responsible Sourcing Manager.

## Our Responsible Business: Group-to-category level

At category and brand level, responsible business is governed through the Category Board, supported by category and site leaderships teams as appropriate.

In addition to the board meetings described above, there is a monthly Responsible Business Forum with the Head of Technical and Responsible Business within each category and the Group Head of Responsible Business. Topic-specific working groups are established as need and urgency requires. These working groups report back to the Responsible Business Forum, and to the Group Responsible Business Board as necessary.

## Our stakeholders

We regularly engage with our customers, local communities, suppliers, academia, non-governmental organisations, trade associations and governmental bodies. By doing so we help to support our plan, ensure we make the most of any opportunity to advance our positive impact, and better understand our approach to materiality, reporting and disclosure.

Lastly, we are putting in place legal articles of association at Group-level that encourage all business decision-making to be carried out with the interests of multiple stakeholders in mind. This enables individual businesses and brands within the group to pursue B Corp Certification.



# Materiality

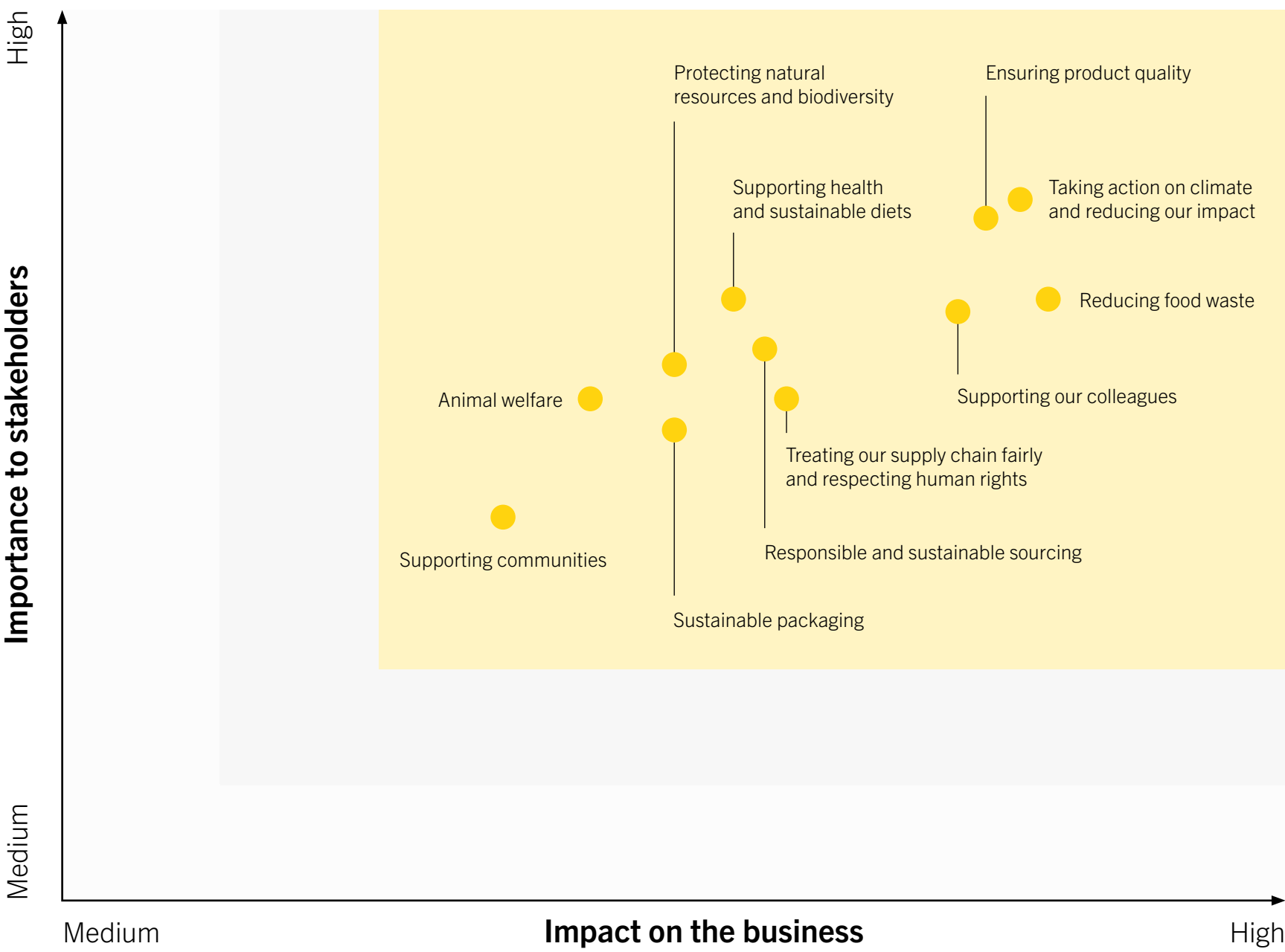
In early 2021, we completed third-party research into the key strategic responsible business topics for Samworth Brothers. During interviews with both external (e.g., customers, NGOs, academia, suppliers) and internal stakeholders (e.g., bakeries to boardroom), we were able to determine 17 material topics. However, considering the significant economic, public health, social and geopolitical issues which have emerged since our initial research, we decided to review these again in late 2022.

Following an in-depth analysis conducted against external benchmarks (including competition, market, customer, and policy drivers) the initial 17 were reduced to a focused list of 11 material topics. With these



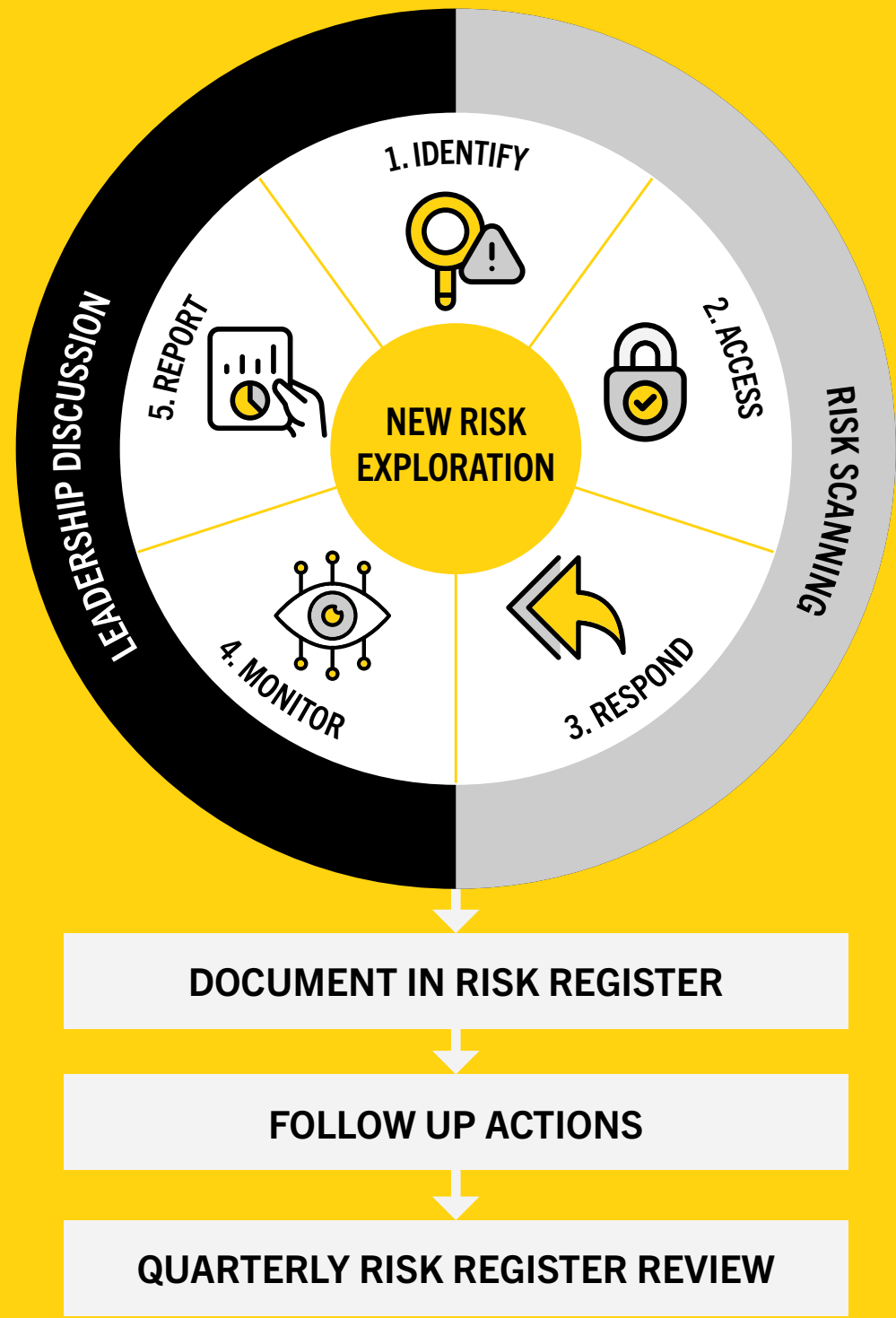
established, we asked internal stakeholders to rate the perceived level of importance and impact on Samworth Brothers. Our updated materiality matrix is shown below.

SAMWORTH BROTHERS MATERIALITY MATRIX



# Risk approach and management

A structured risk management approach is essential to identify and manage our potential risks which could adversely affect medium-to-long-term strategic goals. Because of this we have put in place a risk management process which has clear accountabilities and is embedded in our business practices. The steps we take on risk management can be seen in the chart below.



- 1 IDENTIFY**
  - Scanning for new risks
  - Understanding how Samworth Brothers might be exposed
  - Identifying what might cause the risk to occur
- 2 ACCESS**
  - Estimating how likely the risk is to occur
  - Assessing the impact if the risk materialises
  - Identifying the controls in place that help reduce the risk
- 3 RESPOND**
  - Formulating an action plan to reduce the level of risk to an acceptable degree
- 4 MONITOR**
  - Tracking action plans through to completion
  - Reviewing risks on an ongoing basis to identify changes
- 5 REPORT**
  - Reporting on the assessment and management of risks
  - Escalating significant risks where required




## Taskforce on Climate-related Financial Disclosures (TCFD)

At Samworth Brothers, we consider our climate-related risks and opportunities. We are currently assessing both in depth, with the aim of aligning to the recommendations of the Taskforce on Climate-related Financial Disclosures (TCFD) in 2024.



# Our responsible business framework

We believe that quality food should have quality impacts – delivering healthier choices for our consumers, supporting the growth of our people, caring for communities, protecting vital resources, and reducing our emissions. Together, we build a better and more resilient future for people and our planet.

	Impact through our food				Impact for people and society		Impact through our actions	
	HEALTH AND NUTRITION	ENSURING QUALITY AND SAFETY	REDUCING FOOD WASTE	PACKAGING OUR FOOD	OUR PEOPLE	CARING FOR COMMUNITIES	OPERATING RESPONSIBLY	SOURCING RESPONSIBLY
Conviction 	We believe food companies can positively influence the nation's health	We believe food quality and safety are essential to consumer trust	We believe food should not be wasted	We believe we can act to reduce the environmental impact of packaging	We believe businesses can be a long-term force for good	We believe every community action makes a difference	We believe we must act on climate change today in our own operations	We believe transparent climate change action is critical throughout supply chains
Ambition 	We aim to give consumers healthier options by making health and nutrition part of all our product decisions	We hold ourselves accountable to the highest technical standards	We aim to prevent, reduce and redistribute food waste	We are rethinking usage, redesigning processes and reducing packaging materials where possible	We support our colleagues in living healthier and more sustainable lives	We will continue to help local communities to be stronger and to thrive, as we have done for generations	We will reduce our emissions across our operations, production and packaging	We will work with our suppliers to reduce emissions, minimise environmental impacts and enhance the lives of workers
Goal 	Be recognised for great tasting, healthy and nutritious food	Deliver quality food, every day	Reduce our food waste every year, contributing to SDG 12.3 (50% food waste reduction by 2030)	Deliver on customer and brand packaging reduction targets	Help everyone to reach their full potential through inclusive opportunities and well-being	Ensure those who are most at need in the communities where we operate are heard and helped	Net zero emissions from our operations by 2035	Net zero supply chain emissions by 2040 and complete Responsible Sourcing Charter adherence
	See our health and nutrition commitments on <a href="#">page 12</a>	See our quality and safety commitments on <a href="#">page 15</a>	See our food waste commitments on <a href="#">page 17</a>	See our packaging commitments on <a href="#">page 20</a>	See our people commitments on <a href="#">page 24</a>	See our communities commitments on <a href="#">page 28</a>	See our operating responsibly commitments on <a href="#">page 32</a>	See our sourcing responsibly commitments on <a href="#">page 35</a>





# Creating impact through our food

Chapters in this section:

**12**  
Health and nutrition

**15**  
Ensuring quality and safety

**17**  
Reducing food waste

**20**  
Packaging our food





# Health and nutrition

We are working to provide consumers with healthier food choices while considering the broader impacts on the environment and society of the ingredients we source and the food we create.

**Our goal** is to be recognised for great tasting, healthy and nutritious food.

## Our commitments

- Launch a Health and Nutrition Plan covering all Samworth Brothers categories and brands in 2023
- Increase the proportion of our portfolio that is considered nutritionally well-balanced (score 3 or less) as defined by the Department of Health’s Nutrient Profile Model

## Our progress

250\*

average calories per 100g across all our products

PRODUCTS	AVERAGE CALORIES PER 100G
Food to Go	220
Protein**	237
Savoury Pastry	317
Meals	121

\* Sales weighted average  
\*\* Sausage and Deli and Plant-Based categories



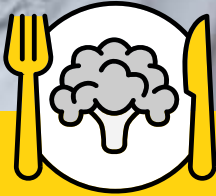
5.5\*

average nutrient profile of our product portfolio



54%

**Good For You** products that score less than 4 on the Nutrient Profile Model (NPM) and as such, are considered to be nutritionally well-balanced



12%

**Better For You** products that score between 4 and less than 10 on the NPM



33%

**Treat For You** products that score 10 or more on the NPM



## Background

As a family business, we take our responsibility to provide consumers with healthier food choices seriously.

Across the UK, poor nutrition contributes significantly to increasing obesity levels and is associated with noncommunicable diseases. By 2036, Type 2 diabetes (which is strongly associated with obesity) is expected to cost the National Health Service £15 billion a year. At the same time, the food system is considered to be the predominant cause of biodiversity loss and rainforest destruction, and is the largest emitter of greenhouse gases (GHG) in the global economy.

We are engaging colleagues across key functions at Samworth Brothers in rethinking our role in providing healthier options. We have set ourselves the challenge of positively influencing and proactively shaping the health and nutrition agenda for ourselves and for our customers in support of the National Food Strategy for England. Our goal is to be recognised as the first-choice partner to our customers for great tasting, healthy and nutritious food. We believe the extent of our product range and the volume of our food consumed daily means we are in a position to positively influence the nation’s health.





## Our approach

We are working towards launching a strategic Health and Nutrition Plan for all Samworth Brothers categories and brands in 2023. As part of this, we will define the specific vision, ambitions, targets and action plans for each of our categories and brands. Ultimately, we aim to offer an increasing proportion of our portfolio that is healthy as defined by the Department of Health’s Nutrient Profile Model (NPM) while our overall strategy will further define how we plan to support the UK in making healthier and more nutritious food choices available.

To develop our strategic plan, we established a cross-functional team, bringing together colleagues from our Commercial, Insight, Food Development, Technical, Finance and Procurement departments. We also ran educational masterclasses as a pre-cursor to strategic workshops, both with participants from across the Group. As a result, we identified a range of classifications, metrics and measures as the basis of the Samworth Brothers Health and Nutrition Plan to be launched in 2023.

Nutritional classification of our products was another key task in 2022. While a range of options were considered, the NPM was the preferred solution as it provides a common language across our industry. The NPM underpins policy and regulations, while also being the most used model by our customers.

Using the NPM we have developed our own Samworth Brothers classification system to guide all future product development and product improvement decisions.

We have now divided our entire product portfolio into three categories:

- Good For You** Products that score 3 or less on the NPM and, as such, are considered to be nutritionally well-balanced
- Better For You** Products that score between 4 and 10 on the NPM
- Treat For You** Products that score 11 or more on the NPM

## OUR STRATEGY DEVELOPMENT PROCESS



### Step 1 Educational masterclasses

**Company-wide**  
Objective: to ensure all Samworth Brothers colleagues have the required level of knowledge



### Step 2 Strategic workshops

**Category specific**  
Objective: to develop Group Health and Nutrition Plan, and specific category plans



### Outputs Strategic pillars

- Improve** by making our existing and new products healthier and more nutritious
- Facilitate** by ensuring healthy choices are affordable and accessible
- Evolve** by innovating to create healthier alternatives such as plant-based protein options
- All the above to include classifications, metrics and targets**

## Our impact

We have a great opportunity for impact through the health and nutrition benefits of the food we create. In 2022, we worked towards a cultural mindset shift in Samworth Brothers, whereby the health and nutrition value of our products is a consistent evaluation criterion that brings with it the potential to be a key differentiator for our business.

One of the key enablers of our mindset shift has been the creation of the Group Health and Nutrition Manager role. In addition, we have recruited three nutritionists to provide expertise and guidance throughout our food categories.

*Product evolution requires technical and manufacturing innovations to ensure our long-established company remains a leader in our industry for many generations to come.*



## Capability building through educational masterclasses

To build a better knowledgebase across Samworth Brothers, the Institute of Grocery Distribution (IGD) delivered multiple masterclasses in 2022 on health and nutrition. These acted as a catalyst to inspire our colleagues on health and nutrition with over 150 colleagues attending. Key topics covered included public health, policy and regulations, influencers, shopper behaviour, and retailer and brand strategy. As a result of the masterclasses attendees can now better understand how their functions and roles interact with the UK health and nutrition agenda.



Data was another key focus in 2022. During the year we developed a robust data collection system across the whole of Samworth Brothers to enable our teams to set their baselines and future targets. For the first-time this new data modelling helped bring transparency and accuracy to where we can make the biggest difference in our portfolio (e.g., salt reduction in our top four savoury products based on sales).

On the three health and nutrition strategic pillars identified through our workshops, we specifically highlighted key actions for each one in 2022:

**1 Improve**

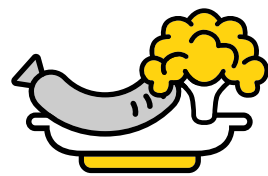
We began to identify our pipeline of reformulations to reduce ingredients such as sugar and fats, and to set clear targets to increase healthy and nutritious content such as fibre and vegetables. Reformulations aim to improve the health and nutritional content of all our existing products and new product development (relevant to category criteria).

**2 Facilitate**

We want to keep healthy options affordable and accessible. This means exploring ways to minimise costs typically associated with the development of healthier products. In 2022, we conducted research into consumer and shopper claims, with particular focus on healthy option choices, to inform our strategy development and decision making. One outcome is to promote a ‘whole plate’ approach to nutrition and providing cooking and serving suggestions.

**3 Evolve**

We realise that taste and habits are rapidly evolving. By creating new plant-based and vegetarian offerings, alongside revisiting the nutrient content of traditional Samworth Brothers favourites, we help our customers deliver on new cuisine trends. For example,



**50/50  
meat and  
plant-based  
offerings**

in 2022, we launched a new range called ‘MOR’ featuring a 50/50 plant-based and meat ingredient composition.

Product evolution also requires technical and manufacturing innovations to ensure our business remains a leader in our industry for many generations to come. All of this means engaging with our suppliers, demonstrating our thought-leadership and proving our commitment to health and nutrition in actions, not simply words, as we have demonstrated through our work with the Collaboration for Healthier Lives initiative of the Consumer Goods Forum (see case study).

We also work closely with academic and research institutions on developing new technical solutions. For example, we have teamed up with our peers in creating ‘The Food Consortium’ which is a collaborative training partnership supporting 28 PhD projects over the next three-years with leading UK universities researching healthy and sustainable food manufacture.



**CASE STUDY**

**Product reformulations reduce calories**

We’ve eliminated more than 50 billion calories from our products sold into Tesco by reformulating 179 products since 2018.

Through research and innovation, we have removed calories from many existing products without compromising on quality and taste. We have achieved this by making recipe adjustments and swapping ingredients (e.g., changing whole milk to skimmed in mashed potatoes).

Working together with other leading food manufacturers and retailers in the UK, as well as public health authorities, academics, local actors, and government figures in the Consumer Goods Forum’s Collaboration for Healthier Lives initiative, we are helping to offer healthier, affordable options to shoppers and their families.

We will continue to explore innovative ways to address this challenge, including using different cooking methods, launching new lower calorie products, and investing in new technologies to develop a healthier and tastier high-quality future portfolio.



**50 billion  
calories  
removed**

since 2018  
across 179 products



*“Great tasting healthy and nutritious food is at the heart of what we do at Samworth Brothers. We work ever more closely with our major customers on health and nutrition. The combination of our new strategic framework plus the enhanced capabilities and resources across the Group are key to enabling Samworth Brothers to continue as leaders in health and nutrition, playing an important role in addressing obesity and associated ill health.”*

Dr Sarah Williams, Group Health and Nutrition Manager, Samworth Brothers

**The way forward**

As we look ahead to 2023, we will launch the Samworth Brothers Health and Nutrition Plan including commitments and targets against our 2022 baseline. We will focus on delivering against the plan through category and cross-category programmes. Additionally, we will launch a Responsible Marketing Policy to outline our commitments on how we market our brands to consumers in a responsible way and how we help consumers make more informed choices.





# Ensuring quality and safety

Food quality and safety are essential for retaining brand integrity and consumer trust. Our commitment to ‘Quality as a Way of Life’ is not just words, it is what we deliver on a daily basis at Samworth Brothers.

**Our goal** is to deliver quality food, every day.

## Our commitments

- Deliver customer satisfaction, every day
- Ensure all products meet the highest technical standards for quality and safety
- Produce all our food in bakeries that adhere to strict environmental and operating standards
- Comply with both internal and external audit requirements



## Background

In 2021, a new in-depth annual review of food standards in the UK brought the findings of Food Standards Scotland (FSS) and the Food Standards Agency (FSA) together for the first time.

The review noted that following two years of Covid and Brexit, the food system in the UK was suffering from a reduction in local authority inspections of food businesses, and delays in full UK controls of EU imports for high-risk food such as meat, dairy and eggs was reducing the ability to prevent unsafe food entering the UK market.

The wider uncertainty and risk surrounding food standards in the UK is why our passion for quality and safety is vital. We are committed to being a responsible, trustworthy partner. We hold ourselves accountable to the highest technical and customer service standards.





## Our approach

Our approach to quality and safety aligns to the Regulation (EC) 178/2002 ‘General Food Law’ which applies to all stages of production, processing and distribution of food including:

- Traceability of food
- Appropriate presentation of food
- Provision of suitable food information
- Prompt withdrawal or recall of unsafe food placed on the market

We have a robust governance in place which is led at Group-level and implemented locally in our bakeries. This allows for individual bakeries to take ownership of implementing industry, customer and Group policies while retaining our overall goal of continuous improvement in food safety and quality across all categories.

Each year, all bakeries receive a Samworth Way Assessment which aims to reinforce our continual improvement ethos. Our assessment is not a box-ticking exercise, instead we collaborate, coach and support all bakery teams (including Operational, Technical and Hygiene) to identify where potential risks and issues may occur, and how to proactively prevent them from occurring in the future.

In addition, we run quality panels to assess our food before it leaves the bakeries, and while it is on our customer’s shelves. These panels can be requested by Group, bakeries and/or customers to assess our food and ensure it meets the highest levels of quality and consumer satisfaction.

The majority of all our scientific testing including microbiological testing is carried out in our Westward Laboratories facility, which enables us to investigate and respond faster than if we were using a third-party supplier.

Data capture, management and analysis are key tools in how we track quality and safety, with follow-up and actioning of remediation should an issue occur. We have our own proprietary platforms and use analytic tools to better understand our data trends, set KPIs and deliver on customer expectations.

Innovation is another important area of investment. Our team works closely with academia, industry and engineering partners. This allows us to bring cutting-edge thinking into food quality and safety.

Underpinning all our effort is a holistic Group-wide five-year plan which enables continual improvement across Samworth Brothers for quality and safety, innovation, manufacturing and data.

## Our impact

In 2022, we reduced the number of product incidents and customer complaints compared to our performance in 2021. We also improved our microbiological performance compared to the previous year. We passed all external audits with continuous improvement in many areas.

One significant way we achieved progress in 2022 was by implementing a revised self-governing assessment programme. The assessment allowed us to be flexible, focusing on areas of risk specific to each bakery. Using our internal governance team we were able to highlight true areas of focus for each business while also providing support with remedial actions and continuous improvement. The programme combined on-site assessments with the review of key performance metrics resulting in clear and targeted plans.



Quality panels continued in 2022, offering colleagues a way to independently feedback on our products. From formal requests on specific products by customers, to informal conversations by our colleagues with friends and family, we were once again able to add to our quantitative and qualitative testing across a range of products by Samworth Brothers.

Food hygiene and protecting against any product recalls continued to be a priority action in 2022. When quality is a way of life, as it is for Samworth Brothers, knowing every measure adds to food safety is paramount.

## The way forward

For 2023, we aim to continue with our efforts to ensure the highest quality and safety standards are understood and actioned by everyone within Samworth Brothers.





# Reducing food waste

Food waste is a global issue which impacts climate change and the environment. It also impacts on food insecurity. Our aim is to reduce food waste, and prevent it where possible, while ensuring that any left-over food which is safe-to-eat is redistributed as a priority.

**Our goal** is to reduce our food waste every year, contributing to SDG 12.3 (50% food waste reduction by 2030).

## Our commitments

- Reduce total food waste as a proportion of total food produced (intensity)
- Reduce edible food waste as a proportion of total food produced (intensity)
- Increase the proportion of edible food waste that we redistribute

## Our progress\*

### Zero food waste

to landfill since 2015

### 830 tonnes

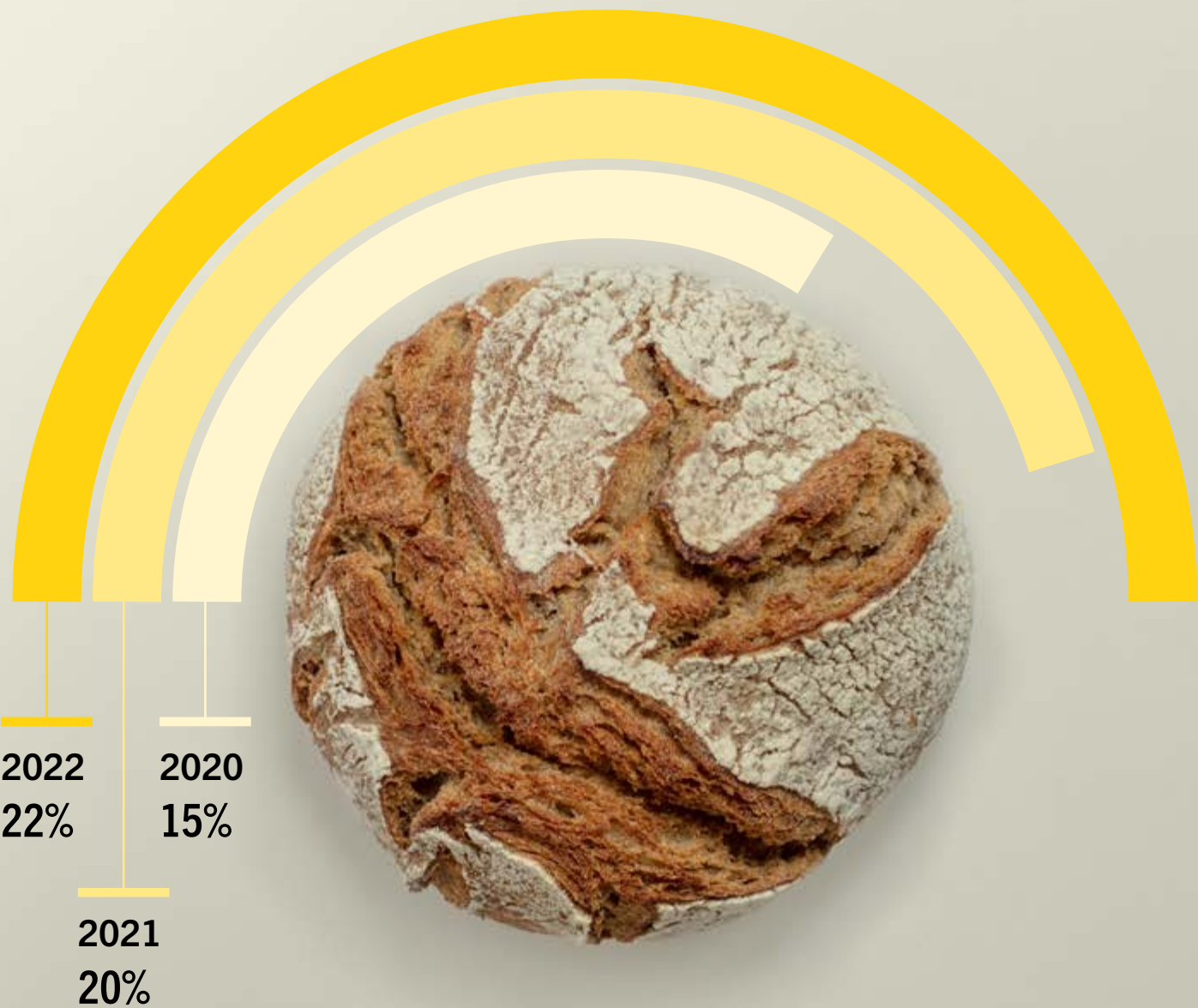
of food surplus provided to redistribution charities in 2022

### 24%

year-on-year increase in food redistribution (2022 versus 2021)

\* All food waste figures relate only to our UK primary production sites. We do not currently include or report on any food waste associated to our brands: Dickinson & Morris, Higgidy, Fresh Food for Now, Freshways, MOR, and the West Cornwall Pasty Company.

## OUR EDIBLE FOOD WASTE REDISTRIBUTION



Total food waste intensity			Edible food waste intensity		
Goal			Goal		
2025	<div></div>	8.7%	2025	<div></div>	6.6%
2022	<div></div>	9.8%	2022	<div></div>	7.7%
2021	<div></div>	9.6%	2021	<div></div>	7.4%
2020	<div></div>	8.9%	2020	<div></div>	7.0%

## Background

At Samworth Brothers, we strongly believe in our duty and responsibility to ensure that, wherever possible, good food does not go to waste.

Globally, the Food and Agriculture Organization of the United Nations (FAO) reports 3.1 billion people do not have access to a healthy diet. In the UK, 18% of the population of England, Wales and Northern Ireland consider themselves food insecure.

While so many go hungry, it is estimated by the latest United Nations Environment Programme ‘Food Waste Index Report 2021’ that 17% of our food ends up being wasted in retail, and by consumers, particularly in households. Here in the UK, the WRAP (Waste and Resources Action Programme) estimates food waste reaches an annual total of 1.5 million tonnes in food manufacturing, with most food waste (around 70%) occurring in the home.

Food loss and waste also account for 8-10% of GHGs, which impacts the climate and increases extreme weather events, such as droughts and flooding, further exacerbating the sustainable production of food and food insecurity.

In response, Samworth Brothers is committed to the Champions 12.3 pledge, an important part of the United Nations 17 Sustainable Development Goals (SDGs). Champions 12.3 calls for cutting in half per capita global food waste at the retail and consumer level, and reducing food losses along production and supply chains (including post-harvest losses) by 2030.



# Our approach

Food waste reduction is a priority issue for Samworth Brothers. Our approach has evolved during 2022 through introducing a new governance structure and improving our data capture, analysis and reporting. This helps us focus on identifying food waste hotspots, assessing the root causes and designing interventions.



## OUR TWO-STAGE APPROACH TO INTERVENTIONS

### Stage 1



- Strategic: cross-functional actions to reduce food waste**
- Define what commercial and operational data can be used to identify root causes of waste
  - Identify and share good practice approaches across bakeries and categories
  - Working with retail customers and/or suppliers to address issues

### Stage 2



- Operational: category/bakery specific actions to prevent and reduce food waste**
- Engage individual bakeries on food waste reduction and review their governance, data and any specific opportunities
  - Measure and report on operational food waste (e.g. process waste, floor waste)
  - Invest in equipment and/or training to reduce operational waste

To establish our food waste reduction targets – total food waste intensity target of 8.7% by 2025 and edible food waste intensity target of 5.4% by 2025 – the Group Responsible Business Board set an overall target and then worked closely with our category teams and individual bakeries to establish how each one contributes to our overall reduction target. Each category and bakery is supported with expert guidance and resources, and ultimately is empowered to reduce operational food waste.

We have implemented clear responsibilities between Group and our categories to ensure closer collaborative action on reducing food waste. This includes workshops and engagement across all bakeries, plus specific working groups led by senior management to investigate, identify and tackle food waste.

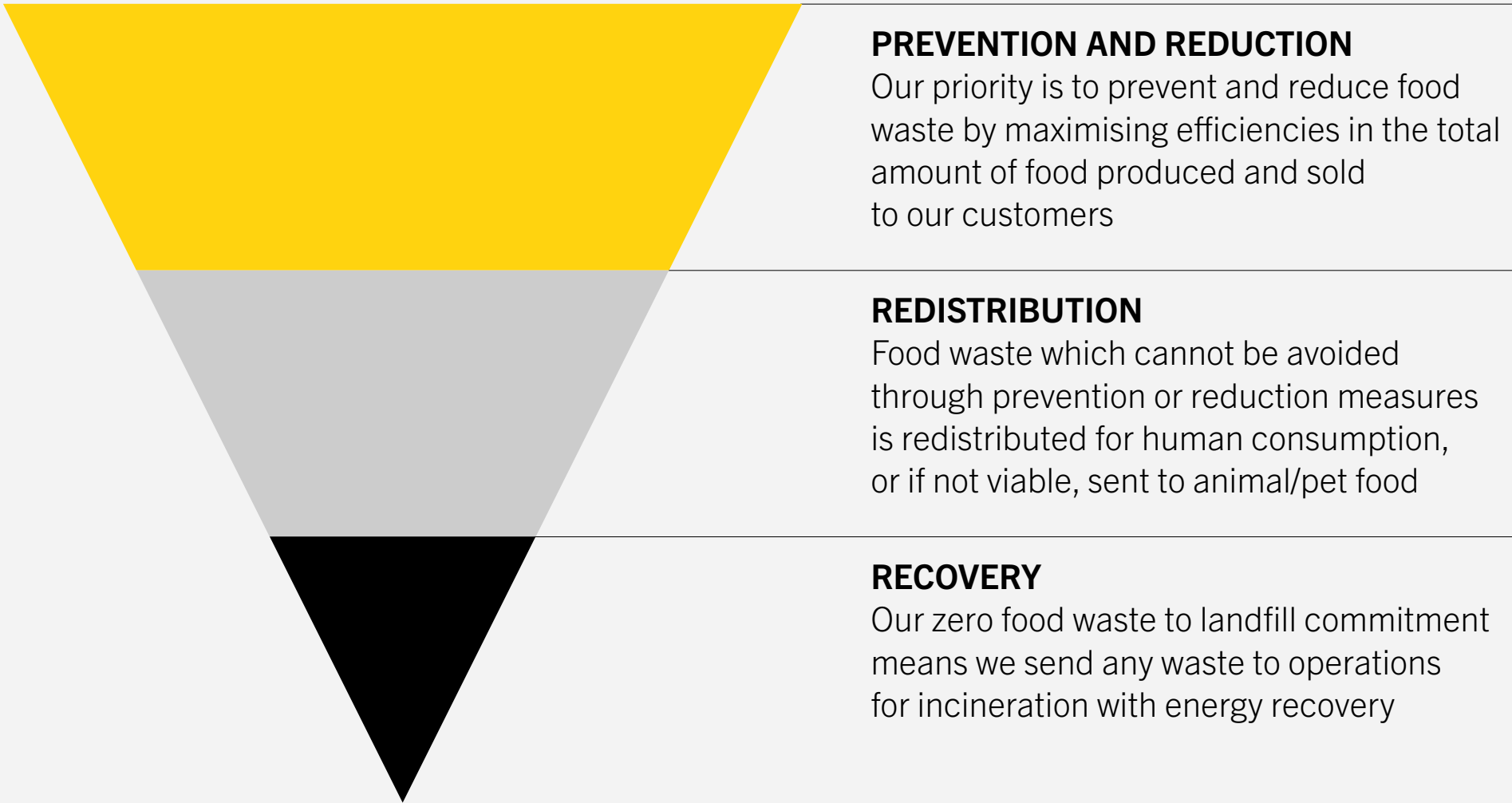
In 2022, we agreed to measure the total food waste intensity and establish this as our primary KPI for food waste across all categories. Data is reported on a monthly basis by categories and bakeries to enable the Group to monitor progress, with individual waste reduction projects having their own local reporting as appropriate. We believe such visibility is essential given the significance of food waste as a material topic for our business and our stakeholders.

External reporting is aligned to the WRAP and IGD Food Waste Reduction Roadmap and the UK food and drink waste material hierarchy.

Ultimately, achieving our ambitions requires all colleagues to rethink food waste as an opportunity and to ensure that edible food surplus gets to people as a priority.

## FOOD WASTE HIERARCHY

How we prioritise our food waste processing





# Our impact

During the last year, our total food waste intensity increased by 0.2% (9.6% 2021 to 9.8% 2022). We identified a number of different factors including post-Covid operational challenges, supply chain disruption, inconsistent demand patterns and supplier impacts. Globally, many businesses have experienced similar scenarios during 2022 in respect to labour, raw materials and demand fluctuations.

We collaborated with redistributors such as Company Shop Group and FareShare to identify more opportunities to get our surplus food to those in need. As a result of these actions, we increased our food redistribution 24% year-on-year in 2022 compared with 2021.

Increasing our focus on the connected issues of reducing total food waste and increasing redistribution of food surplus became top priorities in 2022. We stepped up our work with Achieve Goal 12 (a UK-based sustainable food manufacturing consultancy) to ensure better decision-making at Group level and within categories and bakeries. Workshops and bakery food waste walks provided by Achieve Goal 12 helped to engage colleagues on the waste landscape, review bakery approaches and identify reduction opportunities. In practical terms, this went as far as on-the-ground visits to production lines within our bakeries to identify first-hand where waste is generated and more importantly how to prevent it.

For example, in 2022, we ran a pilot food waste reduction workshop at our Bradgate Madeline Road site to encourage responsibility and enhance understanding on food waste. As a result, the team better understood the drivers of food waste and the importance of this issue to the business. The workshop identified some of the products and



830 tonnes

of food surplus provided to redistribution charities in 2022

ingredients most at risk of becoming waste and several opportunities to deliver reductions.

During 2022, we also established a new governance and data reporting framework. We have established a consistent way of measuring and reporting on food waste, set clear and aligned targets across our categories, with progress reviewed by the Responsible Business Board monthly to keep our ambitious reductions on track.

By ensuring that food waste reduction is a priority for our leaders and via encouraging our colleagues to take action whenever they see waste arising, we hope everyone in Samworth Brothers can do their part in actioning reductions and ensuring we maximise the amount of edible food surplus sent to human redistribution.

## EXTERNAL EXPERT

# Designing out food waste

Andy Young, Founder Achieve Goal 12

“Voluntary cross-sector initiatives, such as the Courtauld Commitment 2030 by WRAP which aims to reduce food waste alongside GHG emissions and water use, and the Food and Drink Federation’s Net Zero 2040 Ambition, are essential for driving industry-wide change and tackling shared challenges. But, I strongly believe that these should complement and not substitute an individual company’s ambitions. Which is why, after spending 15 years improving sustainability performance within the food sector, I founded the UK-based consultancy Achieve Goal 12 to help businesses demonstrate their impact on the United Nation’s Sustainable Development Goal 12 ‘Responsible Consumption and Production’.

Samworth Brothers was already a responsible business in respect to food waste, especially in food donations and redistribution of surplus food. Yet, having been hit by external factors such as Covid it was clear that by working with external partners such Achieve Goal 12 they could refocus on food waste as a key issue and do even better. What quickly became apparent was the need to change the conversation internally from not simply ‘what to do with food waste and food surplus’ but to include ‘how to prevent food waste and surplus’ from happening in the first place.

This is a key differentiation for companies to grasp. If we design out food waste in new product development, identify it in existing manufacturing processes, mitigate supply chains, and focus on human redistribution, we are ‘preventing’ food waste before needing to take the ‘less preferable’ options of recycling (i.e. composting), recovering (i.e. incineration for energy generation) or lastly, disposal (i.e. landfill).”

*“The mindset to prevent food waste has transformed the actions of Samworth Brothers. A transformation I certainly hope many others in the food industry will embark on sooner rather than later.”*



# The way forward

Into 2023, we are determined to make even more impact on food waste. We intend to roll out workshops to all bakeries in early 2023 and facilitate the sharing of best practice approaches to food waste reduction across bakeries and categories. Our target for 2023 is to achieve 9.3% total food waste intensity. Our new governance structure will continue to evolve and we aim to see continuous improvements at the category and bakery level. We also plan to run further workshops to increase the understanding of food waste reduction in all areas of the Group, such as including Procurement and Commercial in food waste reductions.





# Packaging our food

Packaging is an integral part of the food industry. However, if produced or disposed of in a non-circular way packaging may end up polluting oceans or landfills. We are determined to package responsibly, safely and sustainably.

**Our goal** is to deliver on customer and brand packaging reduction targets.

## Our commitments

- 100% recyclable packaging by 2025

## Our progress

63%

of our packaging is recyclable\*

5%

of recycled content in our packaging\*

\* Based on volume (units) of packaging purchased



## Background

The environmental impact of packaging waste has been highlighted for decades. As early as 1997, the ‘Great Pacific Garbage Patch’ was discovered by researcher and sailor, Charles Moore. However, in the UK, and around the world, the BBC’s Blue Planet II suddenly catapulted the issue of packaging – plastic specifically – into consumer consciousness.

The documentary, narrated by Sir David Attenborough, did more to change government legislation, retailer responsibility and consumer behaviour than decades of environmental action campaigning. And the immediate and sustained calls by people on governments around the world to bring in new packaging legislation, dubbed, ‘The Blue Planet Effect’, could not be ignored.

Packaging, not only plastic but also other materials, is essential for a food company like Samworth Brothers. Packaging helps to keep food fresh and safe, delivers on quality and safeguards shelf life as products move through complex modern supply chains. Packaging also reassures consumers that the food they buy is tamper-free before consumption.

Finding a solution to the environmental impact of packaging use and waste is a global concern. Samworth Brothers is working hard to tackle the issue by rethinking usage, redesigning processes and reducing packaging materials where possible – and through our brand support of the UK Plastics Pact.



# Our approach

We are committed to moving to 100% recyclable packaging by 2025 and implementing solutions that minimise our packaging’s impact on the planet.

Our approach is two-fold:

## 1 Analysing the impact of our packaging and potential packaging changes

Our approach to packaging includes the commonly adopted industry practice of life cycle assessment (LCA). An LCA enables a comprehensive view of packaging from start to finish of its life cycle. It enables better decision making on options, in particular decisions which could simply shift environmental impact to another part of the system.



### LCA EVALUATION

Environmental benefits analysis considering carbon emissions, land use, water and more

#### POST CONSUMER

Purchase to consumer use and beyond

#### ACCEPTANCE

Will consumers be satisfied with the packaging?

#### USAGE

Will consumer usage experience align to their expectations?

#### DISPOSAL

Will consumers be able to dispose of the packaging appropriately through the recycling routes available?

#### PACKAGING MATERIAL

From sourcing, through the supply chain to delivery

#### FUNCTIONALITY

Will the material perform as needed?

#### COST AND SUPPLY

Available in sufficient supply at the quality needed, and is it affordable?

### TESTS AND ANALYSIS

Including desktop analyses, manual trials and test production launch

#### PRODUCT SUPPLY

Food production and logistics to the supermarket shelf

#### PRODUCTION

Suitable for the production process? What manufacturing adaptations are needed? Are these adaptations feasible? Are they affordable?

#### QUALITY AND SAFETY

Will the key quality and safety attributes of the food be maintained – in manufacturing, in storage, in transport and distribution, in store, and through to home?

#### TRANSIT INTEGRITY

Will key consumer attributes of the food be maintained – in manufacturing, in storage, in transport and distribution, in store, and through to home?



## 2 Identifying and taking action to reduce the impact from our packaging

We approach packaging solutions based on thinking aligned to the IGD, Ellen MacArthur Foundation and others. Together with our LCA science-based decisions, we consider the 5Rs:

1. **Redesign** packaging for circularity
2. **Remove** unneeded packaging materials
3. **Reduce** packaging material volumes
4. **Reuse** surplus packaging materials if possible
5. **Recycle** waste and encourage consumer responsibility

Any potential solution we identify is considered within our packaging impact evaluation model before we make any decision to change.

Based on the above, we continually seek to create packaging that minimises impact on the environment. Our targets and strategy are set by the Group, with

initiatives for development aligned to customer requirements at the category level, supported by our Technical and Procurement teams. Group-wide, we aim to source sustainable cardboard and paper and eliminate any legacy single-use plastic, plus remove any packaging that does not meet industry best practices.

Beyond our commitment, we aim to find solutions that allow us to meet the following packaging specifications:

- Plastic packaging\*
  - Single material type (mono material)
  - 30% minimum recycled content
  - Meet CEFLEX guidelines for flexibles (i.e., contamination levels)
- Paper packaging\*
  - 100% sourcing from sustainable sources (i.e., PEFC, FSC)
  - Meet On-Pack Recycling Label (OPRL) guidelines for recyclability (i.e., contamination levels)

\* Compostable plastics are not currently considered viable







## Our impact

We have long been committed to reducing our packaging impact. For one customer in the Food to Go category, we have removed 555 tonnes of plastic between 2020 and 2022 related to packaging. Plastic and other packaging materials savings have been achieved by making reductions across our categories. In 2022, we also reached 63% recyclable packaging.

### Redesign

Redesigning our packaging for greater recyclability, increased recycled content and other benefits are ways we reduce the impact of our packaging. For example, in 2022, we redesigned sandwich boxes for one customer which increased efficiencies in our pallet utilisation and resulted in pallet fill moving from 88% to 97% for reduced transportation emissions. We have offered a paper liner, in replacement of a plastic liner, for another customer which has a potential saving of more than 300 tonnes of plastic.

### Remove

By challenging ourselves to consider what the essential packaging elements are for our Food to Go category products we have been able to eliminate up to 555 tonnes of plastic a year from the product range of just one of our customers with the removal of lids and plastic forks where feasible. We also changed how to include dressings within the product packaging to allow for the removal of dipping pots and sachets meaning further saving on plastic reductions. We even removed poly windows from the packaging to further reduce our plastic film content.

### Reduce

During 2022, together with one major customer in Food to Go, we reduced from 25 microns to 20 micron our PET lidding film that created a total annual saving estimated at 10 tonnes. In other packaging lines we saved an estimated 65 tonnes annually by switching from a polyethylene to an oriented polypropylene film.

### Reuse

In 2022, we began to explore where we can reuse surplus packaging materials with our suppliers. We have developed a range of new products with our customers which we aim to roll out in 2023.

### Recycle

We know that for packaging to become circular, it needs to be recycled by consumers. Which is why, in 2022, we agreed to further enhance our packaging design, sourcing and supply to make it as easy and simple as possible for consumers to understand how to recycle responsibly. This included providing on pack guidance on how to recycle the packaging in line with OPRL guidance.

### INTERNAL EXPERT

## The right packaging choices

Jonathan Boyce,  
Group Environmental Manager

“Food packaging is a complex and sometimes counter-intuitive issue. Innovations that promise sustainable alternatives to plastic are headline news. Consumers believe these more environmentally friendly packaging options are the solution.

But the reality of using alternative materials such as seaweed or compostable containers is at odds with the needs of our food packaging.

Rather than make a sudden switch to a new technology, first, we need to step back and look holistically at packaging. We need to ask questions. How does the packaging system work? What is its role in the delivery of food? What are the benefits of making a change, and what are the consequences? What will a change mean for our suppliers, customers, and the end consumer?

We need to evaluate the criteria for a successful change and make sure we are clear who needs to be involved to make that change a success.

At Samworth Brothers, we are doing this analysis today.”

*“We need packaging that is recyclable, but most importantly, we need to find a solution for closing the loop. Less than half of all plastic packaging is recycled by households in the UK. We can redesign, remove, reduce, and reuse, but most importantly, we all have to make the change to recycle”*



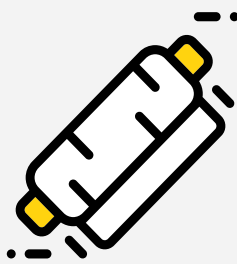
## The way forward

We are committed to collaborating throughout our supply chain to reduce the overall impact of our packaging. Part of this is about reducing plastic packaging and aligning with the policies and ambitions of our major customers. For example, in 2023, we will be moving our labelling from complex laminates (often used in food packaging) to card. We will also be completing our gap analysis on the recyclability of our consumer packaging and finalising our roadmap to 100% recyclable plastic packaging by 2025.

### FOOD TO GO: PLASTIC PACKAGING REDUCTIONS

555  
tonnes

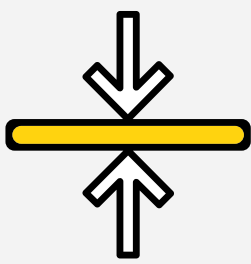
of plastic  
saved between  
2020 and 2022



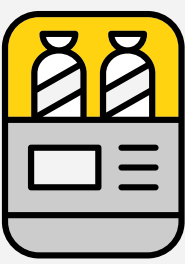
Plastic lids  
removed and  
replaced with film



Pre-wrapped  
forks removed



Packaging lid film  
thickness reduced



Packaging  
windows plastic  
reduced





# Creating impact for people and society

Chapters in  
this section:

**24**  
Our people

**28**  
Caring for  
communities





# Our people

Samworth Brothers is a family. From our founder in 1896 to a new starter today, the philosophy of helping everyone reach their full potential is our common goal. We are not workers in factories, we are colleagues in bakeries. Friends across a family business that now numbers over 11,000 strong.

**Our goal** is to help everyone to reach their full potential through inclusive opportunities and well-being.

## Our commitments

- 2,000 line managers onboarded in our ‘Leading the Samworth Way’ programme by 2023
- 70% of all salaried roles filled internally by 2025
- More than 150 apprenticeships per year by 2026
- 80% well-being score in our colleague survey by 2024\*
- Achieve and maintain 40% females in senior management by 2025

## Our progress

**69%**

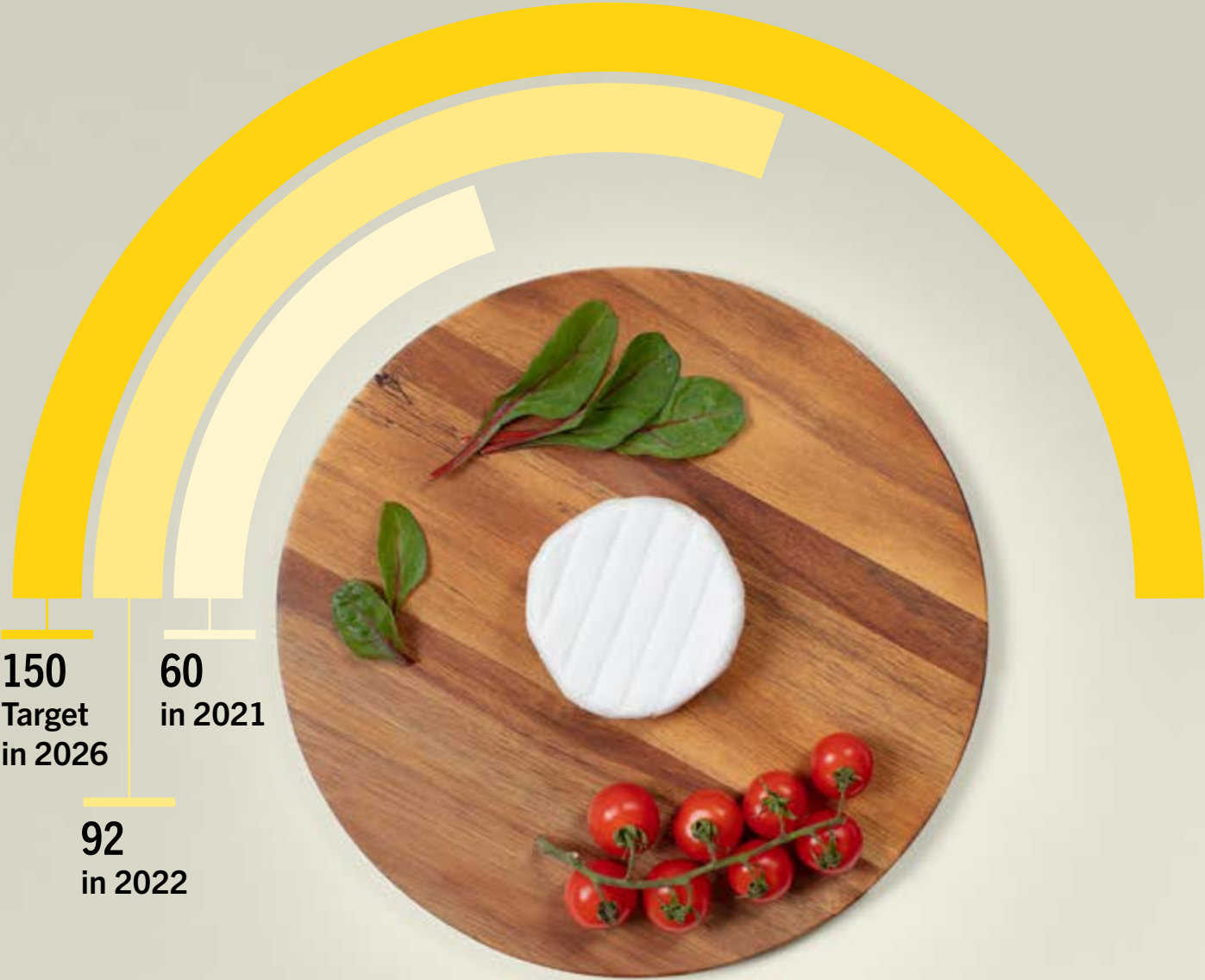
of line managers have completed the ‘Leading the Samworth Way’ programme to date

**41%**

of females in senior management during 2022

\* Well-being score based on job role, fulfilment and support questions combined

## OUR APPRENTICES



## Well-being score in colleague survey\*



## Background

Today, more than ever, we live in a world of uncertainty.

The lingering effects of Covid, the climate crisis, inflation, and more, are all increasing the negative impacts on people and the planet. A pressure that takes a daily toll on people’s physical and mental well-being and threatens the very future of the world we call home.

People of all ages, colours, ethnicities, backgrounds and genders (male, female or non-binary) when inspired to reach their full potential do more – for themselves, their communities and the planet.

This drives our desire to help people access opportunity, fair wages and better livelihoods. Because we know by championing equality, diversity and inclusion, we make a difference. Workplaces become safer, more innovative, more profitable, and more positively impactful.

Good for people, business and the future generations yet to come.







## Our approach

Our approach has evolved in recent years from being organised as 19 different businesses – each doing their best individually but lacking an overall Group strategy – into a unified people and culture strategy called, ‘The Samworth Way’.

### Culture

Our culture framework is based on a heritage and philosophy closely tied to Samworth Brothers family ownership. A legacy of seeking to be a long-term force for good. All our colleagues are expected to uphold our values and behaviours which include: ‘We are family’, ‘We make things happen’ and ‘We take pride’.

To ensure that everyone understands our culture, we have the goal of onboarding all 2,000 line-managers in the ‘Leading the Samworth Way’ programme by 2023.

Beyond our culture, we aim to create positive impact through our approach to health and well-being, diversity and inclusion, and talent management.

### Health and well-being

Overall, our shared Group vision for the health and well-being strategy is communicated as: ‘We will be a long-term force for good by supporting our colleagues to live healthier and more sustainable lives’.

We hold ourselves accountable through our commitment to achieving a well-being score of 80% in our colleague survey by 2024. This survey is conducted annually and gives all colleagues the opportunity to have their say anonymously. Our well-being score combines colleague responses to 13 questions covering job role, fulfilment and support. Local management teams then build action plans based on this feedback to make improvements.

We aim to deliver against our health and well-being commitments through our activities across five priority action areas.

#### OUR FIVE PRIORITY ACTION AREAS

Health surveillance



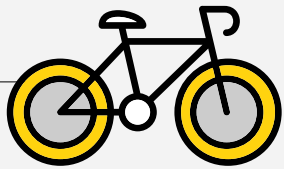
Mental well-being



Musculoskeletal health



Sustainable travel



Healthy meals



### Diversity and inclusion

As a Group, we have over 77 different nationalities at Samworth Brothers. Our philosophy has always been to give everyone the best chance at success in life.

In 2022, we set out to establish a steering committee for diversity and inclusion. The committee is tasked with developing a three-year plan and priorities to achieve our diversity and inclusion commitment showing clear progress on all aspects of diversity, especially ethnicity, by 2025. To support us in determining our actions, we partnered with Grocery Aid to learn from others in the industry and inform on best practices in diversity and inclusion. Within this plan, we aim to achieve and maintain a target of 40% females in senior management by 2025.

### Talent management

Our business is full of talented people which through our colleague touchpoints and development programmes we aim to grow and match to opportunities. By 2025, we aim to be filling 70% of our salaried roles internally. To support this, we have an award-winning early careers programme, offering industrial placements and graduate opportunities, and have a comprehensive apprenticeship scheme from NVQ Level 2, to degree-level and post-graduate level.

Apprenticeships have long been an important part of Samworth Brothers talent management, particularly in the areas of food technology and engineering. We aim to increase the number of apprenticeships offered each year by including our Finance and Packaging teams. Our goal is to reach more than 150 apprenticeships per year by 2026.

## OUR VALUES

Samworth Brothers is built on a strong set of values that sets out how we behave as a business and with each other.

### We are a family



We appreciate, encourage and treat one another like family, no matter who we are or where we’re from. Everyone is welcomed and supported, and because we trust each other we can be open and honest. We build relationships with those who share our values so we can work together in the same way, towards the same goals.

### We take pride



We take pride in our work and quality is our way of life. People trust us to make their food and we want to do our best for them. Our business is a force for good, and we all want to play our part in doing things right.

### We make things happen



We believe there are no limits to what we can achieve together. We’re curious and open to learning new things. When we recognise an opportunity to improve ourselves, our colleagues, or our business, we grab it with both hands. We make profit to reinvest in a better future.

### Modern slavery

We acknowledge the risks of modern slavery in our workforce. While the majority of our workforce are employed on permanent contracts, we partner with several GLAA registered labour providers throughout the year when we need additional support. We have long standing relationships with our key labour providers, and they have robust onboarding and induction processes that highlight how to identify modern slavery to all workers. Additionally, our People Team regularly audits our labour providers as part of our due diligence in this area. We encourage our people, customers, and other business partners to report any concerns related to ethical issues, within our business. This includes highlighting any red flags that could be indicators of modern slavery. We have developed investigation and escalation protocols for suspected cases. Our confidential, independent whistleblowing hotline is prominently displayed at all sites in areas people frequent and can be used to highlight any concerns.

## Our impact

### Culture

Communicating and reinforcing our strategic approach to people and culture is ongoing. Our Values Toolkit is a key resource and supports our managers in onboarding new colleagues in understanding, ‘The Samworth Way’.

Due to Covid, we have navigated a combination of face-to-face and online

69%

of line managers in our ‘Leading the Samworth Way’ programme







78%

well-being  
score in our  
colleague survey\*

training. By the end of 2022, we trained 69% of line managers in our ‘Leading the Samworth Way’ programme, contributing towards our goal of training all 2,000 by the end of 2023. Training is delivered by our leaders to inspire all colleagues to uphold our values. It consists of three 90-minute interactive modules which clearly set out what we expect of a leader and manager in Samworth Brothers.

We have a policy and allocated resources to support and guide the onboarding of new colleagues into the Samworth Brothers culture. Onboarding across the Group drives value-adding culture activities, such as colleague recognition and buddy schemes for new colleagues, or those changing roles, in all parts of the business.

In 2022, we also introduced our new People Portal which is a combined people and payroll system that monitors and tracks our people activities in real time, which gives us the ability to view instant and detailed data for setting baselines and future Group targets.

#### Health and well-being

In 2022, we achieved a 78% well-being score in our colleague survey, up from 77% in 2021. The survey was completed by 92% of colleagues across the business. Supporting research suggests that this is a direct result of the breadth of activities that we had in place over the course of the year. Protecting our colleagues during the whole of Covid has been a priority for the business, and colleagues have responded very positively in survey responses to this.

We have also been responding directly to feedback received through the survey. For example, we now offer enhanced maternity and paternity pay for all our colleagues, regardless of their position in the Group.

We ensure all mandatory health checks are in place and offer private healthcare access including mental well-being within the Group from six-months of continuous employment (regardless of contract type). We have an occupational practitioner clinic for Group-wide

consultations and we again rolled out our flu vaccination voucher campaign with Bupa in 2022.

We recognise the importance of mental well-being and building resilience. Following on from Covid, today’s cost of living crisis adds even more stress to many of our lives. As such, we have been running our ‘Feeling Brighter Together’ sessions across the Group as part of a new programme for 2022. These sessions encourage open conversations on mental well-being issues and, if needed, how to access professional support from our healthcare provider.

We want all our colleagues to be as healthy as possible while working. Musculoskeletal disorders (MSD) are actively communicated as a priority, with a new MSD standard and gap analysis proposed for site directors, and a new tracking tool to measure impact. Already, we have been assessed as ‘best-in-class’ for our MSD practices at Walkers Deli and Sausage Co by HSE in 2022 which shows we are on the right path in preventing MSD.

As the daily commute can be expensive and difficult, we want our colleagues to have the option of cycling to work, with the peace of mind that their bikes are fit-for-purpose and safe for travel. We help promote sustainable commuting and safety by offering our colleagues vouchers for bike service checks.

Enjoying good food is a great way to feel better. We provide a healthy meal choice at our onsite restaurants for under £1. By doing so, we ensure all colleagues get the opportunity to benefit from a nutritious meal while at work.

All colleagues at Samworth Brothers are paid in excess of the national living wage.

#### CASE STUDY

## Tri for charity – a winning formula

In 2022, the Charity Challenge made a welcome return to Samworth Brothers. Postponed more recently due to Covid-related restrictions, the return of the event proved a huge success.

Sixty-seven teams from Samworth Brothers businesses, customers and suppliers signed up for one of two triathlon style events in the Brecon Beacons. And it wasn’t just those participating that got involved, equally as many people from Samworth Brothers volunteered their time to make the event possible with 1,400 total volunteering hours going into the event. If you know the area, it will come as no surprise that teams basked in sunshine and then battled with heavy rain over the two weekends of the event.

1,400

volunteering  
hours total  
for the event

£2.4

million

in donations  
raised  
since 2006

Trying his best was Hugo Mahoney, CEO of Samworth Brothers, who summed up the event by saying, “What a fantastic event! The combination is a winning formula – the passion at Samworth Brothers to raise money and support incredible charities, with fun, fitness and team building with your friends and colleagues. We left Wales knowing we made a big difference.”

This fundraising event brought in £215,000 for charity donations which brings our total raised since 2006 to £2.4 million.

*“It was a tremendous effort by all the teams, both in terms of the physical challenges of the day and the charity fundraising. We always have such a great response to the event from Samworth Brothers colleagues and businesses but also many of our customers and suppliers get involved. Thank you to everyone.”*

Paula Shaw, Charity Challenge coordinator



\* Well-being score based on job role, fulfilment and support questions combined



Diversity and inclusion

We progressed on diversity and inclusion in 2022. By the end of the year, we exceeded in achieving our 2025 target of 40% and reached 41% which we now have to maintain in the future.

For the first year, we collected more ethnicity data via our People Portal, which will support our analyses and our ability to measure and improve on offering more equitable opportunities to all colleagues regardless of their ethnicity, gender, disability, and other diversity measures.

We continue to support all our colleagues in ways that are aimed at inclusion. We recognise that a common language is important to this, so we offer language classes to everyone that is not of mother-tongue English. In recognition of diversity, we celebrate all religious festivals with our teams.



92

new apprenticeships were offered and accepted across Samworth Brothers in 2022

Talent management

In 2022, 92 new apprenticeships were offered and accepted across Samworth Brothers building on our previous years’ intakes. Recruiting for apprenticeships was more challenging due to the impact of the pandemic and the associated lockdowns and closures which reduced our pipeline of new applicants. We will incrementally increase the apprenticeships we offer each year to reach our target of more than 150 per year by 2026.

Through multiple actions, one of which being colleague performance enhancement conversations and development plans, worked on individually with line managers, we are working towards achieving our 70% commitment that all salaried roles are filled internally by 2025. The progress against which we will be reporting on in the coming years.

COLLEAGUE EXPERIENCE

Private healthcare for all colleagues

At Samworth Brothers we offer more than just a job. Our range of rewards extends to all colleagues being offered a competitive salary, pension scheme, and our unique ‘Quality Life’ plan – with additional annual profit-sharing scheme and a one-time opt-in for private healthcare with Aviva for some colleagues only.

For our colleague, Tony Dixey, the last reward was of the greatest benefit when he suddenly fell ill, as he explains:

“In 2020, I fell ill with severe atrial fibrillation, this is when the top two chambers of the heart, the atriums, stop beating properly and your blood is not oxygenated from the lungs properly, causing shortness of breath, fatigue tiredness, and on occasion, fainting. After contacting my doctor, he referred me to a leading heart specialist hospital which was effectively closed due to the Covid outbreak. I mentioned the Samworth Brothers private cover and was then referred to The Spire Hospital for faster access to the care that I needed.”

Tony continues, “I then had a series of three procedures, including a seven-hour operation where I was totally intubated, the machines took over all my heart and lung requirements.

3,908

members of the Aviva scheme

697

claimants making 813 claims

The cost was enormous. My surgeon explained the health care scheme from Samworth Brothers was the best and covered all costs, while other health insurance providers left patients with excess payments.”

Unfortunately more for Tony was on the horizon. “In 2022, my atrial fibrillation returned, so I had to undergo the whole process again,” reveals Tony, who happily has now fully recovered. He adds, “At no time have I had to contribute for any of my treatment, it has all been covered by the Aviva scheme, the main operations being tens of thousands of pounds each. When I joined the scheme, I was a very fit man with no underlying problems, but with what I’ve been through personally, I would urge any member of staff, who is offered the chance to join this scheme, to join.”



The way forward

For 2023 and beyond, we seek to keep progressing our activities for people and culture across the Group. We will launch our diversity and inclusion three-year plan and priorities. Our new People Portal has enabled us to begin monitoring performance towards our targets. A focus for 2023, will be to offer all our colleagues healthy, nutritious and sustainable meals in our onsite bakery restaurants. Whether increasing diversity or protecting the mental well-being of our colleagues, everyone in Samworth Brothers is ready to lead the way forward.





# Caring for communities

Communities are the heartbeat of the UK. For generations we have supported local communities, helping them to be stronger and to thrive.

**Our goal** is to ensure those who are most at need in the communities where we operate are heard and helped.

## Our commitments

- Donate and distribute over 500,000 meals each year

## Our progress



756,000

meals donated and distributed to local communities in 2022\*

1%

of our statutory profits is contributed to charitable causes each year



£260,000

worth of food donated and distributed in 2022

\* Donated and distributed directly, separate and additional to food surplus redistributed through third parties



## Background

Samworth Brothers has a long heritage of community support. Our culture is one that promotes values of family, pride and togetherness. We believe that the most important contribution any company can make is to boost its surrounding communities by being a strong and successful business that provides employment, good quality jobs and support for the local economy.

Food is our business. Family is our passion. And we will always do what we can to help people live better. Each colleague at Samworth Brothers is proud to be a part of our ‘Caring for Communities’ programme – whether volunteering to deliver free meals in school holidays, running 200 miles non-stop to fundraise or simply by getting out to clean local streets of litter. Actions, big or small, make a real difference.





## Our approach

Our approach to being a force for good in our communities is to offer Group-wide support plus focussed local-level actions. Each of our bakeries is empowered to choose how and where they decide the most impact can be delivered. Through our network of Community Champions (locally nominated colleagues responsible for leading community programmes) we ensure the people who are most at need in the communities where we operate are heard and helped.

Three pillars make up our approach to ‘Caring for Communities’:

### 1 Food insecurity

Food insecurity is a challenge for 11 million people in the UK, according to the Food Standards Agency (FSA) which in 2022 claimed 21% of households with children under-16 yrs are food insecure, meaning our youngest are at risk. Our goal is to donate and distribute our unsold and unused food, and educate on how to cook healthy meals affordably.

### 2 Volunteering

We are a Business in the Community (BITC) member and take inspiration from others in the food industry. We have committed to developing a volunteering policy to be launched in early 2023. Our goal is to encourage all colleagues to be active in volunteering in their communities.

### 3 Sports opportunity fund

As a supporter of deserving community sports projects since 2013 we have made over 200 financial awards and commitments totalling over £2 million. Our goal, following the restrictions and effects of Covid, is to ensure a more inclusive, broader community access to funding in the future.

## SAMWORTH FOUNDATION

In addition to our wider community approach, we are also active in the community through the Samworth Foundation. Founded by Sir David and Lady Rosemary Samworth in 1973, the Samworth Foundation is an independent, grant making foundation based in the East Midlands which funds projects throughout the UK and internationally.

***“When Rosemary and I discussed putting 50,000 Pork Farms shares (10% of our holding) into a Charitable Trust in 1973 at a value of approximately £100,000, we never thought that it would grow into the size that it is today.”***

Sir David Samworth,  
CBE, DL, 1935-2022

### Samworth Foundation in numbers 2022



**£2,816,830**

total grant funding

**£73,494**

average grant size

## Our impact

Our impacts in 2022 covered donations, sponsorships and fundraising contributions. Annually, 1% of our statutory profits is contributed to charitable causes. In many cases, our colleagues volunteered at events while food or other assistance was provided.

In support of our local communities, we donated and distributed 756,000 meals, in addition to the 830 tonnes of food surplus we provide to redistribution charities. We track all our efforts through a community tracker that also captures data on our food education and student mentoring.

In 2022, our Sports Opportunity Fund provided more than £115,000 in awards to a range of sports organisations and clubs in our local communities. Examples include the Waterfront Sports and Education Academy in Leicester’s Belgrave area and our multi-year programme with the Barton Athletic Club in Manchester. We also supported a local East Midlands campaign to improve the diversity of football referees in junior and other football.



### Donations and volunteering activities in 2022

With so many Group-led initiatives and projects in 2022 by our bakeries we can only present a brief snapshot of some community highlights in this report.

The war in Ukraine touched many of our colleagues with links in the region. We donated useful essentials, including food and personal care products via the Polish Club in Melton Mowbray to Poland. While here in the UK, we supported local Polish groups and the Ukrainian Centre in Leicester with welcome food boxes for Ukrainian refugees arriving in the Midlands, Cornwall and Manchester. Samworth Brothers Supply Chain (SBSC) also worked with Loughborough College to coordinate the collection of donations and with the cross-industry UK Rail for Ukraine project, which delivered over a million essential items including food, water, hygiene, and medical products to Ukraine.

SBSC also donated another of their ‘retired’ fleet of trucks to the Transaid organisation. The truck, impeccably maintained and fully roadworthy, made its way via Transaid to help driver training in Tanzania, with previous SBSC trucks already in use at the Safe Way Right Way Driving School in Mukono, Uganda, and at the Industrial Training Centre in Lusaka, Zambia.

**£115,000**

awarded to local sports organisations and clubs





Closer to home, here in the UK, our colleagues at Walker & Son donated 20 bags-worth of household essentials which were given to the charity Leicestershire Cares for their annual ‘Bags of Hope’ campaign. These donations were distributed by the charity to elderly people who attend a community group in Braunstone.

During the Platinum Jubilee celebrations in Braunstone, Walker & Son worked with B-inspired, a charity that aims to improve life for those who live in the community, to run an event for elderly people and a second event at the New Parks Adventure Playground in Leicester’s Western Park for children aged 6 to 13.

Elsewhere in the UK, Ginsters helped launch a landmark initiative with Plymouth Argyle football club titled ‘Project 35’ (the 35 representing the percentage of children living in poverty in areas of Plymouth). The partnership sees Ginsters donating its shirt sponsorship to Project 35 for the 22/23 season and pledging to deliver 100,000 free lunches to local children via the Argyle Community Trust.

Staying in the South West, the Cornwall Bakery made the Cornwall Air Ambulance its chosen charity for 2022, raising money for the life-saving missions in the region.

Covid meant many young people missed out on sport and other outdoor activity in 2021 and into 2022. Our Sports Opportunity Fund continued to help local clubs near our bakeries get back on their feet. Since the start of Covid, we have donated more than 35 Bounce Back awards totalling more than £50,000 to clubs in Leicestershire, Cornwall, Manchester, and elsewhere.

Other charities that benefitted from the Group’s support include Park Lodge Project, a charity that provides supported housing for young people, and Woodgate Community Food, a food bank in the heart of Leicester.

Last, but certainly not least, we teamed up with local councils across the country to support them in providing food for children participating in the Holiday Activities and Food Programme.

During the half-term holidays, when the Holiday Activities and Food Programme was not running, we developed solutions to ensure that the children of Leicester who normally have a free school meal would not miss out. We worked with

Company Shop Group to offer ‘Pop-up Pantries’ at multiple sites, including Leicester City FC’s King Power Stadium, Community Shop and the Forest Lodge Academy, with over 100 volunteers from Samworth Brothers. Families could register to collect ‘weekly food shops’ containing staple foods such as fruit, vegetables, milk and bread to ensure their children could have access to healthy breakfasts, lunches and dinners.



### Grocery Aid charity ‘Gold Award’

The food industry charity Grocery Aid presented Samworth Brothers with its prestigious ‘Gold Award’ in recognition of the Group’s incredible support in 2022. The charity provides emotional, practical and financial support for grocery workers including a free 24/7 confidential helpline, practical advice and one-off grants – with 2022 seeing a 47% increase in helpline calls and twice as many grant applications during the year.

#### CASE STUDY

## Fighting food insecurity in the school holidays

One stark reminder in 2022 of food insecurity was the highlighting of ‘holiday hunger’ – where children in families that rely on school meals went hungry during school holiday periods. In Leicestershire alone, almost 30,000 children rely on free school meals during term-time.

In response, Samworth Brothers worked with the government-backed Holiday Activities and Food Programme and local councils to provide healthy holiday lunches full of nutritious food that children like to eat. We created special lunch bags and delivered them so that the local councils were able to put on an activity and food programme for children that otherwise may not have been possible.

For the programme, our colleagues from Fresh Food for Now, Coldcall and Urban Eat made over 3,500 deliveries of lunch bags (including an Urban Eat sandwich, fruit, yoghurt and water) to more than 210 different clubs and community groups providing activities for the children. The meals were government funded, and we donated for free our logistics services and the Fresh Food For Now ordering portal. Later in the year, during the Christmas holidays, we even offered children a hot breakfast and gave out 5,000 Christmas gifts.



250,000

healthy lunches delivered to school children



*“The success of this small step in fighting food insecurity truly reflects Samworth Brothers’ philosophy and the ‘Caring for Communities’ felt by all our colleagues.”*

Adam King,  
Community Director

## The way forward

For 2023, we look to continue encouraging everyone in Samworth Brothers to be a force for good in the community. We will relaunch our Sports Opportunity Fund to be more broadly accessed by the community. Plus, we will relaunch a new volunteering policy and ambitions.





# Creating impact through our actions

Chapters in  
this section:

**32**

Operating  
responsibly

**35**

Sourcing  
responsibly





# Operating responsibly

Globally the world is feeling the heat – literally – of more than a century of industrial advance and human-caused GHG emissions. We have a responsibility to examine our business and our emissions, and to reduce our impact on the planet.

**Our goal** is net zero emissions from our operations by 2035.

## Our commitments

- Net Zero Scope 1 and 2 GHG emissions by 2035
- 50% reduction in absolute Scope 1 and 2 GHG emissions by 2030\*\*

## Our progress\*

**1,087 kWh/t**  
energy intensity\*\*\*

**70,000 tCO<sub>2</sub>e**  
Scope 1 emissions (2022)

**100%**  
electricity from renewables (purchased) since 2018

\* All carbon numbers relate to the Group and align to Streamlined Energy and Carbon Reporting (SECR) with the exception of our brands: Freshways, MOR and the West Cornwall Pasty Co  
\*\* From 2019 base year  
\*\*\* 6% reduction versus 2021  
\*\*\*\* Excludes F-gas



## Background

Since the late nineteenth century, when George Samworth founded our family business, average global temperature has risen by an alarming 1°C\*. Something previous generations could not have foreseen. But a reality our children and their grandchildren need us to act on today.

In 2022, the UK experienced a record climate year for all the wrong reasons. The highest recorded temperature of 40.3°C, the highest recorded gusts of wind reaching 122 mph, the wettest autumn since 2000, and the coldest winter weather since 2010. We even felt the effects first-hand at Samworth Brothers when our bakery machines required a precautionary shut down due to ambient heat exceeding the normal 36°C operating limits of refrigeration here in the UK.

With the food system responsible for nearly a third of all human caused GHG emissions which lead to climate change and extreme weather, we as a food producer have a responsibility to reduce our emissions from operations, production and packaging, and the refrigeration and transport of our products.

\* <https://climate.nasa.gov/vital-signs/global-temperature/>





## Our approach

In 2022, we continued the process of planning our response to climate change, leading to our ambitious net zero commitments.

Our overall approach is being aligned to the Science-Based Targets Initiative (SBTi) with Scope 1 and 2 targets of a 50% reduction by 2030. In the coming year, we will define the milestones, KPIs and associated key actions that will form the basis of our net zero roadmap, which we will communicate to colleagues and stakeholders. Offsets do not feature in our net zero commitments, in accordance with SBTi guidance which only recognises offsets to fund emissions beyond our science-based targets.

### Scope 1 and 2 emissions

Scope 1 emissions account for 5% of our total emissions at 89,518 tCO<sub>2</sub>e based on our 2019 baseline (our Scope 2 emissions are net zero see below).

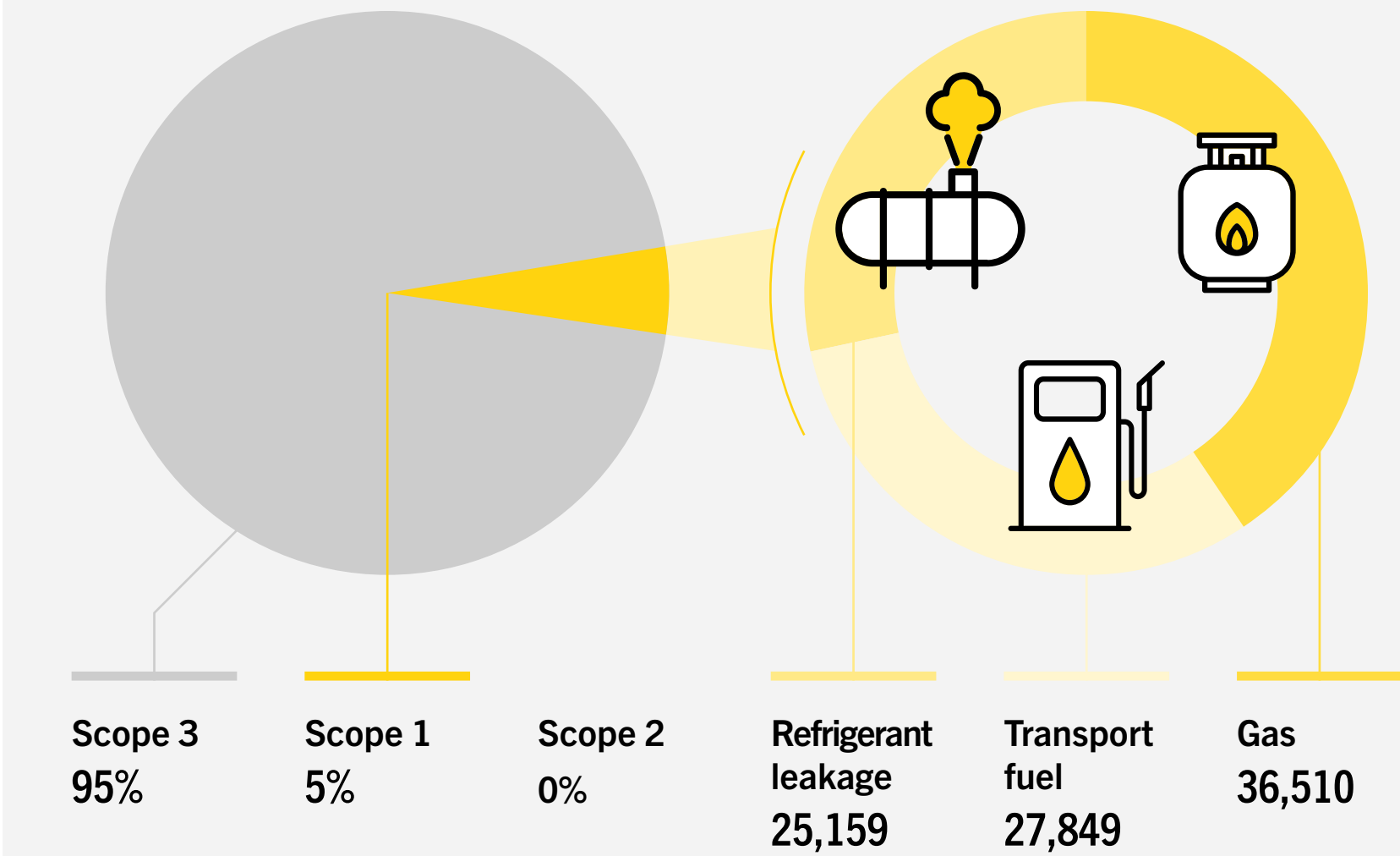
Specifically, we must tackle three major sources of Scope 1 emissions related to our heating, cooling and transportation challenges. We need to find solutions to replace natural gas used for heating with renewable sources such as 100% renewably sourced electricity. Green hydrogen can also support this, when developed and available at scale, and we continue to explore emerging technologies in this area. We also need to switch over from fluorinated gases to natural coolants for refrigeration. And we need to substitute electricity, or other green fuel options, in transportation.

We are researching the best way to decarbonise all of our operations and considering synergies created by the deployment of different technologies in order to make the most positive impact. We are currently developing a decarbonisation roadmap and as part of this performing representative site visits and detailed desk research. This builds on the action plans identified through previous Energy Savings Opportunity Scheme (ESOS) assessments.

For Scope 2, the good news is that since October 2017 we have been purchasing 100% renewable electricity for our operations – meaning our Scope 2 emissions for purchased electricity already align to net zero since our 2019 baseline, as does electricity generated from solar panels installed in parts of our estate. We will continue to purchase 100% renewable electricity.

Scope 1 accounts for 5% of our total emissions at 89,518 tCO<sub>2</sub>e (2019 baseline)

Scope 1 emissions breakdown tCO<sub>2</sub>e (2019 baseline)



## Our impact

In 2022, we partnered with 3Keel, an Oxford-based firm of sustainability advisors specialised in working with food systems, supply chains and landscapes decarbonisation, to deliver our first-ever carbon footprint analysis.

The results from 3Keel have allowed us to establish our net zero commitments and targets. We are now working with Ricardo, a global strategic engineering and environmental consultancy, to develop our decarbonisation roadmap for Scope 1 and 2 emissions reductions.

### Making progress

Our switch in October 2017 to 100% renewable purchased electricity means we avoided 21,679 tCO<sub>2</sub>e in 2022.

We examined how behavioural change in our bakeries could save on energy usage and emissions. This included powering down machinery when not in use over lunchtimes and breaks, energy savings from intelligent lighting versus always-on lighting, and installation of alarms and door curtains to deep chill and freezers.

External verification is important to Samworth Brothers and as such we began in 2022 the process of aligning our net zero ambitions to the SBTi (including restrictions on offsetting usage) with the intention to submit in early 2023.

As part of these targets, we continued in 2022 our replacement strategy of fluorinated gases (F-gases) with cleaner alternatives. F-gases currently contribute to around one-third of all our Scope 1 emissions.

21,679  
tCO<sub>2</sub>e

savings per year from purchasing 100% renewable electricity





Transportation

Samworth Brothers Supply Chain (SBSC) is the fourth-largest chilled distribution provider in the UK, contributing one-third of our total Scope 1 emissions. Progress on reductions in 2022 was driven by piloting more emissions-friendly modes of transport. This included continuing our focus on improving miles per gallon across our fleet and purchasing six new liquified natural gas trucks (each one representing an approximate 20% emissions savings over a diesel-powered equivalent truck). We are in discussion to continue to run driver education on fuel-efficient driving techniques and seeking to ensure our current refrigeration fleet remains as insulated and energy efficient as possible.



Ongoing during 2022 was an upskilling programme to educate our colleagues on the new metrics and data requirements in line with our net zero commitment. A key part of this was to shift in focus from achieving efficiencies to reaching the absolute targets we need to deliver on our plan.

Although not in scope for our overall emissions, we continued to promote our sustainable travel plan to our colleagues. This plan encourages our colleagues to commute responsibly by car sharing, and features subsidised public transport and cycle-to-work initiatives – further reducing our emissions for a healthier planet.

CASE STUDY

Rail and road for the journey with less impact

At our Samworth Brothers Supply Chain Oak Meadow site, we trialled switching from road to rail transport to compare CO<sub>2</sub> equivalent savings. Fundamentally, any change needs to seamlessly replace previous delivery methods, meaning on time arrival and the protection of product quality to the same high standards.

We investigated refrigerated rail transport and identified that it is possible to deliver to Tesco Livingston through multimodal operator Russell Logistics, so we embarked on a trial where we switched one trailer load to rail per day.

The collection of a refrigerated container, known as a ‘reefer’ box, happened each afternoon by Russell Logistics which transported the reefer to Daventry International Rail Freight Terminal (DIRFT) by road. The reefer was then lifted and transferred onto a multimodal train car and delivered directly north to the Russell Logistics facility in Grangemouth, Scotland. On arrival the reefer was then placed again onto a road transport trailer for final delivery to Tesco Livingston.

Despite the challenging time period of the trial (e.g., rail strikes and torrential rain that washed out the tracks) the outcome was a success. We calculated an overall CO<sub>2</sub> equivalent savings (taking into account the frequency of deliveries compared to road only) at 97 tonnes per year. We are now looking at where we could introduce rail freight where it would bring further benefits.

*“Logistics is a big part of the Samworth Brothers, we have to get our food to our customers’ shelves, and fast. Finding alternatives to diesel-fuelled road transport is essential to reducing our carbon emissions. Rail freight has huge potential, each freight train can remove as many as 76 lorries from the road. If scaled, this change could help us to make a substantial positive impact.”*

Paul Marrow,  
Operations Director

97 tonnes

of CO<sub>2</sub> equivalent savings per year



The way forward

As mentioned, our net zero roadmap for Scope 1 and 2 is in development with support from Ricardo. SBTi approval is also expected in 2023. We will communicate our roadmap and more information about our targets in the latter half of 2023. Investment will continue within SBSC, focussing on bringing electric trucks into the fleet and assessing the use of hydrogenated vegetable oils in trailer applications.





# Sourcing responsibly

Our suppliers impact many aspects of our responsible business performance – from emissions reductions to zero deforestation, human rights monitoring, fair pay, traceability, quality, and legislative compliance.

**Our goal** is net zero supply chain emissions by 2040 and complete Responsible Sourcing Charter adherence.

## Our commitments

- Net zero GHG emissions in our supply chain (Scope 3) by 2040
- 100% RSPO sourced certified palm oil by 2025 (segregated)
- Zero deforestation and peatland conversion in soy supply chain by 2025
- Develop our responsible sourcing supplier engagement programme through pilots with our key suppliers in 2023

## Our progress

91%

of suppliers have been risk assessed\*

54%

of our fish and seafood is sourced from MSC/ASC certified fisheries

98%

RSPO certified palm oil (segregated)\*\*

\* Direct agents, food and packaging suppliers linked on Sedex.  
\*\* Includes all operations except Higgidy and West Cornwall Pasty Co



## Background

Supply chains are complex even for a UK-based food business like Samworth Brothers. We source from suppliers around the world with some ingredients coming from as far away as South-East Asia and South America.

Expectations to monitor supply chains for environmental and social impacts have only increased in recent years. Transparency, along with standards and certifications, are critical to managing all risks in global supply chains, as is the effort required to enforce them. Understanding and monitoring the many tiers of suppliers involved is a challenge for any business.

At the same time, there is a growing responsibility within the food industry to ensure supply chains contribute to overall net zero targets, enhance human rights and worker livelihoods, address deforestation and adverse environmental impacts from materials such as palm oil, soy, and seafood, and commit to animal welfare.

Samworth Brothers, as with other food companies, invests significant resources into sourcing responsibly and we are committed to reducing environmental impacts, while enhancing the lives of workers in our supply chains.





## Our approach

Our approach is centred around our Responsible Sourcing Charter, which is focused on three main pillars of action:

- 1 **Treating people fairly**
- 2 **Sourcing with care for the planet**
- 3 **Protecting animal welfare**

All existing and new Samworth Brothers suppliers are asked to comply with our charter.

### 1 Treating people fairly

We are members of the Supplier Ethical Data Exchange (Sedex) and have invested in AB membership for many years, which enables us to view suppliers’ ethical trade data. As a condition of supply, tier one suppliers and prioritised tier two suppliers are required to join Sedex as B members, where they complete a self-assessment questionnaire and link to Samworth Brothers to share this information.

We require our suppliers to comply with the Ethical Trading Initiative’s (ETI) internationally recognised ‘Base Code’ of labour standards. The ETI Base Code is founded on the conventions of the International Labour Organisation (ILO) and it is viewed as a global reference standard that is widely used across

the food and grocery industry as a benchmark against which to conduct social audits and develop ethical trade action plans.

Our supply chain is global, and we continually aim to strengthen our approach to anti-slavery due diligence. We have long-standing relationships with many suppliers both in the UK and overseas.

We aim to work with suppliers that share our values, however, we recognise that modern slavery is predominantly a hidden crime, and we have a role to play in uncovering and eradicating it in our supply chain.

We adopt an industry best practice due diligence methodology. Modern slavery and human rights violations are global issues that we cannot tackle in isolation. Which is why we work closely with our suppliers, customers, and peers to identify issues.

We were founding members of the Food Network for Ethical Trade (FNET), and founding supporters of the Modern Slavery Intelligence Network (MSIN), a pioneering non-profit collaboration in the UK food and agriculture sector.

[View our Modern Slavery Statement.](#)

## TARGET AREAS FOR OUR SCOPE 3 EMISSIONS REDUCTIONS

### Agricultural decarbonisation

Animal agriculture is the largest greenhouse gas emitter in the food system. With this in mind we will focus our emissions reductions efforts on our red meat, dairy and poultry supply chains, as these are where Samworth Brothers can make the greatest impact.

### Deforestation and conversion free

Deforestation and land use change from agricultural expansion accounts for about 23% of the world’s greenhouse gas emissions. We want to eliminate deforestation and land use change, with a focus on protein suppliers with soy in animal feed.

### Supplier engagement

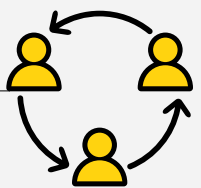
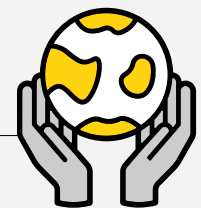
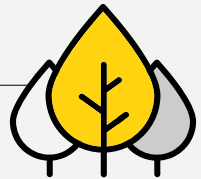
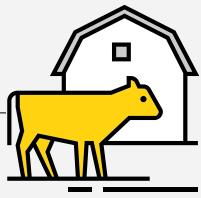
Engaging suppliers on targets associated with both agricultural decarbonisation, and deforestation and conversion free (two target areas above), is an essential part of delivering on our net zero commitment.

### Sustainable consumption

We offer our consumers an ever-increasing range of lower impact foods, ranging from blended protein to entirely plant-based protein options, so that they can make food choices based on multiple factors, including environmental benefits.

### Industry collaboration

We actively participate in industry programmes such as Mondra (on product carbon footprinting) and the IGD Environmental Labelling project. Collaboration enables Samworth Brothers to maximise our contribution to climate change mitigation and essential associated food system changes.



## ZERO

deforestation and peatland conversions in soy supply chain by 2025



### 2 Sourcing with care for the planet

Gaining more visibility of our Scope 3 emissions is a priority for Samworth Brothers as supply chain emissions account for 95% of our total emissions footprint. We worked with 3Keel to calculate our carbon footprint for our baseline year of 2019. This in-depth analysis provided the first steps in determining our roadmap to reaching net zero Scope 3 emissions by 2040, and to reducing our Scope 3 emissions intensity by 58% by 2030 (versus 2019 baseline). All aligned to the 1.5°C Paris Agreement and pending SBTi approval. Regenerative agriculture will play a significant role, and we will work to establish plans and targets for supplier commitments to regenerative agriculture by the end of 2023.

In 2022, we joined an industry leading phase one pilot of product level carbon foot printing with Mondra – a data-driven insights platform which may enable product level visibility at Samworth Brothers for the first time. This work continues in 2023 with a larger scale phase two pilot involving major UK retailers and their suppliers. Samworth

Brothers is a leading member of this phase two pilot.

We align to the Roundtable on Sustainable Palm Oil (RSPO) for our palm oil supply chain. Suppliers need to meet RSPO segregated criteria, which means RSPO certified sustainable palm oil from different certified sources is kept separate from other palm oil throughout the supply chain.

In our soy supply chain, we are signatories to the UK Soy Manifesto and members of the Soy Transparency Coalition. We ask suppliers to match our commitment to zero deforestation and land-use conversion by 2025, and to create an action plan and comply with the UK Soy Manifesto.

The Marine Stewardship Council (MSC) and Aquaculture Stewardship Council (ASC) are the two certifications we use for our seafood supply chain – however not all our seafood is MSC/ASC certified.

Additionally in our supply chain, specific to our UK customers, for packaging we require a number of key criteria in line with our responsible business ambitions.







**3 Protecting animal welfare**

Animal welfare is an important pillar of our responsible sourcing approach. Seafood, poultry ([view our statement on moving to 100% cage-free eggs by the end of 2025 for our own brands](#)) and beef are some of the key supplier engagement areas that ensure the highest standards of animal stewardship to protect the health and well-being of animals in our supply chain.

The fundamentals of our animal welfare objectives are based on the ‘Five Freedoms’ as outlined by Farm Animal Welfare Committee (FAWC):

- **Freedom from hunger and thirst:** by ready access to fresh water and a diet to maintain full health and vigour
- **Freedom from discomfort:** by providing an appropriate environment including shelter and a comfortable resting area
- **Freedom from pain, injury or disease:** by prevention or rapid diagnosis and treatment
- **Freedom to express normal behaviour:** by providing sufficient space, proper facilities and company of the animal’s own kind
- **Freedom from fear and distress:** by ensuring conditions and treatment which avoid mental suffering

The above are embedded in the welfare standards applicable to our sourcing.

**CASE STUDY**

# Our commitment to deforestation-free soy

In 2022, Samworth Brothers joined forces with nearly 40 leading UK food companies and soy supply companies in support of an ambitious commitment, known as the UK Soy Manifesto, which aims to move all of the UK’s soy imports to being free from deforestation and land-use conversion.

The UK Soy Manifesto aims to ensure UK companies producing and selling meat and dairy products and who use soy in animal feed have a practical mechanism to specify that they require deforestation and conversion free soy, with robust checks and controls to assure standards are met.

Transformation on this scale cannot be achieved by companies working within their individual supply chains alone. Samworth Brothers, and all businesses along the supply chain, from soy producers to retailers and brands, are taking responsibility and acting together.

*“This set of actions enables Samworth Brothers to turn our ambitious climate commitments on deforestation and conversion into practical actions. Supporting a collaborative programme, uniting the ambitions and reach of all the major supply chain actors, is the only effective way to make progress with climate commitments such as deforestation and conversion free supply chains.”*

Naomi Kirkwood,  
Group Responsible Sourcing Manager,  
Samworth Brothers



# Our impact

Core to our impact in 2022 was the development and initial implementation of our Responsible Sourcing Charter. We shared a draft internally for consultation and agreed to plan for supplier communication and engagement trials to start in early 2023.

As part of the broader responsible sourcing strategy development in 2022, we ran several workshops on responsible sourcing including human rights and the application of sustainable design principles. One key output has been insights relating to how we can develop sourcing guidelines for new product development. This is highly relevant to our whole business, given the high level of new and revised products within our portfolio across a given year.

As part of our supplier engagement on these topics and as referenced in our charter, we are further developing our Responsible Sourcing Programme. This will lead to greater dialogue with our suppliers on their human rights due diligence approach and environmental performance.

Our work with Sedex continued to develop through 2022. Our Responsible Sourcing Charter includes our minimum requirements for Sedex registration and linking. To date, 91% of suppliers have been risk assessed covering social and environmental risk factors.

Ingredient-wise, we continued to build on our palm oil and soy progress in 2022, specifically by becoming a signatory of the UK Soy Manifesto.

For palm oil, we have worked over the last few years to increase the percentage of segregated. The majority of palm oil used is in our Savoury Pastry category, which has been segregated for some time. However, in recent years we have worked with our suppliers to move from mass

balance to segregated where it is used as a sub-component for ingredients such as bread. We can report 98% RSPO certified palm oil (segregated).

Since 2019, we have been working with our supplier partners on our commitment to move to 100% cage-free eggs by the end of 2025 for brands of Samworth Brothers, including all shell eggs and egg products (e.g., liquid egg) directly sourced as an ingredient by Samworth Brothers.

For marine sustainability and seafood, 54% of our fish and seafood is sourced from MSC/ASC certified fisheries.

On Scope 3 emissions, we have started the process of drafting our net zero roadmap. Based on our carbon footprint analysis from 3Keel, we gained insight into the largest ingredient contributors (i.e., meat, eggs, dairy, seasonings, breads) and which of our suppliers create the most impact overall in terms of carbon emissions.

# The way forward

Looking ahead, we plan to roll out in 2023 our new Responsible Sourcing Programme, including targets and KPIs specifically on soy and human rights due diligence. Scope 3 emissions reduction is a major focus for 2023, when we hope to better understand the emissions reduction plans from our highest emitting suppliers and how we can collaboratively achieve them. We also hope to receive approval for our net zero targets and roadmaps from the SBTi in 2023.





# Appendix

## Material topics definitions

The following table provides definitions for the eleven topics that have been identified as most material to Samworth Brothers.

[View our materiality matrix here](#)

TOPIC	DESCRIPTION
Taking action on climate and reducing our impact	Cutting carbon emissions through our entire supply chain and implementing Science Based Targets to ensure we contribute to the delivery of net zero emissions.
Ensuring product quality	Ensuring our products are always produced to the appropriate quality standards and safe for our consumers.
Reducing food waste	Reducing total food waste, redistributing surplus to those in need and prioritising reuse and recycling.
Supporting our colleagues	Being a great place to work by embracing diversity, treating people fairly, ensuring our colleagues wellbeing and safety and fostering a culture of personal growth and development.
Supporting healthy and sustainable diets	Developing products with health and sustainability in mind, promoting balanced diets and providing access to nutritious food for those in need.
Responsible and sustainable sourcing	Ensuring we know where our raw ingredients and other products come from and working with the supply chain to reduce the environmental impacts of producing them.
Protecting natural resources and biodiversity	Reducing the negative impacts on nature such as deforestation, biodiversity loss and minimising the pressures our activities place on natural resources (i.e. water, soil, air).
Animal welfare	Working with meat, eggs and dairy suppliers that uphold the highest animal welfare standards.
Treating our supply chain fairly and respecting human rights	Working with our supply chain to uphold and respect the rights of those who produce our raw materials, and their communities.
Sustainable packaging	Working with customers and the industry to develop better, more climate friendly packaging. This means innovating to use less plastic, using more recycled content in the packaging we develop and enabling easier recycling of our packaging.
Supporting our communities	Investing in the communities in which we operate through employment, charity and volunteer work and being an active and responsible neighbour.



# 2022 Performance overview

In this, our first Responsible Business report, we share both performance highlights and our commitments for the future. This is the first year we have gathered and reported on many of our key performance indicators, and we will continue improving our data gathering, analysis and reporting processes in the coming years. All our key performance data represents the majority of the Samworth Brothers Group operations, however for the 2022 data set it has not always been possible to include all our brand operations. Where this is the case, exact inclusions are noted in additional information below, and in the footnotes throughout the report.

KEY PERFORMANCE INDICATOR	2022	ADDITIONAL INFORMATION
<b>Pillar: Impact through our food</b>		
<b>Chapter: Health and nutrition</b>		
Average nutrient profile of portfolio (Nutrient Profile Model (NPM) score)	5.5	
Good for you products that score 3 or less on the Nutrient Profile Model (NPM) and as such are considered to be nutritionally well-balanced	54%	
Better for you products that score between 4 and 10 on the NPM	12%	
Treat for you products that score 11 or more on the NPM	33%	
Average calories per 100g across all Samworth Brothers products	250 calories	
Average calories per 100g across Food to Go category	220 calories	
Average calories per 100g across products classed as protein	237 calories	Protein is our Sausage and Deli and Plant-Based categories combined
Average calories per 100g across Savoury Pastry category	317 calories	
Average calories per 100g across Meals category	121 calories	

Continues next page





KEY PERFORMANCE INDICATOR	2022	ADDITIONAL INFORMATION
<h2>Pillar: Impact through our food</h2>		
<h3>Chapter: Health and nutrition</h3>		
Company offers plant-based alternatives	Yes	<a href="#">See page 14</a>
Company offers free-from alternative products	Yes	Options are availalbe in our Soreen and Higgidy ranges
Products that are organic	0	None of our products are certified organic
Company owns a Soil Association Organic Certification brand	No	None of our products are certified organic
Company publishes a Responsible Marketing Policy	Published in 2023	See our <a href="#">Responsible Marketing Policy</a>
<h3>Chapter: Reducing Food waste</h3>		
		Food waste data relates to Samworth Brothers UK primary production sites excluding: Higgidy, Fresh Food For Now, Dickinson & Morris, MOR, Freshways, West Cornwall Pasty Company
Food waste to landfill	0%	We have sent zero food waste to landfill since 2015
Total food waste as a percentage of total food produced (total food waste intensity)	9.8%	Versus 9.6% in 2021, and 8.9% in 2020. Target: 8.7% by 2025
Edible food waste as a percentage of total food produced (edible food waste intensity)	7.7%	Versus 7.4% in 2021,and 7.0% in 2020. Target: 6.6% by 2025
Food loss as a percentage of total food production		We measure food waste rather than food loss - see above
Food surplus provided to redistribution charities	830 tonnes	See Communities chapter key performance indicators for food donated and distributed directly to local communities (non-surplus) as these are calculated separately
Food surplus provided to redistribution charities	1.85 million meals	Based on the tonnes converted into equivalent meals where assumption that an average meal is 420g
Edible food waste redistribution	22%	Versus 20% in 2021, and 15% in 2020
<h3>Chapter: Packaging our food</h3>		
Packaging used is recyclable	63%	Based on volume (units) of packaging purchased. Target: 100% recyclable packaging by 2025
Recycled content in packaging	5%	Based on volume (units) of packaging purchased



KEY PERFORMANCE INDICATOR	2022	ADDITIONAL INFORMATION
---------------------------	------	------------------------

## Pillar: Impact for people and society

### Chapter: Our people

Number of apprenticeship intakes	92	Target:150 apprentice intakes in 2026
Number of workforce that are graduates or apprentices	98	Graduates being employees on the Samworth Brothers Graduate Training Scheme
Well-being score in colleague survey	78%	Target: 80% well-being score in our colleague survey by 2024 (Well-being score based on job role, fulfilment and support questions combined)
Senior management who are female	41%	
Employees who are female	36%	
Company is a living wage provider accredited organisation	No	Samworth Brothers pays all employees a living wage, as yet, without accreditation
Lost Time Injury Frequency Rate (LTIFR)	779	Data for 3 day injuries per 100,000 workers
Total number of fatalities	0	
Employee representative on Board	No	There are currently no employee representatives on the Board

### Chapter: Caring for communities

Meals donated and distributed to local communities in 2022	756,000 meals	Donated and distributed directly, separate and additional to food surplus redistributed through third parties. Target: Donate and distribute 500,000 meals each year
Food donations (tonnage)	3,170 tonnes	As above - direct donation and distribution to local communities
Value of food donated and distributed in 2022	£260,000	As above - direct donation and distribution to local communities



KEY PERFORMANCE INDICATOR	2022	ADDITIONAL INFORMATION
---------------------------	------	------------------------

## Pillar: Impact through our actions

Chapter: Operating Responsibly		All carbon emissions data relates to the whole Samworth Brothers Group, excluding: MOR, Freshways and West Cornwall Pasty Company
Scope 1 emissions	70,000 tonnes CO <sub>2</sub> e	Target: Net zero by 2035 Milestone target is 50% reduction in absolute Scope 1 and 2 greenhouse gas emissions by 2030. Scope 1 emissions for 2021 were 67,373 CO <sub>2</sub> e
Scope 2 emissions	0 tonnes CO <sub>2</sub> e	Target: Net zero by 2035, baseline 2019
Scope 3 emissions score	No	For 2022, we have identified our 2019 Scope 3 baseline. Target net zero by 2040
Energy intensity	1087 kWh/t	Versus 1159 kWh/t in 2021
Total energy consumption (electricity and gas)	325.5 million kWh	
Energy from renewables	34.5%	
Renewable electricity (from onsite generation)	0.13%	
Electricity from renewables (purchased)	100%	100% of electricity from renewables (purchased) since 2018
Total water consumption	1,234,304 m <sup>3</sup>	



KEY PERFORMANCE INDICATOR	2022	ADDITIONAL INFORMATION
---------------------------	------	------------------------

## Pillar: Impact through our actions

### Chapter: Sourcing responsibly

Suppliers that have been risk assessed	91%	Based on SEDEX assessed suppliers
Company publishes list of suppliers	Yes	Samworth Brothers Ingredient Suppliers
RSPO certified palm oil	98%	
MSC/ASC certified fish and seafood	54%	
Certified sustainable soy		Samworth Brothers is a signatory of the UK Soy Manifesto
Animals free from routine mutilations		In line with Animal Welfare standards - 5 Freedoms are covered in <a href="#">our Animal Welfare Policy</a>

## Other

### Business for impact

Operating profit margin		<a href="#">See the Samworth Brothers Annual Report 2021, 2022</a> results will be published in October 2023
Revenue		As above
Revenue growth year-on-year (average of the last three years)		As above
Revenue growth year-on-year		As above
Net asset position		As above



KEY PERFORMANCE INDICATOR	ADDITIONAL INFORMATION
<b>2022 Commitments, policies and memberships overview</b>	
Presence of Corrective Action Policy in Instances of Forced Labour, Modern Slavery or Human Trafficking with Company Supply Chain	<a href="#">See page 25</a> and <a href="#">36</a> , and see <a href="#">our Modern Slavery Policy</a>
Cool Farm Alliance Member	We work with Mondra to measure the potential for agriculture supply chains to mitigate greenhouse gas emissions. <a href="#">See page 36</a>
Company Owns a Certified B Corp Brand	<a href="#">See page 8</a>
Company Sources from Red-Tractor Approved Farms	Yes, this is a requirement of all our major retail customers
UK Soy Manifesto member	<a href="#">See page 36</a>
Consumer Goods Forum member	<a href="#">See page 14</a>
Sedex member	<a href="#">See page 38</a>
Food Industry Initiative on Antimicrobials (FIIA) member	Yes
Company Follows the Five Freedoms	<a href="#">See page 37</a> and see <a href="#">our Animal Welfare Policy</a>
Food Waste Target Ambition	<a href="#">See page 3</a>
Net Zero Target Ambition	<a href="#">See page 3</a>
Plastic Target Ambition	<a href="#">See page 20</a>
Emissions Target Ambition	<a href="#">See page 32</a>
Interim Targets	Yes, for Scope 1 and 2 emissions targets, <a href="#">see pages 32</a> and <a href="#">33</a>
Company Reports Progress Against Targets	See complete report
Company has a target related to regenerative farming	This is an important part of our work to identify our Scope 3 emissions targets. <a href="#">See page 36</a>





# Samworth Brothers

QUALITY FOODS

## Contact us

If you would like to know more about the Samworth Brothers Responsible Business Report or to provide feedback on any of the topics covered, please do not hesitate to get in touch with us.

**Samworth Brothers**  
Chetwode House, 1 Samworth Way,  
Leicester Road, Melton Mowbray,  
Leicestershire, LE13 1GA

Our online contact form can be found on our website:

[www.samworthbrothers.co.uk](http://www.samworthbrothers.co.uk)

For media enquires, please contact:

[mediaenquiries@samworthbrothers.co.uk](mailto:mediaenquiries@samworthbrothers.co.uk)

Strategic support and creative realisation, including copy writing, design and production by:  
**Group Charlescannon**, Geneva, Switzerland

[www.charlescannon.com](http://www.charlescannon.com)

