

ESG GRI Addendum

About this report

This report summarises Upfield's approach and performance on a range of material Environmental, Social and Governance (ESG) topics as identified in our [materiality assessment](#), published in 2020, for the reporting period 1 January 2022 to 31 December 2022. These topics have been mapped against what is expected to align with the Global Reporting Initiative (GRI). Each disclosure is scored against the following criteria:

- **Fully disclosed:**

Upfield data or information complies fully with the required GRI disclosure.

- **Partially disclosed:**

Upfield can provide data or information on some parts of the GRI disclosure.

- **Not disclosed:**

Upfield is not disclosing on the GRI disclosure.

We have also reported on relevant disclosures from the SASB (Sustainability Accounting Standards Board) Processed Foods Standard, against the 14 Principal Adverse Impact Indicators under Sustainable Finance Disclosure Regulation (SFRD) and mapped disclosure to both the UN Principles for Responsible Investment (UN PRI) and the European Sustainable Reporting Standard.



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General disclosure

The organisation and its reporting practices

Through 2022, we have focused on establishing the foundations for effective integration and performance across our ESG commitments and targets, showing how we are putting our Purpose into action.

This report covers progress made on our 4 main pillars – Plant-based, Healthier lives, Happier people and Better planet.

For this section, General Disclosures, we have added relevant information concerning our general ESG disclosures, strategy, policies and practices. More in-depth detail on these matters and how we are aligned with the United Nations Sustainable Development Goals (UN SDGs) can be found in our Financial & ESG Summary 2022.

● 2-1 Organisational details

Headquartered in Amsterdam, we employ over 4,800 Upfielders¹, with 14 manufacturing facilities, and sell in over 90 countries worldwide.

The ultimate controlling party of Upfield Group B.V. is KKR. Accordingly, the ultimate parent is also required to prepare consolidated financial statements.

● 2-2 Entities included in the organisation's sustainability reporting

Upfield's reported entities are based on the internal reporting structure and financial information provided to the Directors. Revenue breakdowns include Europe, North America, LATAM, and AMEA. Refer to the Directors' Report for more information.

Reporting covers directly owned Upfield operations and Third Party Manufactured (3PM) products where stated. Arivia, the plant-based cheese producer which Upfield acquired in 2020, is included in third-party data unless otherwise stated. We began bringing additional new sites into Upfield's control at the end of 2022 which we will report on in 2023, as a result this report covers 13 of Upfield's 14 factories with the product manufactured at the additional site included in third-party manufactured data.

● 2-3 Reporting period, frequency and contact point

The report covers Upfield operations for the 2022 calendar year and was published in May 2023. Upfield publishes information on ESG annually. Contact us through the contact form on our website:

<https://upfield.com/contact/>



● 2-4 Restatements of information

Some 2020 and 2021 ESG data has been restated, where this occurs a footnote has been included explaining the restatement.

We work to continually improve the accuracy and completeness of our approach to ESG reporting and in particular to Greenhouse Gas (GHG) emission measurement and reporting. Reflecting this we have added additional, relatively minor, GHG categories to our inventory in 2022. All restatements have been made in response to this, and to provide like-for-like comparisons across reporting periods.

Restatements of data include:

- Scope 1 GHG emissions for 2020 and 2021 were restated to include release of carbon dioxide used in our manufacturing processes and refrigerants used in our factories (2020: 29% increase and 2021: 31% increase in total)
- Scope 3 GHG emissions were restated for 2020 and 2021. In 2022, we expanded the scope of our footprint to include emissions associated with the manufacture of our packaging and well-to-tank emission associated with logistics, and we have estimated these emissions for previous periods to provide like-for-like comparisons (2020: 5% and 2021: 6% increases in total)
- Scope 1 & 2 carbon intensity metrics for 2020 and 2021 were restated to reflect the improvements in reporting detailed above (2020: 10% increase, 2021: 11% increase)
- Scope 3 intensity restated to reflect the above improvements in reporting and include third-party manufactured product in the intensity factor (2020: 7% decrease, 2021: 6% decrease)
- Methane emissions for 2020 and 2021 were restated to reflect the above improvements (2020: 2% increase, 2021: 7% increase)

Additionally to better reflect the ambition and implementation roadmaps of our ESG strategy, in 2022, we have revised several of our goals and commitments.

All our commitments have a 2030 target date unless otherwise stated. We are reporting progress on the revised commitments in this 2022 report, unless the commitment requires new data collection. If this is the case, our progress will be reported in next year's report. For further details on specific goals and commitments, please refer to Appendix A.

As our thinking, industry and technology standards evolve, we may refine and, if needed, update our targets to best reflect our intentions and ambition.

● 2-5 External assurance

Upfield has achieved limited assurance of six key ESG metrics:

- GHG emissions: Scope 1, Scope 2 location and market-based
- GHG emissions: Scope 3 emissions
- Plant-based: % plant-based ingredient in our products
- Plastics: % plastic as a proportion of total packaging
- Plastics: % recyclable, reusable or compostable as a proportion of total packaging
- Diversity: % male/female in Upfield and % male/female in Management level position

The assurance statement is available on our [ESG Centre](#).



Activities and workers

● 2-6 Activities, value chain and other business relationships

We are a global leader in plant-based food, with four core categories of Butters and Spreads, Creams, Liquids and Cheeses. Our business is at the forefront of plant-based nutrition, with an expansive geographic footprint. We're still growing. History doesn't hold us back, in fact it's what makes us so unique. We have the knowledge and expertise of an established business, combined with the agility, pace and creativity of a start-up.

Headquartered in Amsterdam, we employ over 4,800 Upfielders¹, control 14 owned manufacturing facilities², and operate in over 90 countries worldwide. We are new but our brands are not as we can trace our heritage back to 1871. We have household brands including Flora, Becel/ProActiv, Rama + local jewels, Country Crock, Blue Band, Violife; and value brands (e.g. Delma, Imperial), iconic and loved by generations.

During 2022, we saw changes in our controlled manufacturing facilities with two sites closing and others opening. We began bringing additional new sites into Upfield control at the end of 2022 which we will report on in 2023.

Together, we are committed to creating delicious, natural, and nutritious foods that people want to eat and chefs want to cook with – making plant-based and vegan foods accessible to everyone. Our team of world-class product developers consistently deliver industry-leading innovations, pushing the boundaries of functionality and catering to consumers who want to embrace sustainable food choices.

Our primary raw materials used in the production of our products are commodities, comprising oils such as rapeseed, soybean, coconut, palm and sunflower, and smaller quantities of other ingredients. Our packaging comprises paper, plastic and small quantities of metals and glass.

● 2-7 Employees

In total, we have more than 4,800 Upfielders¹ in 40 countries. We are all driven by delivering purposeful performance. Upfielders are energised and live our three values of Performance, Passion and Care every day. With a rapidly growing and evolving company, the numbers provided below cover the established Upfield operations and exclude Arivia.



Employment contract	Dec-20	Dec-21	Dec-22
Interns and Apprentices	40	33	34
Permanent	3,892	3,836	3,683
Temporary/Fixed Term	320	255	205
Total	4,252	4,124	3,922
Gender			
Female	1,461	1,415	1,350
Male	2,791	2,703	2,549
Not disclosed**	0	6	23
Total	4,252	4,124	3,922
Region			
Asia, Middle East and Africa	943	912	864
Europe	2,454	2,298*	2,112
Latin America	271	256	324
North America	584	658	622
Total	4,252	4,124	3,922
Employment type			
Full-Time	4,148	4,011	3,819
Part-Time	104	113	103
Total	4,252	4,124	3,922

* Includes Russia in 2021, we have since withdrawn from operating in the Russian market.

** These individuals have chosen to not disclose their gender to the company.

Numbers based on headcount at 31st December 2022.

● 2-8 Workers who are not employees

Contingent Headcount*:

Region	Dec-20	Dec-21	Dec-22
Asia, Middle East and Africa	95	54	41
Europe	258	99	78
Latin America	18	4	5
North America	64	26	8
Grand Total	435	183	132

*Contingent workers are hired for a fixed period, often on a project basis – for example freelancers, consultants and independent contractors, and other outsourced, non-permanent workers. Contingent headcount covers our offices and excludes the majority of contingent workers in our factories.



Governance

● 2-9 Governance structure and composition

Upfield Group B.V., the strategic management company of Upfield, has a Board of Directors of nine members of whom three are female.

The Board manages the business mainly through a set of financial and non-financial key performance indicators (KPIs). Non-financial KPIs related to safety, service levels, operational efficiency, health and environmental matters and are managed at the manufacturing sites.

The Board delegates the day-to-day management of the business, including ESG matters, to Upfield's Executive Committee. The Chief Operations Officer (COO), an Executive Committee member, has responsibility for the ESG strategy and its delivery.

The COO chairs the cross-functional ESG Leadership Team, responsible for implementation, monitoring progress against the ESG strategy, targets and the management of material ESG risks and opportunities, supported by a central team of ESG experts.

The ESG Leadership Team has representatives from all key areas of the business, including finance, people and organisation, operations and procurement, product development, legal and corporate affairs.

The Executive Committee consists of eight established leaders (two female) with proven track records from the food, consumer, and health industries. Together they bring a wealth of complementary experience, knowledge, and skills to build on Upfield's strong legacy, and successfully lead the company into a new era focused on "A Better Plant-Based Future." Further details can be found on our [website](#).

Our Executive Committee is supported by an Audit Committee, an Enterprise Risk Management Committee, an Internal Audit Division and a Compliance Office.

○ 2-10 Nomination and selection of the highest governance body

Not disclosed.

● 2-11 Chair of the highest governance body

Upfield's Chief Executive Officer is David Haines and the Board Chair is Timothy Franks.

● 2-12 Role of the highest governance body in overseeing the management of impacts

Upfield Group B.V. is accountable for the management of impacts as well as setting the purpose, values, and strategy for the company. This is implemented throughout the organisation by Upfield's Executive Committee, who are responsible for the day-to-day management of the company.

● 2-13 Delegation of responsibility for managing impacts

The Board delegates the day-to-day management of the business, including ESG matters, to Upfield's Executive Committee. The Chief Operations Officer (COO), an Executive Committee member, has responsibility for the ESG strategy and its delivery. The COO chairs the cross-functional ESG Leadership Team, responsible for implementation, monitoring progress against the ESG strategy, targets and the management of material ESG risks and opportunities, supported by a central team of ESG experts.

The ESG Leadership Team has representatives from all key areas of the business, including finance, people and organisation, operations and procurement, product development, legal and corporate affairs. Key topics are presented at the Executive Committee as deemed appropriate and reported to the Board periodically.



Over the course of 2022, there were five Board meetings and ESG topics were an agenda item for the majority.

● **2-14 Role of the highest governance body in sustainability reporting**

The Upfield ESG Leadership team reviews the ESG report and associated disclosures. The Executive Committee and Board agree the report prior to publication.

○ **2-15 Conflicts of interest**

Not disclosed.

● **2-16 Communication of critical concerns**

Our Crisis Management Plan and Toolkit help the company manage critical concerns. This toolkit details the processes to define and address crisis no matter the source, including their escalation within the organisation and to the Board. For more details on critical concerns please refer to the Directors' Report.

○ **2-17 Collective knowledge of the highest governance body**

Not disclosed.

○ **2-18 Evaluation of the performance of the highest governance body**

Not disclosed.

● **2-19 Remuneration policies**

Our reward and benefit philosophy is focused on driving outstanding performance and we pride ourselves on rewarding our people when we deliver what we set out to achieve. This provides opportunities to attract and retain critical talent.

Upfield's remuneration policy is based on principles of pay for performance and market competitive pay. The remuneration package's key elements are fixed pay, annual bonuses, long-term incentives and inclusive care-focused benefits. The remuneration policy supports the growth of our business, the acceleration of our transformation and the achievement of our strategic performance-based objectives.

Upfield pays median market salaries with our critical talent being paid salaries aligned to the top 25% of the market, and this ensures that we remain a competitive company aligned with the expectations of our people. This also means that we are in line with the local market and that we pay market competitive salaries for the wide range of diverse and stretching roles that we offer. We provide a bonus opportunity at the very top end of the market for 'mission' performance which fully motivates and engages our people to deliver our medium-term growth plan.

The remuneration policy is reviewed regularly to ensure it remains competitive and allows us to attract and retain critical talent. Upfield's Remuneration Committee, on behalf of the Group, ensures that the policy continues to provide a clear link between Upfield's business strategy and performance and shareholders' interests.

● **2-20 Process to determine remuneration**

The remuneration package for each country is structured using market data to ensure we offer fair and competitive packages to Upfielders in all our locations. Our remuneration packages typically include: salary; bonus; savings/pension plan; and consistent and inclusive country benefits that focus on health and wellbeing and support our core values of performance, care, and passion. Bonus targets and benefits are benchmarked against the external market in each country to ensure they remain competitive.



Salaries are based on market data, performance, experience, skills, impact and internal equity. We award salary increases and bonuses based on performance and the impact an Upfielder has within the business, not tenure or level.

○ **2-21 Annual total compensation ratio**

Not disclosed.

Strategy, policies and practices

● **2-22 Statement on sustainable development strategy**

Please see the Financial & ESG Summary 2022.

● **2-23 Policy commitments**

At Upfield our purpose is to make people healthier and happier with nutritious and delicious, natural, plant-based food that is good for you and for our planet. Our values, performance, care and passion guide the way we work every day.

Our Code of Conduct covers our core policies covering employees, consumers and communities and includes our commitment to upholding human rights in our business and supply chain. We are committed to upholding the highest standards of conduct across our business because we believe it's the right thing to do, holds us to account and creates a more durable business for the long term that we can all be proud of. We shall similarly respect the genuine interests of those with whom we have relationships. For more details on such policies see our [website](#).

● **2-24 Embedding policy commitments**

All employees have received training (either e-learning or face-to-face) on our Code of Conduct which covers our policy commitments. Refresher training on our Code of Conduct is required annually for all employees.

● **2-25 Processes to remediate negative impacts**

● **2-26 Mechanisms for seeking advice and raising concerns**

We have a process in place to report concerns (SpeakUp/Whistleblowing). Concerns can be raised with the line manager, HR manager with the compliance department or through the SpeakUp Helpline. The compliance office is responsible for the investigation of concerns in a timely way. Concerns can be raised by Upfielders and external parties. Once a concern is raised, it is investigated and appropriate action is taken.

The Chief Compliance Officer also chairs the Grievance Committee that meets on an ad hoc basis to investigate the grievances reported under Upfield's responsible sourcing policy or Upfield's sustainable palm oil sourcing policy. Any investigation will be done in close cooperation with the procurement and ESG department.

The outcome of an investigation can result in excluding a specific supplier from our supply chain. Compliance with Upfield's policies is supported by proactive systems to identify issues, such as our product quality and safety systems and our use of the satellite monitoring system, to monitor deforestation in our supply chain.

Our Code of Conduct, policies and guidelines provide practical guidance to ensure all our Upfielders live the values and behaviours that underpin all our work. We have robust mechanisms in place to ensure concerns can be raised.



An Upfielder's³ line manager is usually the right person to report any concern. If this is not appropriate, the Upfielder can talk to one of the following people:

- Human Resources can provide guidance on employment policies, benefits, workplace concerns and ethics-related matters.
- Legal and Compliance can be reached for any inquiries or reports on the Code of Conduct.
- Individual members of the Legal and Compliance team can be contacted either directly or by sending an email to compliance@upfield.com.
- Data Privacy-related matters and inquiries can be raised to the Chief Privacy Officer directly or by sending an email to upfield.privacy@upfield.com.

The SpeakUp Line (whistleblowing) is available 24/7 and all calls are answered in the local language of the caller. All suspected breaches are investigated in a confidential and professional manner. After an initial review and fact-finding phase to determine the level of severity of the reported incident, the case is elevated to the proper level of management, as determined by the Chief Compliance Officer, for additional investigation based on available documentation and interviews.

It is of utmost importance that we learn about possible concerns that Upfielders may have, and put additional focus into promoting an open culture of reporting in Upfield. Upfielders are encouraged to raise issues or concerns with their line manager, an HR person or through a report to the SpeakUp platform. The annual HR survey includes questions about our SpeakUp culture to determine whether Upfielders would use our SpeakUp process if they had any concerns.

● **2-27 Compliance with laws and regulations**

Based on our internal reporting processes and our knowledge of the business operations, no material fines / sanctions have been imposed against Upfield and there have been no violations of the UN Global Compact principles.

● **2-28 Membership associations**

Upfield is a member of a wide range of registered national and international alliances and industry associations that focus on improving the environment for plant-based foods and businesses, including the European Alliance for Plant-based Foods, IMACE, Plant-based Food Alliance UK, National Association of Manufacturers (USA), Plant-Based Food Association (USA), Plant-Based Foods of Canada, Kenya Association of Manufacturers, Etüder: Out-of-Home Consumption Suppliers Association, CANAJAD, CANACINTRA, International Life Sciences Institute (LATAM) and the Consumer Goods Forum.

Upfield has also joined the Sustainable Coconut and Coconut Oil Roundtable, as well as alliances that support responsible sourcing e.g., Roundtable for Sustainable Palm Oil, Global Shea Alliance.



Stakeholder engagement

● 2-29 Approach to stakeholder engagement

We consult our key stakeholders through several mechanisms, both formally as part of our materiality assessment, project boards, and policy review panels, and informally as we work with partners, investors, civil society, customers, consumers and within the communities we serve and operate in every day. Stakeholders include:

- Upfielders
- Our communities
- Farmers
- Suppliers
- Works Councils
- Customers (Retail and Professional)
- Consumers
- Strategic partners
- Investors
- Non-governmental organisations (charities, research institutions, trade associations and industry bodies)
- Governments

Stakeholder groups are identified to provide a range of diverse views from those potentially impacted by our business, from across our value chain. This helps us to understand, prioritise and respond appropriately to the range of potential ESG risks and opportunities facing our business.

● 2-30 Collective bargaining agreements

We have a strong commitment to open and transparent dialogue with Upfielders. All our employed factory workers are covered by collective labour agreements. This is equivalent to 40% of our workforce (2021: 37%, 2020: 34%).

Material topics

● 3-1 Process to determine material topics

In 2020 we undertook a [materiality assessment](#), a recognised stakeholder process for identifying and prioritising ESG risks, impacts and opportunities to ensure that our activities and resources focus on the areas where we can maximise our positive and minimise our negative impacts.

Working with a leading third-party sustainability consultancy, we identified a list of relevant ESG topics – drawing on frameworks like GRI and SASB – which was used to guide a series of interviews.

As part of the process, we interviewed key external stakeholders including investors, customers, industry bodies, academics, suppliers, NGOs and a panel of young people to better understand their perspectives on key sustainability topics. We also interviewed Executive Committee members to understand their perspective on key topics for Upfield.



This materiality process supports the wider company approach to risk management. The Board recognises that Risk Management is integral to Upfield's strategy and to the achievement of Upfield's long-term goals. The success of Upfield as an organisation depends on its ability to identify and mitigate risks as well as identify and maximise opportunities generated by its business and the markets it operates in.

During 2022, we carried out work to understand the corporate risks related to climate change, in line with the best practice guidance set out by the Task Force for Climate-related Financial Disclosures (TCFD). For more details on this and our broader Risk Management process, refer to the Directors' Report and TCFD disclosure.

In 2023, we plan to conduct a new materiality assessment in line with the ESRS's double materiality criteria. This will highlight changes in the sustainability landscape as well as bring new insight from both a financial and impact perspective, helping to evolve our understanding of our material topics.

● 3-2 List of material topics

From the materiality assessment we identified the following six topics that require particular focus and attention:

- Climate change
- Responsible and sustainable sourcing
- Plant-based sustainable diets
- Plastic packaging
- Health and nutrition
- Engagement, diversity and inclusion

For our full materiality matrix, see our Financial & ESG Summary 2022.

● 3-3 Management of material topics

For each of our priority topics, we have targets, policies and work programmes that ensure that our areas of greatest impact are matched with areas of greatest investment.

The Upfield ESG Leadership Team is responsible for reviewing material ESG topics and our progress against our targets.

Customer privacy

As Upfield holds personal data about Upfielders, consumers, customers and suppliers, it has appointed a senior lawyer to fulfil the Chief Privacy Officer role. All Upfielders are trained on our Code of Conduct, which includes information on our approach to privacy laws. Plus, we have a Data Privacy Policy. Managers in relevant functions also undergo specific online training in data privacy issues and Upfield's approach to managing personal data.

● 418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data

To the best of our knowledge, no material breaches of customer privacy have been imposed against Upfield.

Upfield has clear wording in the standard contract template on compliance with data privacy laws and regulations.



Compliance

● 205-1 Operations assessed for risks related to corruption

All new third parties are screened through our Third-Party Due Diligence Programme. In addition, we monitor all our third parties on a continuous basis and screen against sanction party lists from the US, UN, UK, EU, etc. In 2022, we started carrying out risk assessments per country to identify local areas where training and control measures are required. No significant risks have been identified.

● 205-2 Communication and training about anti-corruption policies and procedures

The Anti-Bribery and Corruption training addresses topics including those that are specifically referred to in the FCPA (Foreign Corrupt Practices Act) and other international Anti-Bribery legislations. The training includes instructions on how to deal with governmental agencies although the guiding principles apply both in interactions with the government as with private enterprises.

100% of employees have been asked to complete the Compliance training curriculum in 2022, including our Code of Conduct and content on bribery on corruption. Completion rates are just below 100%, due to some employees needing to be on long-term absence. These Upfielders will be required to complete the training upon their return.

In addition to foundational training via our Code of Conduct, we have taken a risk-based approach to identify roles and teams where additional Anti-Bribery and Corruption (ABC) training is needed. In total, 1,419 Upfielders have completed dedicated ABC Training, which includes all relevant office-based functions. By region, this breaks down as:

Anti-Bribery training	2022
Europe	784
Americas	307
AMEA	328
Total	1,419

In the standard contract template, Upfield has clear wording on compliance with Anti-Bribery Laws and regulations which includes all our business partners.



Our sustainable strategy

Our four-pillar strategy was built from our purpose and the materiality process. Each pillar's overarching goal is supported by specific commitments. We report on our key targets in the following pages.

Plant-based

GOAL: 1 billion people choose our delicious plant-based products.

- 1 Inspire the shift**
Build purposeful power brands that educate and inspire people to move to plant-based foods
- 2 Grow impact and availability**
Increase category impact and availability to make it easier for consumers to choose plant-based foods
- 3 Best taste and performance**
Always launch tastier and better-performing plant-based products
- 4 Deliver plant-based**
Transform our portfolio to deliver 100% plant-based products
- 5 All-natural ingredients**
Create recipes that are all natural, with simple, clean labels

Healthier lives

GOAL: 200 million lives positively impacted with access to affordable and healthy nutrition.

- 1 Maintain affordability**
Innovate to maintain affordability for consumers in lower socio-economic groups
- 2 Offer better nutrition**
Deliver better nourishment by outperforming nutrition benchmarks on saturated fat and salt, with no trans-fat
- 3 Educate children on nutrition**
Provide balanced nutrition and education to 100 million children
- 4 Enable heart health**
Enable 50 million adults to lower their risk of heart disease by offering healthier products
- 5 Improve functional health**
Enable an active lifestyle and improve functional health for 50 million adults



Happier people

GOAL: 150,000 chefs, farmers and their families supported to enable Generation Plant.

1 Champion diversity and equity

Champion social mobility and equity by having an inclusive business, including a 50:50 gender balance

2 Engage Upfielders

Upfielders are advocates for our purpose in our communities – top 25% eNPS

3 Support our communities

Grow Generation Plant in our communities through Upfielders volunteering 15,000 hours

4 Enhance livelihoods

Support the livelihoods of 100,000 farming families and plant-based entrepreneurs

5 Enable plant-based chefs

Enable 50,000 plant-based chefs and food professionals to be plant-based ambassadors

Better planet

GOAL: Pioneer food that's better for the planet. Showcase our plant-based benefits while reducing our own footprint.

1 Drive climate action

Reduce overall emissions to align with science-based targets and be better than net zero by 2050

2 Communicate climate impact

Communicate the benefit of plant-based food by labelling carbon emissions on 500 million product packs by 2025

3 Reduce environmental impact

Reduce our environmental impact, including a 50% reduction in waste and zero waste to landfill

4 Plastic-free and better packaging

Partner to innovate our way out of plastic with better packaging

5 Always source responsibly

To protect people, the climate and nature, we are committed to no deforestation or exploitation and 100% responsible sourcing by 2025

Plant-based

Goal: 1 billion people choose our delicious plant-based products

We aim to inspire a new generation of foodies, innovators, and plant-based chefs, having reached over 305 million people with our plant-based products in 2022 (2021: 204 million). This means we reached an additional 100 million people with our fully plant-based products by continuing to focus on our brands, availability, taste and performance.

We want to delight consumers with products that are made with natural, non-animal ingredients. Our aim is to have a 100% plant-based product portfolio by 2030. And we're nearly there. In 2022, 99% of the ingredients used in the products we manufacture and sell (by weight) were plant-based, and 97% of the ingredients (by weight) used in our products globally came from natural sources.

The more people choose our plant-based alternatives, the bigger impact we can have in reducing carbon emissions while improving the health of those who enjoy our delicious range.

We have reached over 305m people with our plant-based products since 2020, but we're not stopping there, we aim to reach 1 billion people by 2030 through delivering the following commitments:

1 Inspire the shift

Building purposeful 'Power Brands' that inspire and educate people to move to plant-based foods.

We have six power brands to inspire people to move to plant-based foods. These brands are in leading positions in over 90 markets reaching huge numbers of people and helping them choose plant-based foods, that support healthier lives and are better for the planet compared to dairy equivalents.

2 Grow impact and availability

Increase category impact and availability to make it easier for consumers to choose plant-based foods.

Alongside our market-leading products and brands, we are committed to innovation to give more consumers access to our products. As well as introducing more plant-based foods, we are working with professional chefs and food businesses through Violife Professional to offer consumers plant-based foods whether they are at home or eating out. Recently, we have been driving forward an agenda for low-carbon product labelling.



3 Best taste and performance

Always launch tastier and better-performing plant-based products.

Read more about our exciting plans in our Financial & ESG Summary 2022, plus find reporting on the above points and examples of how we have been towards helping a billion people choose our plant-based products.

Learn more about how we plan to meet 1 billion people in our Financial & ESG Summary 2022.

4 Deliver plant-based

Transform our portfolio to deliver 100% plant-based products.

In 2022, 99% of the ingredients used in the products we manufacture and sell (by weight) were plant-based (2021: 98.9%). Across our global portfolio, the majority of our products already contain no dairy ingredients.

We have active innovation, research and reformulation programmes to achieve our target of being 100% plant-based for all our brands. This year, we've continued to invest in research and reformulation programmes reducing dairy ingredients by 1.3kt since 2021.

5 All-natural ingredients

Create recipes that are all natural, with simple, clean labels.

In 2022, 97% of the ingredients (by weight) used in our products globally came from natural sources (2021: 97%). We have an active innovation, research and reformulation programme to deliver best-ever products with all natural ingredients.

Healthier lives

Goal: 200 million lives positively impacted with access to affordable and healthy nutrition

Upfield is in a prime position to help people live healthier lives and we believe everyone should have access to nutritious meals without worrying about the cost. Which is why we have set a target to positively impact 200 million lives with access to affordable and healthy nutrition. To reach this, we plan to provide balanced nutrition and education to 100 million children. We want to help 50 million adults lower their risk of heart disease by offering healthier products and nutrition education. And finally, we want to enable an active lifestyle and improve functional health for a further 50 million adults.

1 **Maintain affordability**

Innovate to maintain affordability for consumers in lower socio-economic groups.

We're making sure our products are healthier and more affordable than animal-based dairy alternatives. We believe that everyone should have access to healthy, plant-based food and that democratising access to plant-based foods is the most impactful way we can contribute to the sustainable transition of our food systems. To support our efforts in reaching this target we will invest in new innovations that are affordable for lower socio-economic consumers.

Over the last three years we have continued to maintain the proportion of consumers we reach in lower socio-economic groups. In 2022, we reached 35% of households in this socio-economic group (2021: 32%), which we use as an indication of affordability. To estimate socio-economic reach, we use externally – provided Kantar Worldpanel Household and Buyer Reach data for Yellow Fats, publicly available average household numbers per country and Upfield sales.



2 Offer better nutrition

Deliver better nourishment by outperforming nutrition benchmarks on saturated fat and salt with no trans-fats.

We will deliver better nourishment by outperforming nutrition benchmarks on saturated fat and salt with no trans-fats. We launched our nutrition benchmarking programme in 2022, based on international standards. 95% of our plant butter and spreads meet or exceed the nutrition benchmark on saturated fat. We have adopted the recommendations of leading health organisations, such as WHO and applied them to our products based on how they are intended to be used, by whom and how often.

We have a variety of products, some of which are specifically formulated for optimal consumer health, while others are more indulgent. For each product category, we identify and set targets for relevant nutrients or ingredients that may have negative impacts on nutrition and health utilising credible external standards such as the WHO.

In 2022, 95% of our core portfolio of plant butter, spreads and liquids met or exceeded recommended benchmark values for saturated fat and trans-fat (North America and Europe). Upfield products globally have not contained partially-hydrogenated oil since 2012, so our products do not contain industrial trans-fats, beating the WHO target to eliminate industrial trans-fats in 2023. We have also targeted product reformulation to reduce saturated fat where needed. Upfield products always contain less saturated fat and trans-fat than the dairy product with equivalent functionality. Through 2023 and beyond, we will be making further improvements to the nutritional properties of our products, while never compromising on product quality.

3 Educate children on nutrition

Provide balanced nutrition and education to 100 million children.

To help young people get a balanced diet, we aim to provide breakfasts and nutrition education to 100 million children by 2030. In 2022 the Blue Band nutrition programme expanded reaching 11.8 million children, meaning that so far, we have reached 23.1 million children through the programme. After challenges in 2020 and 2021 linked to the COVID-19 pandemic, we have increased the number of children reached in 2022.

We calculated both our direct and indirect reach through this programme on a household basis. We take the number of children directly engaged through the programme and extrapolate the reach based on average household sizes (from UN fertility rates) in each country.

As well as providing nutritional education, we are also supporting research into the importance of breakfast and its contribution to the daily intake of healthy nutrients. Across 2021/2022, Upfield investigated and analysed dietary intakes and breakfast consumption of 705 children in Sri Lanka. The research intended to identify key nutrient gaps in the diet of school children and to use these insights to educate children and parents on the importance of a nutrient-adequate diet.

The data looked at daily nutrient intakes compared to Sri Lankan dietary recommendations. The research showed that 50% of children had insufficient intakes of Omega 6 Fatty Acids and 79% of the children had insufficient intakes of Omega 3 Fatty Acids. Vitamin D deficiency in children is recognised as a global concern and is seen also in the low intakes of Vitamin D in >70% children in Sri Lanka. Vitamin B6 and B12 deficiencies are also heavily prevalent with respectively 57% and 77.3% children being



under the recommended daily intake levels. This is why Astra (Blue Band) is fortified with Omega 3 & 6 as well as a 6-vitamin mix including Vitamin D, B6 and B12. We plan to extend this research further to other markets.

4 Enable heart health

Enable 50 million adults to lower their risk of heart disease by offering healthier products.

In 2022, we reached over 66.3 million people worldwide with products that are specifically created to reduce cardio-vascular disease risk with heart-healthy fats, phytosterols and limited salt content. To estimate heart health product reach, we use externally provided Kantar Worldpanel Household and Buyer Reach data for Yellow Fats, publicly available average household numbers per country and Upfield sales per SKU (based on those making heart health claims). See the Financial & ESG Summary 2022 for details on our heart health products.

5 Improve functional health

Enable an active lifestyle and improve functional health for 50 million adults.

In 2022, we reached over 24 million people worldwide with products that are lower in calories, help the functioning of the immune system and help maintain healthy bones. To estimate functional health product reach, we use externally provided Kantar Worldpanel Household and Buyer Reach data for Yellow Fats, publicly available average household numbers per country and Upfield sales per SKU (based on those making functional health claims).

See our Financial & ESG Summary 2022 for further details on our progress towards positively impacting 200 million lives.



Labelling and marketing

Our message is clear: plant-based products are better for the health of people and the planet. Our labelling and marketing conveys this message and help consumers choose products that support their lifestyle and do more to help the planet.

◦ **FB-PF-260a.1 Revenue from products labelled and/or marketed to promote health and nutrition attributes (EUR)**

Over €1 billion (€1.2 billion) of group sales came from products carrying nutrition or health claims or promoting health benefits.

● **FB-PF-260a.2 Discussion of the process to identify and manage products and ingredients related to nutritional and health concerns among consumers**

Consumer research is used to understand consumer needs and preferences. We monitor official channels and scientific press for relevant news on food safety and health topics. We use this information to identify concerns or potential issues with ingredients and products.

For example, in response to consumer sentiment on palm oil, we decided to increase our offering of non-palm products, while remaining committed to sourcing only certified sustainable palm oil for those products that do use it.

● **417-1 Requirements for product and service information and labelling**

We have robust processes in place to ensure our product labelling is compliant in the markets in which they are sold. This includes:

- We use country of origin labelling where legally required.
- Where ingredients have certification, we may label them to show our commitment to responsible sourcing. We voluntarily use the appropriate logos or statements to indicate use of sustainably sourced palm oil and carbon labelling.
- We are committed to labelling our packaging clearly to identify the material and preferred disposal route to inform and guide consumers on reuse, recycling, or composting.

● **417-2 Incidents of non-compliance concerning product and service information and labelling**

● **FB-PF-270a.3. Number of incidents of non-compliance with industry or regulatory labelling and/or marketing codes**

We had no incidents meeting reporting threshold of non-compliance⁴ concerning product and service information and labelling.

● **417-3 Incidents of non-compliance concerning marketing communications**

● **FB-PF-270a.4. Total amount of monetary losses as a result of legal proceedings associated with labelling and/or marketing practices**

To the best of our knowledge, no material fines / sanctions have been imposed against Upfield.

● **FB-PF-270a.1. Percentage of advertising impressions (1) made on children and (2) made on children promoting products that meet dietary guidelines**

We have guidelines regarding marketing to children, which include a commitment to not market directly to children under the age of 12. This includes not placing advertising



in media where more than 35% of the audience is composed of children. In addition, our core products are not high in sugar or salt. Our products are often used as ingredients, rather than snack foods, so they do not appeal specifically to children. As such, we do not currently track advertising impressions made on children.

● **FB-PF-270a.2. Revenue from products labelled as (1) containing genetically modified organisms (GMOs) and (2) non-GMO**

Upfield follows applicable regulations for the mandatory declaration of ingredients derived from GMOs. In key markets like the EU and North America, we do not use ingredients that must be declared as being derived from Genetically Modified Organisms; as such, the revenues for products labelled containing GMO is zero. We use GMO-free claims on-pack on a limited number of products in North America accounting for €54.3 million.

Check our website soon for further updates on our [GMO Policy](#).

Food safety and quality

We, as the largest plant-based food company, never compromise on food safety and quality. Our Product Quality Policy covers all aspects of quality control to which we strictly adhere.

All of Upfield's manufacturing operations are GFSI-certified (Global Food Safety Initiative), and we operate a central quality management system (implemented in 2021) which covers safety and quality processes and standards, including warehousing, logistics, consumer and customer complaint management, suppliers, third-party manufacturing as well as product and process design.

The standards are supported by training to ensure the standards are understood and implemented correctly. This is then verified through our Upfield internal quality audit programme. We look for continual improvement in all that we do. After several rounds of internal audits this year, we updated the audit questions to help us better ensure that the Upfield quality standards are properly implemented across our sites.

● **416-1 Assessment of the health and safety impacts of product and service categories**

Food safety for our products is a leading priority. 100% of products are assessed on food safety impacts. Furthermore, all new ingredients, product formulations, packaging and process are subject to formal safety assessments in line with our Product Quality Policy.

Upfield sets annual targets to monitor various objectives related to compliance with our Product Quality Policy. This includes monitoring Right First Time, a measure of quality across the entire production process, with focus on supplier performance, manufacturing and quality control, to drive structural improvements across all stages.

In 2022, our target for batches produced Right First Time (without defect across the entire production process) was 98%. The Quality Rate (products released) is 99.8%. Product quality objectives and targets at Upfield include product safety as a component of product quality.



- **416-2 Incidents of non-compliance concerning the health and safety impacts of products and services**

- **FB-PF-250a.3. (1) Total number of notices of food safety violation received and (2) percentage corrected**

- **FB-PF-250a.4. (1) Number of recalls issued and (2) total amount of food product recalled**

We executed one product recall in 2022. This was due to regulatory non-compliance of raw material due to suppliers' process. There was no risk to consumer safety. Recall was executed in cooperation with relevant authorities.

- **FB-PF-250a.1. Global Food Safety Initiative (GFSI) audit (1) non-conformance rate and (2) associated corrective action rate for (a) major and (b) minor non-conformances**

All factories are GFSI certified and audited. We use GFSI audits to check and test food safety standards and practices in our business against recognised, gold-standard criteria, to ensure we provide the best quality, safest, food for our consumers.

We measure our performance on score and our corrective action rates, and we aim to close out any issues in a timely manner. Where issues have not been closed out, activities are ongoing and they will be closed in the coming months

Minor incident rate: 7.85 (102 minor non-conformances/13 facilities)

Major incident rate: 0.08 (1 major non-conformances/13 facilities)

Corrective action rate for minor non-conformances: 0.7 (74/102 minor non-conformances corrected as of December 2022, action plans in place for open minor non-conformances)

Corrective action rate for major non-conformances: 1 (1/1 major non-conformances corrected)

- **FB-PF-250a.2. Percentage of ingredients sourced from Tier 1 supplier facilities certified to a Global Food Safety Initiative (GFSI) recognised food safety certification programme**

We have a robust system for supplier food safety management. All our suppliers are evaluated and classified depending on the type of material, annual spend and risk, and their food safety systems. For example, whether they hold a recognised GFSI certificate.

Based on the outcome of the risk, a self-assessment questionnaire is done, or a GFSI certificate is accepted. In some cases, an Upfield on-site audit is required to assess the supplier.

All our factories comply with the requirements of GFSI, which also includes supplier assessment, and therefore have this implemented supplier controls in their factories. In 2022, we enhanced our central processes to track and monitor this as part of our Supplier Quality Management system.

Happier people

GOAL: 150,000 chefs, farmers and their families supported to enable Generation Plant

Our people are at the heart of everything we do. We are building a global network of people who feel empowered by the programmes of change we are driving. Engaged employees are happy employees. Engagement, diversity and inclusion is a material topic for us, and we're building a workforce where everyone feels respected and able to perform to the best of their ability. We extend this ethos towards the communities we're able to serve through our commitment to Generation Plant.

1 Champion diversity and equity

Champion social mobility and equity by having an inclusive business, including a 50:50 gender balance

We want our people to 'come as they are' – to feel able to be themselves. We define diversity in the broadest sense and want to create an inclusive environment for everyone – all ages, all faces, all tastes. The basis for recruitment, development, training, compensation, and advancement at Upfield is an individual's performance, skills, behaviours, experience, and knowledge. We believe everyone should have equal access to opportunities.

We have set a gender diversity ambition to achieve gender balance, including women and minority gender identities, across the organisation by 2030. In 2022 we have focused our efforts on roles at manager level and above and we have increased the proportion of women to 43%.

Engagement, diversity and inclusion are very important for us. We recognise that there needs to be more than just talking. We ensure job adverts are free from unintentional bias. We remove requests for non-essential qualifications. We continue to ensure we have balanced slates at every stage of the recruitment process.

Outside recruitment, we are using employee networks and training to ensure all our people are supported in their workplace and able to be their best. In 2022, we launched Upfield's Women's Network, which focuses on the adoption of key programmes



(Flexible & Hybrid Working, Upfield Cares, Healthy & Happy) and raises the profile and visibility of women leaders. In 2023, we will launch our “Come as you are” workshop which is all about raising awareness and instilling the inclusive behaviours that we know can help everyone feel confident, committed and able to contribute and perform at their best.

	2020	2021	2022
Gender at individual contributors: Contributors	67% Male 33% Female	68% Male 32% Female	67% Male 32% Female 1% Not disclosed
Gender in management: Management (includes ExCo)	60% Male 40% Female	59% Male 41% Female	57% Male 43% Female
Gender in Upfield: Total Upfielders (contributors + management)	66% Male 34% Female	66% Male 34% Female	65% Males 34% Female 1% Not disclosed

● 405-1 Diversity of governance bodies and employees

Generally, we have more women in non-factory settings than in factories, with the gender balance constant from 2021 to 2022*. Since 2019, the percentage of women on the Board has risen from 10% to 33%, demonstrating our ongoing efforts to promote gender balance at a senior level.

Upfielders	Gender by employee category					
	Male			Female		
	2020	2021	2022	2020	2021	2022
Factory	80%	81%	79%	20%	19%	20%*
Non-Factory	59%	58%	58%	41%	42%	41%*
Management						
Contributors	67%	68%	67%	33%	32%	32%
Management (includes ExCo)	60%	59%	57%	40%	41%	43%
Board of Upfield Group B.V.	70%	70%	67%	30%	30%	33%

*1% not disclosed

Upfielders	Age by Employee category								
	Under 30			30-50			Over 50		
	2020	2021	2022	2020	2021	2022	2020	2021	2022
Factory	12%	13%	13%	54%	55%	57%	34%	32%	30%
Non-Factory	17%	15%	14%	64%	66%	67%	19%	19%	19%
Management									
Contributors	19%	18%	17%	56%	58%	60%	25%	24%	23%
Management (includes ExCo)	3%	4%	3%	76%	75%	76%	21%	21%	21%



Definitions

Upfielders: Upfield employees

Contributors: Upfielders who held an individual contributor pay band at Upfield

Management: Upfielders who held a manager, Head of, or Leadership pay band at Upfield; this includes Executive Committee (ExCo)

Factory: All Upfielders who work in the sub-function production or engineering

Non-Factory: All Upfielders in offices and those located in factories but not working in the sub-function's production or engineering

Factory worker: A specific group of workers, located in factories who are covered by a collective labour agreement

● 405-2 Ratio of basic salary and remuneration of women to men

Our ambition and commitment is to pay a balanced ratio of salaries for males and females in similar-sized roles, considering country and individual performance. We strive to pay Upfielders fairly for their performance and reward high performance. We regularly review salary and remuneration including pay parity.

2022 was a year of reorganising our business, and despite organisational changes, we remained at 1.08:1 women-to-men ratio. We take pay gap differences very seriously. So, we conduct a gender pay analysis following the annual pay review; this analysis has given us clear target areas which we have been addressing in our 2023 annual pay review. We found a list of 16 countries where gender pay difference is greater than 10%, and we have strong plans in place to close the gap within 2023.

Our assessment of pay parity includes all countries where we have FTEs and covers salaries based on EUR exchange rates as of December 2022, excluding Executive Director remuneration.

All salaries converted to EUR as baseline using 2021 finance average exchange rates on 31st December 2022. ExCo salaries excluded. Bonus excluded for calculation.

● 406-1 Incidents of discrimination and corrective actions taken

We have zero confirmed incidents of discrimination in 2022.

Employees can report incidents of discrimination through our SpeakUp Helpline and all reports are investigated, with a process in place for responding. We closely monitor developments in the organisation and in our society and tailor our training programme accordingly.

No incidents alleging discrimination were reported in 2022 and there were no adverse findings in regard to administrative employee claims filed in the US to EEOC/State Human Rights Commissions alleging discrimination.

2 Engage Upfielders

Upfielders are advocates for our purpose in our communities – top 25% eNPS

At Upfield we are a global community who share values of Performance, Care and Passion. We care and are working to positively impact our people, our community and our planet.

We know that life isn't predictable. Events happen beyond our control, our priorities can shift and sometimes we need to make room for other things happening in our lives. That's why we launched Upfield Cares.



Upfield Cares is inclusive, sustainable, and flexible: it puts Upfielders at the heart of our business and puts the tools for flexibility and care into their hands. Because Upfield cares, we want to show that flexibility for all really is possible: Upfielders are trusted to do what they need to do, when they need to do it. This is critical to achieve growth and success as a business. Our intention with this programme is to raise minimum standards, so that Upfielders all over the world are treated equitably.

Upfield Cares is also our way to respond to our Upfielders on mental health and flexibility and provide an inclusive and caring offering to attract and retain the best talent. Our internal engagement survey tells us we are having some success and helps us identify areas where we can make improvements. The programme includes:

Working Flexibly

We offer hybrid working so Upfielders can find the right balance between the workplace and home. Upfielders can adapt their working pattern to suit them.

Parental Leave

We're providing a global minimum of 12 weeks paid parental leave for all Upfielders becoming a parent, including those adopting or becoming a parent through surrogacy.

Bereavement Leave

We're offering Upfielders up to 20 days of leave if an immediate family member passes (including miscarriage and stillbirth), and up to ten days for non-immediate family.

Extended Leave

We sometimes need time to refresh and refocus. We offer unpaid leave of up to 20 days for Upfielders who've been with us for three years.

Volunteering

We have made a commitment to 15,000 hours of community volunteering annually, so our Upfielders can feel good about doing good in our communities.

In 2022 we paid special attention to retention by implementing preventive actions like stronger on-boarding and ongoing retention (stay interviews) conversations, especially in hotspot markets and functions. Also, last year with the launch of our talent management approach, including a new performance/progression matrix we are supporting the business with a common method on how to assess progression so that we can strengthen the readiness of our Leadership pipeline.

As a result of these initiatives, we have won Great Place to Work awards in Sri Lanka and Türkiye, and 'Super Empresas' (Super Company) and 'Super Empresas para mujeres' (Super Company for Women) in Mexico.

Our people are critical to the successful running of Upfield. Our Risk Committee regularly assesses Human Capital risks as part of our enterprise risk assessment process.

The Risk Committee meets quarterly to discuss business risks, including Human Capital risks. The Human Resources team meets with the Risk Committee every other month to discuss initiatives and actions to mitigate the risks identified.

For full employee numbers please see disclosure 2-7 in General Disclosures.

The numbers provided below cover established Upfield operations and exclude Arivia and sites brought under Upfield control at the end of 2022.



Upfielders are advocates for Upfield’s Purpose in our communities – top 25% eNPS

We have made significant progress in creating a culture of performance, care and passion with inclusion at its core. Our scores have stayed constant, which means, relative to our sector, we’re performing well as sector scores have decreased. Employee engagement scores are strong at 7.5 and 25 eNPS and we’ve launched 14 global engagement campaigns (including Veganuary, Mental Health, Wellness Week, Count It walking challenge, International Women’s Day, Pride, ESG and Upfield Day).

Our engagement scores continue to be in the middle range of the consumer goods sector and we aim to achieve an engagement score within the top 25%. Employee belief in our purpose and products also continues to be high at 8.5 +0.2 to benchmark and 47 eNPS, -2 to benchmark.

We continue to launch Planet Upfield, our hybrid working approach, across the world; 35 of our offices are open, we have 29 local champions and more than 30 “planifestos” (our way to establish teams’ ways of working) embedded in markets/functions. Most Upfielders visit the office three times a week.

	May 2020	Sep 2020	Apr 2021	Oct 2021	Apr 2022	Oct 2022
Engagement score	8	7.7	7.4	7.5	7.5	7.5
eNPS	42	31	20	25	25	25

● 401-1 New employee hires and employee turnover

Upfield employs over 4,800¹ people across the globe. Our business is at the forefront of plant-based nutrition and is still growing.

In 2022 our 29% turnover rate was due to a combination of planned restructuring and voluntary attrition. Meanwhile our voluntary attrition remained constant versus the previous year at 14%; in 2022 we saw an increase of +5% on involuntary attrition as we restructured the business in order to reallocate resources to accelerate our growth. The numbers provided below cover established Upfield operations and exclude Arivia and sites brought under Upfield control at the end of 2022.

To support talented early-career professionals, we launched an R&D internship programme in Wageningen, Netherlands, which is where we have our Food Science Centre. The programme duration is between four and six months and we focus on giving students with different specialisations from nutrition and health, to consumer studies or food technology, the opportunity to work before they finish their studies. Through this internship, we can see potential future talent in action, and the intern can define whether Upfield is a suitable future employer.

Hires by gender	2020	2021	2022
Female	497	370	353
Male	807	626	507
Not disclosed*	35	13	51
Total	1,339	1,009	911

*These individuals have chosen not to disclose their gender to the company.



Hires by age	2020	2021	2022
Under 30	391	312	302
30-50	808	600	514
Over 50	138	97	95
Unknown	2	0	0
Grand Total	1,339	1,009	911

	Hires by region			Leavers by region*		
	2020	2021	2022	2020	2021	2022
Africa, Middle East and Asia	265	167	185	163	167	223
Europe	819	197	441	451	571	624
Latin America	69	50	58	54	57	71
North America	186	295	227	101	176	249
Total	1,339	1,009	911	769	971	1,167

*Leavers who chose to resign from their role, excludes no-shows and end of temporary assignments.

Voluntary Turnover		
2020	2021	2022
8%	14%	14%

● 401-2 Benefits provided to employees that are not provided to temporary or part-time employees

As Upfield is now a fully independent business, our Reward and Benefit philosophy is focused on driving outstanding performance and we pride ourselves on rewarding our people when we deliver what we set out to achieve.

Our reward philosophy drives outstanding performance and provides opportunities to attract and retain critical 'A' talent. Upfield pays median market salaries with our critical talent being paid salaries aligned to the top 25% of the market, and this ensures that we remain a competitive company aligned with the expectations of our people. This also means that we are in line with the local market and that we pay market-competitive salaries for the wide range of diverse and stretching roles that we offer.

We provide a bonus opportunity at the very top end of the market for 'mission' performance which fully motivates and engages our people to deliver our medium-term growth plan.

Our core benefit principles are to provide inclusive benefits which support our values of Performance, Care and Passion and are aligned to the median of the market as a minimum, except for medical and other health initiatives which are aligned to the top 25% of the market.

100% of Upfielders are entitled to life insurance, have access to medical cover, and 95% have a pensions/saving mechanism.



◦ 401-3 Parental Leave

In total, 205 Upfielders took parental leave in 2022 (2021: 191; 2020: 147).

As of April 2022, we provided a global minimum of 12 weeks of paid parental leave for all new parents, including those adopting or becoming a parent through surrogacy. Upfield supports all types of parents with the important role of raising the next generation of foodies; and we don't have any concept of 'primary and secondary carers', which is why this applies even if both parents work for Upfield.

● 402-1 Minimum notice periods regarding operational changes

Where operational changes are proposed, we share the new proposal with Unions in advance as confirmed by labour law or the Collective Labour Agreement. Everything in the Collective Labour Agreement is dictated by law (minimum standards) or negotiated with the works council/union. On average, four months before the collective agreement expires, we start preparations and where appropriate share a proposal at least one month in advance.

For office-based Upfielders, the notice period will depend on the type of change and the local legislation.

3 Support our communities

Grow Generation Plant in our communities by Upfielders investing 15,000 hours annually volunteering.

2022 saw the launch of our volunteering programme to encourage Upfielders to volunteer in our communities. Every Upfielder is offered two days a year, and we involved local teams in organising volunteering events. We also created a temporary and permanent recording mechanism to capture volunteering hours and start to build a culture of volunteerism. In 2022, we recorded 4,800 hours. Our biggest volunteering uptake period was July with Upfield Day and Global Volunteering Day on 5 December.

Our activities included assembling care packages for a food bank in Amsterdam, campaigning for nutritional awareness in Kenya, partnering with the Robin Hood Army in Pakistan, blood donations in Greece, and assisting the local community kitchen 'Our Big Kitchen' in Bondi, Australia.

See our Financial & ESG Summary 2022 for more details on volunteering.

4 Enhance livelihoods

Support the livelihoods of 100,000 farming families and plant-based entrepreneurs.

We support smallholders through our supply chain project partners who provide training, access to finance, information and support to farmers in our supply chain. In total we have enhanced the livelihoods of over 31,100 farmers and their families since 2020.

We continued to grow our impact in 2022. We expanded our canola project and established a shea project to reach an estimated 10,000 farmers and their families through better agricultural practices, access to markets and women's empowerment.

	2021	2022
Number of farming families and plant-based entrepreneurs supported	21,200	31,100



Our projects include:

Project	Total reach
The Canola Oil Project, Kenya	27,780
Peanut sourcing, Kenya	360
No-till on the Plains, USA	60
Shea Sustainability Initiative, Ghana	2,080
Mariposa – Palm Oil, Latin America	860

The Canola Oil Project, Kenya

Upfield East Africa team developed a project to support the local canola supply chain and supply Upfield plant in Nairobi. The canola oil is sourced locally under a partnership with our supplier Agventure Limited, a company based in Nanyuki. The partnership ensures a ready market for over 7,000 small-scale farmers in the Mt Kenya region along with training to improve agricultural practices, soil health and ultimately farm productivity.

Mariposa – Palm Oil, Latin America

Upfield is a donor to the Mariposa programme in Honduras, run by one of Upfield’s supplier and its partners. This programme supports smallholder farmers’ education regarding sustainable practices and access to RSPO certification.

Peanut sourcing, Kenya

To support the development of a local supply chain for peanuts for the Blue Band Peanut Butter made in Kenya, we are buying peanuts directly from the farmer organisation. A key challenge for us was to get aflatoxin-free peanuts. Aflatoxin is created by certain fungi that can be found on peanut crops, which can be harmful to human health. Through training and support the farmers achieved great progress. With this proof of concept, the project will be scaled up in 2023.

No-till on the Plains, USA

We have partnered with No-till on the Plains in Kansas, USA, to work directly with farmers to improve soil health and reduce erosion by using cover crops and limiting tillage. We are also using this work to improve our knowledge about soybean carbon footprint. So far, the project has reached over 7,000 acres with plans to double this in 2023.

Shea Sustainability Initiative, Ghana

Through our Shea Sustainability Initiative in West Africa, we aim to support the restoration of 150 hectares of savannah parkland in North Eastern Ghana, working with local partners and a newly created cooperative of around 1,000 female shea nut collectors. So far, the project has planted over 7,800 trees, and provided financial literacy and H&S training to 1,000 women. To help the cooperative work at scale the project has offered pre-financing and seen a warehouse constructed to aggregate and store the Shea nuts. To help the women work safely, we have also provided them with PPE, including goggles, gloves, torches and first aid kits.

For more detailed disclosure on our approach to Human Rights and Ethical Sourcing, see the Responsible Sourcing section of the document (page 48).



5 Enable plant-based chefs

Enable 50,000 plant-based chefs and food professionals to be plant-based ambassadors.

We have extended our ambition to create a network of plant-based chefs, with our ProPlantChefs platform on social media, through which we reached 21k chefs in 2022. What is more, we estimate that our professional products helped create approximately 6 billion dishes in 2022 alone.

Chefs play a unique role in inspiring people to shift to a more plant-based diet by offering them the opportunity to explore exciting plant-based dishes.

Our aim is to help professionals adopt plant-based dishes and menus, by providing sustainable plant-based products that deliver against the needs of the professional kitchen in terms of taste and performance, enabling them to serve every diner with healthy, planet-friendly dishes that consume less CO₂, water and land space.

This target has been revised to increase the number of chefs and food service professionals we support with plant-based knowledge to 50,000 (from 40,000). Reliability of the data to accurately report on the number of chefs we reach is low, hence we have adjusted the target for 5 million and now estimate the number of dishes served based on our volume, top dishes in key markets and key applications of our professional products.

Project	2020	2021	2022
Chefs engaged	-	6k	21k

Health, safety and wellbeing

Upfield maintains a comprehensive approach to health and safety across the business. We act as necessary to improve our performance, with measures such as capability building, improvements to processes and investments in assets and resources. Health and Safety is included in our Code of Conduct, and we have a Global Health and Safety Policy.

● 403-1 Occupational health and safety management system

We want all our people to go home safely, every day, wherever they work, which is why our occupational health and safety management system requirements are implemented in all our factories and offices and cover all workers, activities, and workplaces.

These requirements are implemented i) based on the local legislation for compliance (these are varied and available on site) and ii) based on the Upfield Framework Standards on Occupational Health and Safety (including H&S Policy, Incident Notification and Management; Contractor Management; Machine Safety and LOTO; Operational Standards etc.).

The Standards are found in a common SharePoint accessible by all factories and key stakeholders. For example, our Corlu factory, in Türkiye, has certified their Safety Management System certification against ISO 45001:2018; while other factories have plans for integrated certification (Safety and Environment) based on business need.

● 403-2 Hazard identification, risk assessment, and incident investigation

Our Hazard Identification and Risk Assessment Guidelines provide a process to assess safety of new or existing tasks, whether they are routine or non-routine.



We use a Safe System of Work Permit for high risk, non-routine tasks. The permitting scheme includes developing method statements, carrying out risk assessments (which are subject to expert review), and training for relevant parties to receive or authorise the permits.

Risk Assessments are required for all working areas and tasks and are updated at regular intervals. The areas / tasks with higher risks undergo additional, more specified assessments. All teams are trained on the identified risks at the place of work and the controls in place to ensure they work safely; the factories prioritise the significantly high risks and address these risks to “As Low As Reasonably Practicable” (ALARP) while monitoring the controls in place to proactively prevent incidents.

Safety Behaviour Observations and Anonymous Near Miss reporting is in place at all factories. There are internal targets to encourage teams to report near misses, unsafe conditions, and unsafe acts. To demonstrate the importance of a strong safety culture, local leadership teams carry out Safety Behaviour Observation Engagements where they discuss the positives and areas for improvement with staff and agree on actions to resolve the issues identified, making it open and free from reprisals. Site supervisors and operators are involved in Hazards Identification, Risk Assessment and Hazards Elimination Process.

Our policy prohibits retaliation against employees who report work-related hazards or who remove themselves from work situations that they believe may cause injury or illness. Our Code of Conduct clearly states that our employees have the right to refrain from performing work if the work presents a risk for their health or life in all Upfield businesses.

Accident investigation processes are conducted according to Upfield Incident Reporting Standard and local legislation. Including carrying out interviews, and identifying the direct and underlying causes, this is then reported with lessons learnt and recommendations and shared with the wider business.

During 2022, Upfield Canada reached a resolution with the Crown under which Upfield acknowledged responsibility for certain non-compliances under the Occupational Health and Safety Act in connection with a fatal accident which occurred in April 2021 during construction at its new food manufacturing site in Brantford, Canada. An employee of the roofing contractor engaged by Upfield was involved in the accident. Any incident highlights the criticality of commitment to safety and the importance of continuous improvement in identifying and promoting best practices. The services of a general contractor, which was being commissioned at the time of the incident, ensured safety and health oversight and best practices across the project under Ontario’s Occupational Health and Safety Act for the remainder of the construction project.

● 403-3 Occupational health services

Upfielders’ health and wellbeing are the focus of several forums – from daily meetings at the factory floor to the quarterly Works Council. Identification of hazards that impact health in the workplace occurs through location and task risk assessments. These may include elements like noise, glare or insufficient light, dust, man-machine interface (ergonomics), lifting, and repetitive motions.

Upfielders have access to medical services if any of these issues arise. Where legally required, Upfielders in roles that involve high-risk tasks undertake periodic medical checks to ensure their fitness to continue in their roles.



● 403-4 Worker participation, consultation, and communication on occupational health and safety

While every factory has its own approach to worker participation, most engage employees at a daily meeting which brings together workers, shift leaders and members of the leadership team. There, all issues related to Health, Safety and Environmental (HSE) are raised by all sides. Issues are then taken to the site's weekly leadership team meeting, where action plans and resourcing is agreed. Finally, feedback on the actions and the monitoring of their progress is discussed at the monthly leadership team meeting. HSE issues are also addressed during the Works Council which occurs at least every quarter.

Where formal Joint Management-Worker H&S Committees exist, they are appointed, trained, and meet and conduct their responsibilities as per the local legislation and internal standards. We run safety committees quarterly to discuss HSE results, changes to the law and Upfield standards, and HSE projects. Workers' issues are presented during the committee meetings and plans for their activities are agreed. Committee members receive refresher training in accordance with the law and are provided time off to conduct their roles.

● 403-5 Worker training on occupational health and safety

We conduct health and safety training based on individuals' roles, processes and activities.

An induction training is required for all newcomers followed by annual refresher training. Roles exposed to higher risks (such as process safety, work at height, electricity, hot work) are expected to be annually trained in the respective risks. Other trainings are also offered according to local legislation.

Process Safety is one of Upfield's focus areas. Ammonia is our most commonly used refrigerant which has potential to harm the staff on site as well as neighbouring communities. Ammonia as a gas can lead to asphyxiation and irritation of the throat if inhaled, with potential to have long-term respiratory effects without proper medical attention. The Piraeus site in Greece focused on ensuring staff on site and neighbours were aware of what to do in case of any Ammonia emergencies by training staff, conducting response drills, including time taken to don the responders gear, which requires skill and takes time. As a result, the site had no Process Safety Category 1 incidents reported.

Beyond the formal training, safety is discussed during daily meetings with coordinators, weekly meetings with operators, quarterly safety committees, and quarterly factory cascades. There are also safety boards on every site, which are regularly updated.

With our Brantford starting operations in September 2022, we wanted to start with rigorous training for operators and all persons on-site, to ensure safety was baked in from the beginning. In addition, we developed robust contractor management procedures, risk assessments and plans for due diligence audits for 2023.

● 403-6 Promotion of worker health

We care and are working to positively impact our people, our community, and our planet. Upfield Care is a programme to respond to our Upfielders on mental health and flexibility and provide an inclusive and caring offering to attract and retain the best talent.

We have provided support in the form of local Employee Assistance Programmes, mental health support via medical cover, mental fitness workshops, mental health first aiders, line manager conversation guides, an Upfielder network for mental health and live events for world mental health day. We launched the Upfield Cares guidelines to offer flexibility,



volunteering, extended parental leave, bereavement leave and extended leave to eligible Upfielders.

We have supported our Healthy and Happy agenda in many ways, including running two Wellness Weeks during the year (with over 387 attendees and 4.8/5 rating positive feedback) and creating dedicated workshops on mental fitness and managing workload.

Health services and programs are organised for all employees including vaccination programmes, wellness programmes and health talks covering health concerns and ways to keep fit. First and foremost, we urge workers to achieve work-life balance, a healthy diet and plenty of exercising.

Over and above occupational injuries, employee health contributes to overall increased productivity. The Cikarang site in Indonesia, having controlled incidents on site, focused on continuous health talks and checks to ensure employees addressed issues around nutrition, such as obesity prevention, and mental wellness. Cikarang coordinated several checks on-site with private feedback to the individuals. The site also included safety awareness training beyond the workplace to address the safe use of motorcycles, as most people in Indonesia use this form of transport. The benefits included increased productivity hours and efficiency.

● **403-7 Prevention and mitigation of occupational health and safety impacts directly linked to business relationships**

Prevention and mitigation are managed at a factory level depending on production process, led by the Upfield standards. We have specific guidance on a range of topics including Ammonia Safety, Warehouse Safety, Electrical Safety, Asbestos Management Safety, Explosive Atmosphere Management Guidance, Machinery Safety Guidance.

Each site depends heavily on the risk assessments which describe both preventive and mitigating measures for individual processes and activities. Factories are responsible for having measures in place and are audited accordingly. We evaluate the effectiveness of measures annually and the assessments are updated at regular intervals or when changes are made.

The Contractor Management Standard & Practices at our Katowice site (Poland) were assessed by ERM (External Consultant) in 2021 and recommendations for the factory led to a robust review of the contractor management process on-site. As a result, there were many projects on-site in 2022 and an increase in contractors doing the works. There were no accidents in 2022, despite the engineering works conducted on-site.

● **403-8 Workers covered by an occupational health and safety management system**

The occupational health and safety management system requirements implemented in factories cover all workers, activities, and workplaces.

Upfield is committed to complying with all legal, health, safety and environment (HSE) regulations across all Upfield workplaces within the geographies in which it operates. To support the sustainable growth, HSE compliance plays a key role in our organisation. This is managed by workplace leaders (office, factory or warehouse) or HSE designated in the workplace.

● **403-9 Work-related injuries**

In 2022, there was a slight increase in recordable work-related injuries, linked to an increase in incidents at a small number of sites. These were linked to machine safety, chemical handling, slips, trips and falls and ergonomic/manual handling issues and we will continue to roll out risk assessment reviews and training in these areas in 2023.



Work-related injuries*	Total			Rate per million hours		
	2020	2021	2022	2020	2021	2022
Fatalities	0	0	0	0	0	0
High consequence work-related injuries	0	0	0	0	0	0
Recordable work-related injuries	18	28	30	4	6	7

*Revised in 2022: Upfield Facility TRFR for employees is the sum of all Fatalities, Lost Time Accidents (LTA), Restricted Working Cases (RWC) & Medical Treatment Cases (MTC) expressed as a rate per million Hours Worked:

Total Recordable Frequency Rate (TRFR)=Number of (Fatalities+LTA+RWC+MTC)*1,000,000 Hours Worked (Upfield Employees and Permanent Contractors)

Training and development

We want to build a business where Upfielders can grow and develop, reach their personal goals and support Upfield to deliver a Better Plant-Based Future.

Upfield provides a range of development and learning opportunities for Upfielders, primarily through our digital learning platform called Cultivate. In addition, Upfield provides training and capability development at a local level to ensure Upfielders are equipped to work safely and effectively. This includes over 30 role-based training courses covering topics as varied as food safety, first aid, electrical, and allergen awareness. We also provide targeted bespoke training programmes to help employees develop their skills. We offer annual career development reviews and mentoring to support Upfielders' growth.

o 404-1 Average hours of training per year per employee

o 404-2 Programmes for upgrading employee skills and transition assistance programmes

We recorded a total of 6,460 hours of digital learning completed within Cultivate. Training is more likely to take place in-person rather than digitally given that some factory workers do not use Cultivate. We estimate face-to-face and virtual learning hours to be 38,227, which is based on manual inputting of data, however we are exploring ways to make this more accurate in 2023.

In 2022, we averaged 11 hours of in-house learning per Upfielder. This includes digital learning through our Cultivate system and estimates based on face-to-face and virtual training. This includes global and local programmes on business skills and professional skills, virtual programmes around personal development, process and systems training, mandatory training and factory training, including health and safety.

As part of our Career Growth offering, we launched our Global Mentoring programme in October 2022 with over 100 participants. Mentoring relationships will last six months. The next wave will start in April 2023.

The Feed Your Growth series is a set of highly accessible and practical 60-90 minute workshops on the skills and behaviours we know have the biggest impact on performance.

These workshops include topics such as building a brilliant career and development plan, managing your workload and mental fitness, to name a few. We have 11 courses tailored for both contributors and people managers. We have been running them since 2021, with great participation, each have been attended by over 200 Upfielders and we have



built more than 60 online courses in Cultivate (our Learning Management system) with 3,400 active users.

● **404-3 Percentage of employees receiving regular performance and career development reviews**

100% for Upfielders who are in-scope were eligible for reviews for the performance year 2022.

All Upfielders receive performance reviews except: contingent workers; factory-workers; field sales in Greece; and Upfielders in locations which are covered by collective labour agreements (where a locally agreed process is in place). Those who are in scope are those who joined within 2022, up to 1 November 2022.

Better planet

GOAL: Pioneer food that's better for the planet. Showcase our plant-based benefits while reducing our own footprint.

To pioneer food that's better for the planet, we are committed to showcasing how our plant-based products are better for the planet and reduce our own footprint. Our most material environmental impacts, climate, ingredients sourcing and packaging, are the focus for our targets, programmes and progress under the Better Planet pillar of our strategy. From delivering on science-based climate targets and implementing of carbon labelling, to innovating our way out of plastic and always sourcing responsibly, our purpose guides us to make our business, products and packaging more sustainable.

1 Drive climate action

Reduce overall emissions to align with science-based targets and be better than net zero by 2050

Plant-based diets are a necessary part of global action to limit global warming to no more than 1.5°C over 1990 levels and avoid a climate catastrophe. With the UN estimating that the global population is projected to grow to nearly 10 billion people by 2050*, we need to use the world's finite resources – including land and water – more carefully and we believe this means we cannot continue to eat as much meat and dairy in the future as we do today.

We know our plant-based portfolio of products has a comparatively lower climate impact than our dairy counterparts. In fact, over 95% of our portfolio – all of our plant-based butter, plant-based creams and plant-based cheese have a lower environmental impact than dairy equivalents, supported by our category-based comparative LCAs.

This provides an enormous opportunity to help consumers choose less carbon-intensive food and a responsibility to reduce our own footprint, including our operations and supply chain emissions.

We measure and manage our climate footprint and have an ambition to reach net zero by 2050, with an interim target to achieve carbon neutrality for Upfield's business, and 25% reduction in total footprint by 2030. Our Scope 1 and 2 reduction target is already aligned with SBTi (Science Based Target Initiative), and we are planning to assess how to achieve



SBTi for Scope 3 in line with the newly published FLAG guidance. We will commit to the SBTi initiative in 2023 and revise our targets to be fully aligned with 1.5 degrees.

To support our customers to make more sustainable choices, we are growing the climate upside of our plant-based products and promoting climate friendly foods through on-pack carbon labelling.

The management of our own carbon footprint include: our operations, offices, and warehouses as well as a detailed analysis for key supply chain emissions (Scope 1, 2 and 3 in line with World Resources Institute (WRI) and World Business Council for Sustainable Development (WBCSD) Greenhouse Gas (GHG) Protocol).

We have conducted a carbon footprint assessment of our operations for 2022, including Scope 3 emissions. Responsibility for collecting data needed for this is integrated into existing roles within the business, depending on the scope of data required. Carbon and energy are topics that are reported to the ESG Leadership Team. Targets are set and agreed upon by the ESG Leadership Team which has overall responsibility for monitoring progress against the ESG strategy targets.

With more than 80x the global warming potential of CO₂ over a 20-year period, methane reduction is a critical issue, particularly for food-based businesses. Inspired by the Global Methane Pledge agreed at COP26 to reduce man-made methane emissions by at least 30% from 2020 levels by 2030, we began measuring our methane footprint in 2021.

This shows the disproportionate impact dairy ingredients have on our methane emissions. Dairy makes up just 1% of our total ingredients by volume, but contributes 7% of our carbon footprint and 57% of our methane emissions. This demonstrates the importance of our commitment to eliminate dairy from all our products in the coming years, to reduce both our methane footprint and our overall greenhouse gas footprint.

*Based on data from the [UN](#).

- **305-1 Direct (Scope 1) GHG emissions**
- **305-2 Energy indirect (Scope 2) GHG emissions**
- **305-3 Other indirect (Scope 3) GHG emissions**

Our total carbon footprint has reduced by 19% since 2020, with a 7% decrease in carbon intensity over the same period. This shows that, while our sales volumes have fluctuated, we are still reducing our impact across the board.

In our own operations, we are investing in making our factories more efficient. We are also making lower carbon energy choices including using biogas for heat generation in one location and buying renewable electricity at 11 of our 13 factories via green energy tariffs and renewable energy certificates (RECs). For the remaining two factories, there are no renewable tariffs nor certifications available, and we are exploring other options.

Our ingredients account for over 64% of our carbon footprint, so making the right choice about what we buy and from where will have a significant impact on our carbon footprint. Our understanding of this disproportionate impact of some ingredients is a driving force behind our commitment to be 100% plant-based by 2030. Dairy accounts for just 1% of our ingredients and 7% of our carbon footprint. We will continue looking at the impact of our ingredients across the portfolio to understand the relative impact and how we can make lower impact choices.

The emissions factors we use include emissions from land-use and land-use change and for many of the tropical oils these emissions form the largest part of total emissions. While our palm oil is certified by Roundtable on Sustainable Palm Oil (RSPO) using



segregated or mass balance approaches, no adjustment has been made to the emissions factors to account for any potential reduction in emissions. We are keeping this under review and may make an adjustment in future when the methodology is sufficiently established.

GHG emissions – Location based* (Metric kilotonnes CO ₂ e)	2020	2021	2022
Scope 1	54	47	44
Scope 2	86	77	75
Scope 3	3,394	3,130	2,745
Packaging	263	225	219
Ingredients**	2,335	2,095	1,835
Other (including logistics)**	796	810	691
Total	3,534	3,255	2,864
Contribution from methane	177	165	122

* Based on grid energy mix in the country or region

** Ingredients includes only ingredients used at Upfield operated sites. All ingredients used in Third Party operations are counted in 'Other' Category

GHG emissions – Market based** (Metric kilotonnes CO ₂ e)	2020	2021	2022
Scope 1	54	47	44
Scope 2	32	28	27
Scope 3	3,385	3,126	2,744
Total	3,472	3,201	2,815

** Based on our purchase of renewable electricity through tariffs and RECs

For details of our carbon footprint methodology please see our 2022 Basis of Preparation in our [ESG centre](#).

Please note 2020 and 2021 figures have been restated to cover additions to our 2022 footprint including: emissions associated with the manufacture of our packaging, well-to-tank emission associated with logistics, release of carbon dioxide used in our manufacturing processes, refrigerants used in our factories. Previously stated figures (metric kilotonnes CO₂e) are:

- Scope 1: 2020 – 42, 2021 – 36 (29% and 31% increases)
- Scope 3 (location based): 2020 – 3,245, 2021 – 2,962 (5% and 6% increases)
- Scope 3 (market based): 2020 – 3,236, 2021 – 2,958 (5% and 6% increases)
- Methane: 2020 - 174, 2021 – 154 (2% and 7% increases)



● 305-4 GHG emissions intensity

It is important to understand our relative carbon impact, which we measure per tonne production. In 2022 this was:

GHG emissions intensity* (Metric tonnes CO ₂ e/tonne production)	2020	2021	2022
Scope 1 & 2	0.108	0.104	0.103
All scopes	2.4	2.4	2.2

* Scope 1 & 2 location based / tonnes Upfield product

All scopes: 1, 2 and 3, location-based/tonnes Upfield and third-party manufactured product.

2020 and 2021 figures have been restated to reflect improvements in emissions factors and in the quality of data. For the all scopes calculation, third party manufactured product has been included in the 'tonne production' figure to reflect its inclusion in Scope 3 carbon data. Previously stated figures were: All scopes: 2021 2.55, 2020 2.59 tonnes CO₂e /tonne production.

Scope 1 & 2: 2021 0.094, 2020 0.098 tonnes CO₂e /tonne production.

All scopes: Our carbon intensity has reduced by 7.2%, compared to 2020, driven by an increase in the use of lower carbon ingredients. We have reduced our use of dairy by 1.3kt in 2022, that's a 26% reduction in methane from compared to 2021. We also see geographic differences in carbon emissions for some of our key ingredients. We will use this information to support the implementation of low carbon practices where possible.

Scopes 1&2: Our carbon intensity has reduced by 5%, compared to 2020. This reflects the work to reduce carbon and improve efficiency in our factories, which includes investing in more efficient boilers and machinery, implementing heat recovery systems to mitigate our energy consumption using heat recovery and using lower carbon energy. To further reduce our impact, we purchase green electricity, either through green tariffs or renewable energy certificates (RECs) for all our factory sites where this is available, which is not reflected in this location-based figure. We expect to see accelerated reductions in 2023 based on the successful implementation of energy efficiency programme in 2022 and associated capex investment.

Methane footprint

Of our 2.8m tonne carbon footprint in 2022, 122k tonnes CO₂e, or 4% was related to methane. This is down 31% vs 2020 (176k tonnes) and 26% since 2021.

Our methane footprint continues to show that our small proportion of dairy ingredients has a disproportionate impact on our methane footprint. Dairy accounts for just 1% of our ingredients used in the products we sell (by weight), 7% of our carbon footprint and 57% of our methane footprint. This represents a slight proportional increase vs 2021 (49%) due to the hard work to reduce our footprint in other areas, and the varying carbon intensity of the dairy ingredients that we use and eliminate.

Methane emissions* (Metric kilotonnes CO ₂ e)	2020	2021	2022
Total methane	177	165	122
Methane as a percentage of total carbon emissions	5%	5%	4%
Methane from dairy	95	79	69
% total from dairy	54%	48%	57%
Dairy as a % ingredients used in the products we sell (by weight)	NA	1.1%	1.0%

*See 2-4: Restatements of information



More information is available on our methane footprint and the methodology we use can be found at upfield.com/purpose/better-planet/climate-action/

Climate Upside - The Upfield ‘Upside’ is the CO₂e benefit of buying Upfield products instead of dairy equivalents.

The Upside is a term we use to describe the estimated ‘avoided emissions’ or ‘emission savings’ from Upfield customers and chefs choosing to eat one of our plant-based products instead of the dairy equivalent. These savings are largely achieved due to the use of plant-based ingredients in our products instead of animal products.

When compared to dairy butter, our plant-based margarines and spreads⁵ have:

- 70% smaller carbon footprint based on CO₂e as a measure of climate change
- 2/3 less land occupied per year across the product life cycle
- 1/2 the amount of water consumed across the product life cycle

We worked with an external specialist to calculate the upside of our portfolio of products when compared to their dairy equivalent.

To calculate the Upside, we used an indicative [portfolio lifecycle methodology](#). Representative products from Upfield’s product lifecycle assessments (LCA) – which are ISO compliant and peer reviewed – were mapped to product groupings based on Upfield classifications, and country where applicable (Portfolio calculation).

The impacts of the representative products were expanded by sales figures to provide total impacts across the whole portfolio of sold products in the plant-based butter and spreads, plant-based creams, and plant-based cheese. In parallel, the impacts of dairy comparator products were also calculated to show the hypothetical CO₂e impact of the sale of equivalent dairy products. The difference between these figures is the Upside.

	Carbon (% Lower than dairy equivalent in CO ₂ e)
Butters and Spreads	70%
Creams	50%
Cheese	74%

We’re proud to say that 95% of our portfolio come with an LCA, demonstrating these comparative benefits. While there are limitations to this methodology and no internationally adopted portfolio methodology exists, we believe this process provides a conservative estimate of the Upfield Upside.

2 Communicate climate impact

Communicate benefit of plant-based food by labelling carbon emission on 500 million product packs by 2025.

We made excellent progress towards our target of including carbon labelling on 500 million packs by the end of 2021. In total, we have produced 355 million packs carrying carbon labelling by the end 2022, up from 120 million packs in 2021.



	2021	2022	Total
Number of packs with carbon labelling	120m	235m	355m

In 2022, we created a peer-reviewed and ISO compliant lifecycle assessment tool which accelerated progress. We expect a significant increase in 2023 figures due to the efficiency of the tool.

Our position on carbon labelling can be found [here](https://www.upfield.com) (upfield.com).

3 Reduce environmental impact (waste)

Reduce our environmental impact, including a 50% reduction in waste and zero waste to landfill

As a manufacturing organisation, we want to make our manufacturing as efficient as possible – using fewer resources and generating less waste. We have a target to reduce waste at our factories by 50% by 2030 and to send zero waste to landfill.

11 of our sites have achieved zero waste to landfill in 2022, and we reduced waste generated by 4,000 tonnes. 99.8% of our non-hazardous waste is reused, recycled or recovered.

Our primary impact area for waste is in our factories – we are consistently striving to refine and update our production processes to minimise any waste produced, ensuring that our products are transported safely and securely across our supply chain.

Responsibility for the collection of data needed for this is integrated into existing roles within the business, with factory Health Safety and Environmental (HSE) managers reporting figures to our Global Environmental Manager monthly. While greater detail is recorded at site level, centrally we track absolute waste generated, hazardous and non-hazardous waste disposed of and the waste that is reused, recycled, or sent to energy recovery, excluding waste from third parties operating within the premises. See the progress against our target to reduce our environmental impact including 50% waste reduction and zero waste to landfill to see the initiatives we have implemented to reduce solid waste.

We saw total waste from our factory sites decrease in 2022, from 51 kilotonnes to 47 kilotonnes, with waste intensity also decreasing from 42 kg/tonne production to 41 kg/tonne production.

Initiatives implemented across our factories for solid waste generation management and reduction include:

- Process Optimisation (e.g., water separation of sludge from wastewater treatment plant)
- Alignment with waste management vendors to choose the best waste treatment alternative possible following the waste hierarchy from the EU Waste Framework Directive
- Production planning optimisation to reduce the amount of unpacked food waste, for example, scheduling longer runs of one product in the production line, consequently less changeover in production lines minimises the amount of unpacked food waste.



Alongside total waste reduction, we have also seen a dramatic reduction in waste sent to landfill, with this figure reducing by 92% vs 2021. In total, 99.8% of non-hazardous waste is recycled, reused or recovered.

At the end of 2022, 79% of our factory sites (11 of 14) sent zero waste to landfill, up from 54% (7 of 13) in 2021. This includes three sites that achieved zero waste to landfill this during the year and includes new and closing sites.

◦ **306-1 Waste generation and significant waste-related impacts**

◦ **306-2 Management of significant waste-related impacts**

Waste mapping is in place at all sites, and is monitored by type, volume, and disposal method, and in some instances the waste source. All waste is monitored through to final disposal. We also require waste partners’ certification for managing each waste type before we work with them. Upfield’s facilities recycle waste including cardboard, paper, metal, glass, and plastic. Upfield sends recyclable waste to recycling facilities to ensure proper treatment and processing.

Upfield ensures the proper disposal of hazardous waste at all factories. Every factory has a Health, Safety, and Environment Team that is responsible for implementing initiatives to ensure the appropriate disposal of hazardous waste, following relevant environmental regulations that include health and safety measures for handling and collection, labelling and disposal.

Currently, data around food waste from our distribution centres is measured on-site. We are working to ensure data quality and consistent reporting methodology across our sites before publication.

● **306-3 Waste generated**

● **306-4 Waste diverted from disposal**

● **307-5 Waste directed to disposal**

Waste generated (kilo tonnes)	2020	2021	2022
Reused	0.9	0.4	0.3
Recovered	18	29	32
Recycled	22	20	15
Hazardous, disposed of	0.1	0.1	0.1
Non-hazardous, disposed of	2.1	1.4	0.1
Total	42	51	47

Waste recycling and intensity

We have made great strides over the last three years, moving waste away from landfill and instead recycling, reusing, and recovering 99.8% of our waste.

Waste management and intensity	2020	2021	2022
% Recycled, reused, recovered (excluding hazardous waste)	95.1%	97.3%	99.8%
Intensity (kg waste/tonne production)	33	42	41



4 Plastic-free and better packaging

Partner to innovate our way out of plastic with better packaging

Packaging is critical to ensure that our products reach people in high quality condition, can be shipped, and stored safely, and stay fresh to minimise food waste.

Packaging is managed by a dedicated packaging team with robust packaging targets and strategy. Our policy is designed to improve the environmental footprint of our packaging through elimination, innovation, resource conservation and collaboration. It outlines our commitments to:

- Innovate to eliminate plastic packaging with an ambition for all our packaging formats.
- Choose alternative solutions that reduce the climate impact of our packaging footprint, increase our use of renewable materials (non-food source), and maximise recycled content.
- Design packaging to enable recycling, reuse or composting and clearly label packaging to encourage responsible treatment after use.
- Source our packaging from suppliers who meet our responsible sourcing policies with 100% of our virgin paper coming from suppliers who have FSC or PEFC certification.
- Collaborate with industry and government partners, and advocate for effective recycling, material recovery and composting solutions for our packaging formats.

We track these KPIs for all the primary and secondary packaging for Upfield brands (at our factories and produced by third parties).

Our Packaging Development policy is updated in accordance with current trends – including legal, technological, and commercial – to ensure our packaging remains compliant and best in class.

Plastic ('000 tonnes/percentage)

Plastic eliminated (cumulative, tonnes)

Our commitment is to innovate our way out of plastic content in our packaging by 2030, focusing where we have influence and control in our packaging. To support this, we have developed an innovation roadmap, including targets to reduce our use of plastic by 80% (on and intensity basis by tonne of production), ensure all our packaging is recyclable, reusable or compostable (100%) and double our use of recycled content.

In 2022 we have continued to focus on the longer-term innovations for our major formats which will enable us to reduce our use of plastic. Whilst plastic content has increased slightly as a proportion of total packaging, our packaging intensity (per tonne of production) has improved by 4% compared to 2020 thanks to the implementation of lighter lids for tubs in the UK in and the implementation of the Combipot 200ml creams in Europe. The high levels of recyclability across all of our packaging has remained stable in 2022.



	2020	2021	2022
Total plastic ('000 tonnes)	49	43	41
Percentage plastic packaging	46%	47%	48%
Plastic intensity (kg plastic packaging per tonne of production)	32.4	31.4	31.0

Total packaging ('000 tonnes)

We are lightweighting packaging across the portfolio, looking at all packaging elements and removing elements such as the coverleaf where possible. In Latin America, improvements have led to an average of 11.5% packaging weight reduction, saving over 900 tonnes in packaging in the region. Overall, we have seen a 9% reduction in packaging vs tonnes production since 2020.

	2020	2021	2022
Total packaging ('000 tonnes)	107	91	84
Packaging intensity (kg packaging per tonne of production)	71	67	65

Recycled content ('000 tonnes / percentage)

We are committed to conserving resources by reducing our use of non-renewable materials and increasing recycled content. We continued to focus on the longer-term innovations for our major formats, which will enable us to reduce our plastic use and reduce our carbon footprint, to deliver this we will be increasing recycled content.

	2020	2021	2022
Total recycled content ('000 tonnes)	25	23	20
Packaging recycled content	23%	25%	24%

Packaging that can either be reused, recycled, or composted ('000 tonnes / percentage)

To support consumers in disposing of packaging waste and supporting the recycled materials market, we are committed to designing packaging that can be reused, recycled, or composted. The high levels of recyclability across all our packaging has remained stable in 2022. We continue to focus on ensuring the packaging we use and innovate is recyclable, reusable or compostable.

	2020	2021	2022
Total packaging that can either be reused, recycled, or composted ('000 tonnes)	101	86	79
Percentage packaging that can either be reused, recycled, or composted	95%	94%	94%



FSC / PEFC certified paper ('000 tonnes / percentage)

In line with our commitment to zero deforestation, we want all the virgin paper we buy to be FSC or PEFC certified. In 2022 we had a small gap in certified paper in North America and LATAM. Two cases happened in situation that would have created business discontinuation. The situation is resolved in both cases. Both suppliers now source their raw materials from mills located in low-risk countries with strong regulations to protect forests (according to FSC country risk assessment).

	2020	2021	2022
Total FSC / PEFC paper ('000 tonnes)	56	46	43
Percentage FSC / PEFC paper	99.6%	100%	99.1%

Advocacy

Upfield advocates for and works with partners to enable effective recycling, reuse, and composting systems.

We work with partners to measure recyclability, composability, carbon footprint and plastic content of our packaging. For new packaging developments we focus on suppliers that invest in technologies linked to recyclability, composability, carbon footprint and plastic definition.

5 Always source responsibly

To protect people, the climate and nature, we are committed to no deforestation or exploitation and 100% responsible sourcing by 2025

In the four years Upfield has been operating independently, we have built a holistic approach to supplier management to minimise and manage risks in our supply chain. We are continuously working to make our process more robust and effective to support human rights and minimise environmental damage in our supply chain.

Upfield's management approach covers a broad range of activities and governance utilising both proactive and reactive measures. The Chief Procurement Officer (CPO) takes overall responsibility for Upfield's Responsible Sourcing Initiatives and has a dedicated Responsible Sourcing team in place to drive the implementation of the programme throughout Upfield's own operations and supply chain. The Responsible Sourcing Team is responsible for ensuring accountability of set KPIs, agreed with the CPO, which are reviewed every month.

Pro-active measures include, but are not limited to:

- Robust policies covering overall responsible sourcing, and specific materials that form the basis for engagement with Suppliers.
- A requirement for direct suppliers to initiate a relationship with Upfield on the Sedex Advance platform and completed up to date Sedex SAQ.
- For indirect categories, suppliers are assessed based on projected spend (over €100,000) and Sedex calculated risk score (based on geography and type of business).



- For vendors supplying palm oil, pulp and paper, soybean oil or coconut oil, they need to comply with certification (RSPO, FSC, PEFC...) or to submit additional evidences.

Upfield applies the same standards for products manufactured at external trusted partners as it does for those manufactured in its own factories. These measures are reviewed every quarter with the Procurement Leadership Team and Responsible Sourcing Team.

Reactive measures include but are not limited to: a well-established cross-functional Grievance process, chaired by Upfield's Chief Compliance Officer to review, verify and, where necessary take action on concerns raised in contravention of Upfield's policies. Confirmed actions are placed and updated on Upfield's public Grievance log.

Upfield's Grievance Committee meets on an ad hoc basis upon awareness of potential concerns, and periodically to review steps in accordance with this process. All grievances are reviewed by the Upfield's Grievance Committee who then decides on further actions. When an investigation is necessary, Upfield uses its satellite monitoring system and engage with external parties, including Earthworm Foundation. The SpeakUp channel is available publicly on Upfield's website and is available for all employees, partners, and supply chain workers to share concerns anonymously.

As part of a continuing journey to empower local communities in Upfield's upstream supply chain, we have initiatives in place aligned with our purpose, focusing on empowering women and increasing livelihoods. We are working closely with suppliers and other external parties to engage smallholders in our supply chains, to tackle deforestation and to build more transparent supply chains. Upfield makes great efforts to ensure initiatives are embedded within its supply chains; these initiatives are reviewed quarterly. For more detail on our initiatives, please see the Enhance Livelihoods section in Happier People.

The Management Approach is reviewed annually with the Chief Procurement Officer as the primary stakeholder forming an end of year assessment of delivery against KPIs. In addition to this formal assessment, inputs are collected periodically from additional stakeholders, including the Chief Operations Officer, Director of Sustainability and ESG, and Chief Compliance Officer, amongst others.

Upfield has maintained compliance against all policy position papers, through structural review and engagement with suppliers, and in addition has accelerated the onboarding of vendors to Sedex, covering in excess of 77% of existing direct suppliers (in spend) in scope through a strategically targeted approach. We have a target for 100% of direct suppliers to complete the Sedex risk assessment by 2025. Progress against this target is reviewed monthly.

Upfield will continue to adjust the Management Approach, focusing on embedding Responsible Sourcing workstreams into Upfield's systems further enabling reporting, governance and speed with which items can be brought for decision. Upfield will also expand the scope of suppliers reviewed via the Sedex platform further increasing transparency in the Upfield supply chain.



Material	Percentage certified/sustainable sourced*		
	2020	2021	2022
Palm oil	100%	100%	100%
Soybean oil	100%	100%	100%
Paper & Pulp	99.6%	100%	99.1%

* Covers volumes purchased for use in own manufacturing facilities. Sustainably sourced refers to full compliance with Upfield commodity-specific policies. For palm oil products: it includes being RSPO (Roundtable on Sustainable Palm Oil) certified using segregated or mass balance approaches; virgin pulp and paper is sourced from suppliers that have FSC or PEFC certification and soybean oil volumes are compliant with the Amazon Soy Moratorium.

We continue to maintain our policies and commitments on responsible and sustainable sourcing.

In 2022, we had a small gap in certified Paper and Pulp in North America and LATAM. Two cases happened in situations that would have created business discontinuation. The situation has been resolved in both cases. Both suppliers now source their raw materials from mills located in low-risk countries with strong regulations to protect forests according to FSC risk country assessment.

● **407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk**

All suppliers are expected to meet our policies and principles. Our Supplier Code of Conduct sets out our expectation for business partners to respect the rights to freedom of association and to join, or not join, a labour union in accordance with the law.

In addition, we use our ethical sourcing assessment programme (Sedex), to assess suppliers' operations, workers' rights, freedom of association and collective bargaining. We then use these insights to inform our strategy and mitigate those risks where required.

● **408-1 Operations and suppliers at significant risk for incidents of child labour**

● **409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labour**

Protecting human rights is fundamental to the values that we hold at Upfield. In accordance with the UN Guiding Principles on Business and Human Rights, we aim to protect and promote human rights in the communities in which we operate. This includes a zero-tolerance approach to child, forced or compulsory labour.

We understand the importance of transparency in our supply chain. We use a variety of Sedex tools, with external SMETA audits; sustainability certification standards like RSPO and our own Supplier Code of Conduct, to identify and remove risk within our supply chains.

We use those different tools to determine and prioritise areas and types of suppliers that are at risk of child, forced or compulsory labour practices. We then use a variety of mechanisms to mitigate against these risks, including engaging with suppliers in particular regions, collecting and evaluating data from these suppliers, and work with suppliers to implement corrective actions where appropriate.

In addition, we pursue independent certification for high-risk commodities and raw materials.

For our own Operations, we use Sedex on-site risk assessments (SMETA) to ensure



our own operations meet the standards we have set. Up to and including 2022, 11 out of 13 factories have been assessed, however with some sites closing and others opening this represents a process of continual auditing, which will continue through 2023.

● **411-1 Incidents of violations involving the rights of indigenous peoples**

There have been no incidents of violations involving the rights of indigenous peoples identified.

As per our commodity specific policies, we are fully committed to upholding and protecting the rights of indigenous peoples and their communities by buying 100% physically certified RSPO palm oil, which is underpinned by Free Prior and Informed Consent (FPIC) principles. We are also monitoring areas that pose significant risks regarding the rights of indigenous people and their communities and prioritise these in our engagement work with our suppliers.

As part of Upfield's grievance process, and in partnership with Earthworm, we investigate any allegations of incidents against indigenous people. No direct suppliers have been investigated during the period and two indirect suppliers are still under investigation.

● **412-1 Operations that have been subject to human rights reviews or impact assessments**

The percentage of sites audited in the last three years remained static at 85% or 11 out of 13 of our sites (2021: 85%, 2020: 62%). However, this represents ongoing work with our site in the Netherlands closing and other sites opening.

Site audits are carried out to Sedex Members Ethical Trade Audit (SMETA), which covers human rights. We will continue our audit programme throughout 2023, and our target is to carry out an external SMETA audit at every factory site every three years.

● **412-2 Employee training on human rights policies or procedures**

All employees were trained (either e-learning or face-to-face) on the Code of Conduct. This training also refers to elements that would fall under the scope of Human Rights. No dedicated training on Human Rights, however has been organised. We are working on a more specific human rights programme for 2023.

● **412-3 Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening**

Human rights criteria are considered as part of our risk management and due diligence processes. Significant investments, including acquisitions and joint ventures, must comply with Upfield's existing policies.

● **308-1 New suppliers that were screened using environmental criteria**

● **414-1 New suppliers that were screened using social criteria**

As explained in question 205-1, all new third parties are screened through our third-party due diligence programme and will be monitored on a 24/7 basis against list from the US, UN, UK and EU. In addition, Upfield has screened 53 new suppliers in 2022 through Sedex tool, using social and environmental criteria based on Upfield's supplier process. This represents 5% of new suppliers onboarded by the business in 2022 based on our risk-based approach detailed above.

● **308-2 Negative environmental impacts in the supply chain and actions taken**

● **414-2 Negative social impacts in the supply chain and actions taken**

Our responsible sourcing policies cover both social and environmental impacts for all ingredients.



Direct materials suppliers are requested to have material-specific certification where applicable (e.g., Palm oil, Pulp and paper, Soybean oil and Coconut oil) and are requested to initiate a relationship with Upfield on Sedex Advance platform and completed up to date Sedex SAQ. For Indirect Categories, suppliers are assessed based on projected spend (over 100 000 EUR). We also use the Sedex Radar risk assessment tool, which allows us to proactively determine which geographies and industries can be considered high social and environmental risk to ensure sufficient monitoring is in place. As well as assessing new suppliers at onboarding, we are assessing existing suppliers in parallel to de-risk the supply chain.

In 2022, 196 suppliers, who cumulative account for 55% of Upfield spend, were assessed for social and environmental impacts through Sedex. Our target is for 100% of direct suppliers to complete the Sedex Disk assessment by 2025 (currently 77%). Progress against this target is reviewed monthly.

Social Impact

Through Sedex assessment, 10 suppliers have been identified with potential social impacts. We have initiated an engagement process with each supplier and requested clarifications against our concerns. If those clarifications are insufficient, the supplier will have to take a third party external SMETA audit. In addition, one supplier has been identified via our grievance mechanisms; we are investigating these risks and allegations in partnership with Earthworm, and the supplier is under close monitoring.

All of Upfield's investigations are maintained through our transparent grievance process which can be found on our website. Through this process, we also evaluate all complaints made against parties within our supply chain, whether they are direct or indirect suppliers to Upfield.

We are closely monitoring upcoming legislation changes in Europe regarding Human and Labour rights and are working on a human rights roadmap to strengthen our existing internal and supplier process.

Environmental impact

Upfield takes reactive and proactive approaches when monitoring significant actual and potential adverse environmental impacts in our supply chain. Our proactive approach consists of consulting the Sedex Radar risk assessment tool, determining which geographies and industries can be considered as high environmental risk.

Our reactive approach consists of using the Starling satellite monitoring system to track land use change and engage where these point to occurring deforestation, as well as using our grievance mechanism to incorporate complaints and grievances from any channel.

Our process flagged seven suppliers with high environmental scores in Sedex. Upfield engages with non-compliant suppliers to develop a remediation plan to restore compliance, including indirect, second tier suppliers in our palm oil and pulp and paper supply chains. We have engaged each of these suppliers, with a plan developed to implement corrective actions or run an external SMETA audit. Where issues are flagged in our indirect supply chain, we engage our direct suppliers and request them to investigate, and, if necessary take action with their non-compliant suppliers.

In addition, a number of palm oil mills were identified as high risk by Starling and Earthworm, our partners in this space. All cases are reviewed collaboratively with our suppliers linking to these flagged risks to conduct investigation to verify the impact as actual. When the risk is confirmed, the grievance process is initiated and Upfield works closely with its direct supplier to engage into a remediation process or, where necessary, remove the respective actor from Upfield supply chain.



● **FB-PF-430a.1 Percentage of food ingredients sourced that are certified to third-party environmental and/or social standards, and percentages by standard**

All the palm oil, we purchase, is physically certified by RSPO; this accounts for 32% of our purchased ingredients. The RSPO certification covers the entire supply chain, including Upfield’s own operations, and Upfield is audited annually against the RSPO certification.

● **415-1 Political contributions**

Upfield made no political donations in 2022.

Energy consumption

● **302-1 Energy consumption within the organisation**

	2020	2021	2022
Energy from non-renewable sources ('000 GJ)	964	879	873
Energy from renewable sources ('000 GJ)	608	561	519
Electricity ('000 GJ)	505	491	494
Heating ('000 GJ)	806	681	623
Steam ('000 GJ)	261	268	275
Total ('000 GJ)	1,572	1,440	1,392

Energy consumption remained stable in line with production. With initiatives to reduce carbon and energy use across the existing factories and a new, more efficient site opening towards the end of 2022, we hope to see energy intensity reduce in the coming year.

Data includes all energy used at Upfield operated production sites for the full 2022 calendar year. Energy use from sites that came into Upfield ownership during 2022 are not included in this data.

● **302-3 Energy intensity**

2022 : 1.202 GJ/Tonne Production
 2021 : 1.197 GJ/Tonne Production
 2020 : 1.208 GJ/Tonne Production

Over the last three years, our energy intensity has remained stable. We continue to invest in improvements to reduce energy consumption to reduce energy intensity.

Water

Water scarcity is becoming an increasingly important issue in many parts of the world where we have operations. As a result, it is vital that we track and seek to reduce our consumption, particularly within our factories.

Water usage is monitored on-site at our factories, which is where most of our organisational water is used. This information is submitted monthly and reviewed centrally.



Initiatives for water usage reduction implemented across our factories, including sites located in water stressed areas, include cooling tower replacement/maintenance, process optimisation and effluent treatment plant rationalisation.

Upfield’s factories set annual targets for water intensity. For example, the Upfield factory in Piraeus, Greece set a 2022 target of 3.2 m³ water use/ tonne production in 2022. For 2023, this target has been reassessed to an ambitious target of 2.8 m³/tonne production, demonstrating Upfield’s ongoing efforts to reduce water use. These targets are shared in our factory scorecard with progress tracked monthly.

We also look to external advice and support. For example, our entity in Türkiye (Corlu factory is located in a water stressed area), is a member of the Sustainability Academy, a non-profit, leading sustainability platform that aims to guide the business world towards a better future in line with the Sustainable Development Goals (SDGs).

◦ **303-1 Interactions with water as a shared resource**

Water consumption is monitored at each factory where local targets are set on an annual basis.

Our primary concern is at water stressed locations, which we track through the World Resources Institute’s (WRI) Aqueduct tool. Two sites have been provisionally identified as located in areas of potential water stress, in Greece and Türkiye.

All facilities are required to monitor, track, measure and manage water consumption, and meet local permits and regulatory requirements.

Upfield has implemented several technological improvements to reduce freshwater use, including at sites with high water stress. These initiatives include cooling tower maintenance and replacement to achieve optimal functioning, optimisation of the clean-in-place process for equipment cleaning, and rationalisation of our effluent pre-treatment plant.

◦ **303-2 Management of water discharge-related impacts**

The parameter limits for water discharge are set by local authorities. The level of the various indicators is monitored at regular intervals by our factories and by certified third parties. Authorities also take samples for analysis at random.

● **303-3 Water withdrawal**

Our data covers all water consumed by factories based on metered consumption and invoiced data. Total water withdrawal increased slightly between 2021 and 2022, with a downward trend from 2019 to 2021.

Water withdrawal	2020	2021	2022
All areas ('000 m ³)	2,160	2,040	2,109
Areas of water stress ('000 m ³)	314	348	415

While water withdrawal increased in sites in water stressed areas, we saw a 3% reduction in water intensity in water stressed sites, which saw a 22% increase in production volumes, and a 19% increase in water withdrawal.

Some of our data relies on information provided to us by Unilever, most of which we are unable to verify. Some 2020 and 2021 numbers have been rounded to reflect this and some figures have been estimated to reflect our best knowledge. In early 2023, we installed meters to collect real data in one of the affected factories. Reporting issues at the other site will be resolved in 2023.



● 303-4 Water discharge

Water discharge	2020	2021	2022
All areas ('000 m ³)	1,369	1,259	1,241
Areas of water stress ('000 m ³)	199	202	246

Each site monitors wastewater by the level required by local authorities, including detailed mapping of the wastewater discharged, showing the volume of water discharged to different receivers. We recorded no incidents of non-compliance with discharge limits in 2022.

Some of our data relies on information provided to us by Unilever, most of which we are unable to verify. Some 2020 and 2021 numbers have been rounded to reflect this and some figures have been estimated to reflect our best knowledge. In early 2023, we installed meters to collect real data in one of the affected factories. Reporting issues at the other site will be resolved in 2023.

● 303-5 Water consumption

Water consumption	2020	2021	2022
All areas ('000 m ³)	790	782	868
Areas of water stress ('000 m ³)	115	146	169

We are investigating the reasons behind the increase in water consumption. Some of the impact may come from changes in product recipes that require more water along with solid waste is being disposed of with a high-water content. We also intend to improve data management in this area, to remove reporting errors and estimation. However, LCAs show us that our spreads remain the better option in terms of water usage when compared to their dairy counterparts.

Some of our data relies on information provided to us by Unilever, most of which we are unable to verify. Some 2020 and 2021 numbers have been rounded to reflect this and some figures have been estimated to reflect our best knowledge. In early 2023, we installed meters to collect accurate data in one of the affected factories. Reporting issues at the other site will be resolved in 2023.



Environmental management

We are committed to environmental protection. We are identifying and finding effective ways to reduce or eliminate all together our environmental impacts – including reformulating our products to eradicate dairy and to reduce our methane footprint, reducing our carbon footprint, reducing plastic waste, and managing water usage.

We are integrating environmental sustainability into our organisation's activities, with strong governance structures to include environmental aspects as part of strategic decision-making and as part of our business strategy. We are maintaining a robust environmental management system at all production sites that we operate, allowing us to monitor overall progress against annual targets. In addition, we review our site-based environmental management plans annually, which set out our sustainability programmes to improve our environmental performance.

All factories comply with all applicable environmental legislation and regulations and report to local environmental authorities when requested or necessary.

When corrective actions are needed, we work to resolve them quickly and efficiently. For example, any technical malfunctions that may occur at the wastewater treatment plant at the Kleve factory and result in increased Chemical Oxygen Demand levels are fixed by the local technical team and analysed to avoid reoccurrence.

Full details of our environmental management approach can be found on our [website](#).



Appendices

Appendix A. Goals and Commitments revised language

Revised goal/commitment language	Reason for change
Plant-based	
Deliver plant-based Transform our portfolio to deliver 100% plant-based products	Updated target date to 2030 as plans for delivery will follow a phased approach
All natural ingredients Create recipes that are all natural, with simple, clean labels	Updated as plans for delivery will follow a phased approach with natural standards that better reflect brand proposition and food safety
Healthier lives	
Maintain Affordability Innovate to maintain affordability for consumer in lower socio-economic groups	Minor language update
Educate children on nutrition	Minor language update
Enable heart health Enable 50 million adults to lower their risk of heart disease by offering healthier products	Minor language update to reflect connection to our products
Happier people	
GOAL: 150,000 chefs, farmers and their families supported to enable Generation Plant	Adjusted goal to reflect the update on our commitment on plant-based chefs reached
Engage Upfielders Upfielders are advocates for our purpose in our communities – top 25% eNPS	Minor language update
Enhance livelihoods Support livelihoods of 100,000 family farmers and plant-based entrepreneurs	Minor language update
Enable plant-based chefs Enable 50,000 plant-based chefs and food professionals to be plant-based ambassadors	Adjusted goal to reflect our plans to enable plant-based chefs with knowledge skills and education
Better planet	
GOAL: Pioneer food that is better for the planet, showcasing the plant-based benefits while reducing our own footprint	Reworded to reflect our intent of being innovators for the required food systems transition, explaining the benefit of choices to consumers, while addressing our own footprint
Drive climate action Reduce overall emissions to align with science-based targets and be better than net zero by 2050	Amended commitment to reflect increased ambition to align our targets (previously 25% in total footprint) to science-based targets and have committed to this initiative
Plastic-free and better packaging Partner to innovate out of plastic with better packaging	Refined targets to reflect technology roadmap and our focus on packaging formats where we can drive change. Updated measure to reflect progress through an intensity figure as plastic per tonne of production
Always source responsibly To protect people, climate, and nature we commit to no deforestation or exploitation and 100% responsible sourcing by 2025	Clarified our commitment our responsible sourcing commitment we reworded our overall target and created sub-commitments. We understand the importance of collaborating and influencing our supply chain to address potential issues related to related to human rights, climate change and to protect nature



Appendix B. SFRD PAI

<p>1. GHG emissions</p>	<p>See page 41</p>
<p>2. Carbon footprint</p>	<p>See page 41</p>
<p>3. GHG intensity</p>	<p>34.9 tonnes CO₂e/mEUR revenue (Scope 1 & 2)</p>
<p>4. Activity in the fossil fuel sector</p>	<p>Upfield is not active in the fossil fuel sector</p>
<p>5. Share of non-renewable energy consumption and production</p>	<p>See page 53 Where available, electricity at all our factories is renewably sourced (via green tariffs and RECs). Unfortunately, we cannot source renewable electricity in Kenya and Ghana due to the need for a renewable energy market in these locations. In addition to renewable electricity, a number of our factories use on-site renewable energy including biogas and energy from waste</p>
<p>6. Energy consumption intensity per high impact climate sector</p>	<p>0.114 GWh/mEUR revenue</p>
<p>7. Activities negatively affecting biodiversity sensitive areas</p>	<p>We have assessed our own sites for biodiversity risks based on proximity to sites of special scientific interest or protected areas. All are in urban or industrial sites, although some are within a short distance of reserves or protected areas. Each site works to minimise their direct impacts on their local environment</p> <p>We purchased a diverse range of natural ingredients including some – palm, paper and soybean oil – that are identified as ingredients at higher risk of being associated with deforestation. We have established robust policies and standards to drive no deforestation in our supply chains. For example, we have purchased 100% physically certified palm oil since 2019. We set out our approach to managing these ingredients in specific position papers and our Responsible Sourcing Policy</p> <p>For palm oil, we undertake an independent risk assessment to identify mills in our supply chain at high risk. We also use the Starling satellite monitoring system, to monitor potential deforestation in the palm oil supply chain and to track land use change. Based on the risk assessment and satellite monitoring we identify high-risk mills and groups, and work with our suppliers to verify compliance with our policy principles, supported by our partnership with Earthworm</p>
<p>8. Emissions to water</p>	<p>As a food manufacturer we do not discharge priority substances (nitrates, phosphates or fertilisers). Our factories comply with permits and discharge limits as set by the relevant authority. Water emissions are monitored and independently verified</p>



9. Hazardous waste ratio us waste ratio	0.019 Tonnes of hazardous waste /mEUR revenue
10. Violations of UN Global Compact principles and Organisation for Economic Cooperation and Development (OECD) Guidelines for Multinational Enterprises	To the best of our knowledge, here have been no violations UN Global Compact principles or Organization for Economic Cooperation (OECD) Guidelines for Multinational Enterprises within the business
11. Processes and compliance mechanisms to monitor compliance with UN Global Compact principles and OECD Guidelines for Multinational Enterprises	<p>Upfield is a signatory to the UN Global Compact and follows the OECD Guidelines for Multinational Enterprises. We have embedded the guidance and requirements of UNGC and OECD into our own policies, and monitoring and reporting process, including into our Code of Conduct and related policies</p> <p>The Board delegates the day-to-day management of the business, including ESG matters, to Upfield’s Executive Committee. The Chief Operations Officer (COO) and Executive Committee member, has responsibility for the ESG strategy and its delivery. The COO chairs the cross-functional ESG Leadership Team, responsible for implementation, monitoring progress against the ESG strategy, targets and the management of material ESG risks and opportunities, supported by a central team of ESG experts</p> <p>The ESG Leadership Team has representatives from finance, people and organisation, operations and procurement, product development, legal and corporate affairs. Key topics are presented at the Executive Committee as deemed appropriate and reported to the Board accordingly</p>
12. Unadjusted gender pay gap	1.08:1 female to male ratio.
13. Board gender diversity	33% of the Board identifies as female, with 67% identifying as male
14. Exposure to controversial weapons	Upfield is not active in the munitions sector



Appendix C. PRI Alignment

To support analysis by the investment community and other stakeholders, we have indicated our alignment to the UN Principles for Responsible Investment (UN PRI) reporting framework. As our business is not the target audience for the UN PRI there are some instances where our reporting does not fully align to PRI requirements and questions that are not applicable to our business. Instead, the below gives an indication of where related content in our reporting can be found. Where the PRI focuses on investment strategies/policies etc, we refer to our broader ESG approach.

PRI Disclosure		ESG GRI Addendum location
Confidence Building Measures		
CBM 1	How did your organisation verify the information submitted in your PRI report this reporting year?	2-5 External assurance
CBM 2	Provide details of the third-party external assurance process regarding the information submitted in your PRI report.	2-5 External assurance
CBM 3	Provide details of the third-party external assurance process regarding the information submitted in your PRI report.	2-5 External assurance
CBM 4	What responsible investment processes and/or data were audited through your internal audit function?	3-3 Management of material topics
CBM 5	Provide details of the internal audit process regarding the information submitted in your PRI report.	3-3 Management of material topics
CBM 6	Who in your organisation reviewed the responses submitted in your PRI report this year?	2-14 Role of the highest governance body in sustainability reporting
Operational overview		
OO 1	Reporting year	2-3 Reporting period, frequency and contact point
OO 2	Subsidiaries	2-6 Activities, value chain and other business relationships



Policy, Governance and Strategy		
PGS 1	Which elements are covered in your formal responsible investment policy(ies)?	2-23 Policy commitments
PGS 2	Does your formal responsible investment policy(ies) include specific guidelines on systematic sustainability issues?	2-23 Policy commitments
PGS 3	Which elements of your formal responsible investment policy(ies) are publicly available?	2-23 Policy commitments
PGS 11	Which senior level body(ies) or role(s) in your organisation have formal oversight over and accountability for responsible investment?	2-12 Role of the highest governance body in overseeing the management of impacts
PGS 11.1	Does your organisation's senior level body(ies) or role(s) have formal oversight over and accountability for the elements covered in your responsible investment policy(ies)?	2-12 Role of the highest governance body in overseeing the management of impacts
PGS 12	In your organisation, which internal or external roles are responsible for implementing your approach to responsible investment?	2-13 Delegation of responsibility for managing impacts
PGS 13	Does your organisation use responsible investment KPIs to evaluate the performance of your board members, trustees, or equivalent?	2-18 Evaluation of the performance of the highest governance body
PGS 15	What responsible investment competencies do you regularly include in the training of senior-level body(ies) or role(s) in your organisation?	2-17 Collective knowledge of the highest governance body
PGS 17	did your organisation publicly disclose climate-related information in line with the Task Force on climate-related Financial Disclosures' (TCFD) recommendations?	201-2 Financial implications and other risks and opportunities due to climate change
PGS 18	to which international responsible investment standards, frameworks, or regulations did your organisation report?	GRI, SASB
PGS 19	did your organisation publicly disclose its membership in and support for trade associations, think tanks or similar bodies that conduct any form of political engagement?	2-28 Membership associations
PGS 41	Has your organisation identified climate-related risks and opportunities affecting your investments?	201-2 Financial implications and other risks and opportunities due to climate change
PGS 44	Does your organisation have a process to identify, assess, and manage the climate-related risks (potentially) affecting your investments?	201-2 Financial implications and other risks and opportunities due to climate change



PGS 45	During the reporting year, which of the following climate risk metrics or variables affecting your investments did your organisation use and disclose?	201-2 Financial implications and other risks and opportunities due to climate change
PGS 46	Did your organisation disclose its Scope 1, Scope 2, and/or Scope 3 greenhouse gas emissions?	305-1 Direct (Scope 1) GHG emissions 305-2 Energy indirect (Scope 2) GHG emissions 305-3 Other indirect (Scope 3) GHG emissions
PGS 47	Has your organisation identified the intended and unintended sustainability outcomes connected to its investment activities?	3-1 Process to determine material topics
PGS 47.1	Which widely recognised frameworks has your organisation used to identify the intended and unintended sustainability outcomes connected to its investment activities?	3-1 Process to determine material topics
PGS 47.2	What are the primary methods that your organisation has used to determine the most important intended and unintended sustainability outcomes connected to its investment activities?	3-1 Process to determine material topics
PGS 48	Has your organisation taken action on any specific sustainability outcomes connected to its investment activities, including to prevent and mitigate actual and potential negative outcomes?	2-25 Processes to remediate negative impacts
PGS 49	During the reporting year, what steps did your organisation take to identify and take action on the actual and potentially negative outcomes for people connected to your investment activities?	2-25 Processes to remediate negative impacts
PGS 49.1	During the reporting year, which stakeholder groups did your organisation include when identifying and taking action on the actual and potentially negative outcomes for people connected to your investment activities?	2-29 Approach to stakeholder engagement
Senior leadership statement		
SLS 1	Senior Leadership Statement	2-22 Statement on sustainable development strategy



Sustainability outcomes		
SO 1	What specific sustainability outcomes connected to its investment activities has your organisation taken action on?	3-2 List of material topics
SO 2	For each sustainability outcome, provide details of up to two of your nearest-term targets.	3-3 Management of material topics
SO 2.1	For each sustainability outcome, provide details of up to two of your long-term targets.	3-3 Management of material topics
SO 3	Provide further details on your net-zero targets.	3-3 Management of material topics
SO 4	Does your organisation track progress against your nearest-term sustainability outcomes targets?	3-3 Management of material topics
SO 4.1	What qualitative or quantitative progress did your organisation achieve against your nearest-term sustainability outcome targets?	3-3 Management of material topics
SO 12	Does your organisation engage with other key stakeholders to support the development of financial products, services, research, and/or data aligned with global sustainability goals and thresholds?	2-29 Approach to stakeholder engagement
SO 13	During the reporting year, to which collaborative initiatives did your organisation contribute to take action on sustainability outcomes, including preventing and mitigating actual and potential negative outcomes?	2-28 Membership associations



End notes

1 Based on the average number of employees through 2022, including Arivia

2 The data in this report covers the 13 of our 14 factories. The 14th was brought into Upfield ownership at the end of 2022 and will be included in 2023 data.

3 Upfielder: Upfield employee

4 Materiality threshold €1.5m

5 Based on Upfield's plant butters and spreads when compared on a weighted average basis to dairy butter across North America and Europe. ISO compliant LCA conducted by Quantis consulting published in the [International Journal of Lifecycle Assessment](#).

