

Delivering on our environmental and social objectives



Welcome to our Sustainability Report 2024

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Disclosure

In this report, we have disclosed a combined TCFD & TNFD report, SASB and GRI indexes. In addition, we have disclosed details of our workforce, health and safety, waste, water consumption, energy use and Scope 1, 2 and 3 emissions in line with the Greenhouse Gas Protocol. We will disclose further to S&P CSA and CDP for Water, Forests and Climate Change later in the year.



Sustainability Committee Chair's statement

Delivering on our 2025 Sustainable Protein Plan



As we embark on this crucial year, we do so with determination and collaboration, striving to deliver results that matter.”

Rebecca Shelley
Non-Executive Director and
Chair of Sustainability Committee



We are entering the final year of the 2025 Sustainable Protein Plan and our priority now is to accelerate our mission to help make protein more sustainable. This report paints a picture of the progress that has been made, and the targets that are being delivered on, made possible through the outstanding contributions of many teams within the business. It reflects a business that does what it says it will do and now we must speed up the action to deliver lasting change.

As Chair of the Sustainability Committee, my role, and the role of my fellow Committee members, is to ensure the next phase of the Plan is well-governed, fairly measured, and reflects the external environment. So, as we develop our thinking, the Committee will be applying three tests of the new initiatives. The first test is whether the Plan fully reflects our external environment. Over the past few years, we have lived through a period of exceptional uncertainty, with pandemics, wars and the impact of climate change felt across our supply chain. We are also seeing the legal landscape change significantly, with new requirements on businesses to become more sustainable. It is important that our plans have the capacity to adapt to external disruption, whilst also delivering and complying with all relevant regulations and laws.

The second test is about measurement and incentives. Over the past few years, we have given a lot of thought to the way that our sustainability targets are embedded within the business. In 2022, we wrote sustainability targets into the Long Term Incentive Plan for Hilton Foods. It will be important to apply similar rigour and commercial grounding to the next chapter of the Sustainable Protein Plan.

This links to the third test: governance. From the start, we made sure the Plan was appropriately governed by a standalone Committee with a Non-Executive Chair. Over time, we have increased this scrutiny, for example by ensuring that sustainability features on the agenda of the Group Risk Committee. We will continue this oversight to ensure that our work is both achievable and demonstrates the right ambition.

As we carry out this work, my colleagues and I will be engaging with external partners to understand their views on how we work together and where our focus should be. It is important that we continue to bring external perspectives into our thinking.

Rebecca Shelley
Chair, Group Sustainability Committee
7 April 2025

Our 2025 Sustainability Protein Plan at a glance



People

Pillar	2025 targets	Status	Progress
Valuing people	Reduce Lost Time Incidents (LTIs) by 10% (against 2020 baseline across Hilton Foods)	Behind	Whilst we have not met our Lost Time Incidence target, we have made significant progress in reducing the severity of incidents by 47%. Health and safety is a key area of focus for 2025
	Establish Global Wellbeing Framework to support employee wellbeing	Achieved	Established Group Wellbeing Framework in 2022
	30% of all leadership roles filled by women	Achieved	34% of women in leadership roles
	Employee consultative forums or works councils at all Hilton Foods sites	On track	Employee consultative forums or works councils operational at 15 sites
Protecting human rights	Functioning governance structure in place	Achieved	Integration into key risk processes. Read more on governance structure on page 11 and in the Human Rights section of our GRI Index
	100% of Hilton Foods production facilities ethically audited	Achieved	100% of Hilton Foods production sites have had a third party ethical audit
	Train all Hilton Foods employees on human rights	On track	Training provided in 2024 to the Board and Executive Leadership Team and Site Sustainability Leads. Human Rights training material has been developed for all employees and will be integrated into our induction training in 2025
	Modern slavery awareness training extended to all managerial colleagues	On track	Training materials in development to be accessible on our new online learning system
	100% of labour and service providers audited to Hilton Foods Agency Labour Standard	On track	Our Agency Labour Standard has launched across all sites, and all labour and service providers independently audited as part of our SMETA roll out
	100% of primary suppliers signed up to Hilton Foods Supplier Social Code of Conduct	On track	All Hilton Foods businesses have engaged their primary suppliers on this requirement
	100% of new primary suppliers screened using Hilton Foods Social Criteria	On track	Ethical screening integrated into new supplier approval for protein suppliers
Developing potential	100% of high-risk primary suppliers audited	On track	SMETA audits for high risk primary suppliers have been initiated
	All production colleagues offered the opportunity to participate in “work conversations” with their manager to discuss performance, development, career aspirations, wellbeing, ideas and feedback	On track	Work Conversations have been rolled out across all our sites
	Development opportunities for all management talent identified as ready for succession through annual review of leadership capability and succession	On track	294 colleagues participated in Manufacturing Excellence programme across our UK and APAC sites
150 colleagues to go through leadership development programmes by 2025	Achieved	190 colleagues taken part in our Accelerated Development programmes since 2019	

Our 2025 Sustainability Protein Plan at a glance continued



Planet

Pillar	2025 targets	Status	Progress
Reducing emissions	100% renewable electricity across all own operations in Europe by end of 2025 and globally by 2027	On track	79% renewable electricity globally, 93% in Europe 100% achieved at all production sites in the UK
	Achieve our science-based targets (SBTs) across Scope 1, 2 and 3 in line with published timelines and publish updated ambitions by 2025	On track	Updated our SBTs in line with 1.5°C and published Transition Plan 32% reduction in absolute Scope 1 and 2 18% reduction in absolute Scope 3
	Intensity reduction of 15% in emissions of cattle in Europe by 2025 (aligned to the ERBS Sustainability objectives)	On track	Detailed Transition Plan focused on decarbonising our beef supply chains
Enhancing animal welfare	More than 90% of livestock from farms in assurance schemes	On track	Actively working with farm assurance schemes to improve standards, more detail in our Animal Welfare Statement
	100% humane slaughter of animals across all our products including aquaculture	On track	100% of animals in our supply chain are stunned prior to slaughter
	Responsible antibiotic use throughout our supply chain	On track	Antibiotic use by our suppliers is recorded and monitored as part of farm assurance schemes, further detailed in our Animal Welfare Statement
Nature positive	Eliminate deforestation from the conversion of natural forests to agriculture or livestock production in our supply chains	On track	Preparing for compliance towards the EUDR, more detail in our 2025 Deforestation Statement
	Maintain 100% of paper and board from certified sources	On track	All paper and board purchased is from a FSC or PEFC-certified chain of custody
	Planning and reporting tools provided to all farmers to support regenerative farming	On track	Rolling out of Chirrup boxes across farms, an artificial intelligence tool to measure biodiversity through bird song. Now verified as effective as experienced ecologists for identifying birds
	100% of seafood responsibly sourced to Hilton Foods standards (aligned to the Sustainable Seafood Coalition code and PAS 1550), and openly reporting supply chains through Ocean Disclosure Project	On track	86% of seafood responsibly sourced to Hilton Foods standards and 100% of seafood reported through the Ocean Disclosure Project
	Hilton Foods Seachill directly sourced wild caught seafood 100% certified to the MSC standard or equivalent (by 2025)	On track	98% of wild caught UK seafood in Hilton Foods Seachill was either MSC certified or in a comprehensive Fishery Improvement Project

Our 2025 Sustainability Protein Plan at a glance continued

Product

Pillar	2025 targets	Status	Progress
Balanced healthy diets	Double sales of plant-based, vegetarian and flexitarian products (compared to a 2020 baseline)	On track	52% increase in sales of plant-based and vegetarian products compared to a 2020 baseline
	Assess health and sustainability attributes of all Hilton Foods proteins to provide consumers with information on their role in healthy, sustainable diets	Achieved	All products have been benchmarked against nutritional criteria across Hilton Foods, 65% of products across Europe scored A or B against Nutri-Score nutritional criteria
Circular packaging	Reduce direct packaging waste by 30% (compared to 2021 baseline)	Achieved	36% reduction in equivalent site waste against 2021 baseline*
	Drive demand for circular tray-to-tray recycling and actively prioritise the use of circular material	On track	Tray-to-tray introduced at the majority of sites, 100% tray-to-tray trial at Hilton Foods UK, circa 20% tray-to-tray content in majority of our European sites
	All Hilton Foods retail packaging fully reusable, recyclable or compostable	Behind	77% of total packaging is recyclable
	Achieve minimum of 50% average recycled content across all plastic packaging	Achieved	Achieved 56% average recycled content across our plastic packaging
	Reduce the weight of plastic packaging while ensuring it remains fit for purpose	On track	Introduction of flow wrap technology has reduced plastic packaging weight by 295 tonnes in 2024
Resource efficiency	Improve energy efficiency in Hilton Foods production facilities by at least 10% (compared to 2020 baseline)	Achieved	Used less energy in every site during 2024 compared to 2023 10.2% reduction in total equivalent energy consumption, with 19.6% reduction in thermal energy use*
	Improve water efficiency in Hilton Foods production facilities by at least 10% (compared to a 2020 baseline)	On track	9.5% reduction in total equivalent water consumption*
	Halve Hilton Foods factory generated food waste by 2030 compared to 2019 (in line with the Champions 12.3 commitment to deliver UN SDG 12.3)	On track	47% reduction in food waste compared to a 2021 baseline

* Excludes new acquisitions since 2020, including Fairfax Meadow, Dalco and Foppen.

CEO and Quality & Sustainability Officer Q&A

Making a positive difference by setting the right standards



Put simply, customers wouldn't choose to work with Hilton Foods and grow our businesses together if we weren't trying to take a leadership position on these issues."

Steve Murrells CBE
Group Chief Executive Officer



You are now in the final year of the 2025 Sustainable Protein Plan. What's next?

Steve: The first step is to be tough on ourselves: have we met all the targets we've set? This report shows we've made a lot of progress, but there are one or two areas where we've not moved as fast as we hoped. We need to understand why and look at where we can make changes, so that we hit all our targets, not just most of them, on time.

The good news is that for the most part, we are on track and increasing our ambition. So, this year Lorna and the team will be doing a lot of thinking about how to go further over the next five years. When I look at the work we've done so far, the biggest progress has been mapping out the problem and putting in place some really clear ways of measuring impact. What we need to do now is speed up the action and make sure we're really driving change.

Can you give us a glimpse of what that looks like? For example, how are your plans progressing to reach net zero?

Lorna: We actually want to get there quicker. In March 2024, our new Science-Based Targets were approved and then eight months later, we went a step further and published our first Group Transition Plan. That was important for two reasons: first, it's brought forward the date by which we want to be net zero, from 2050 to 2048; and second, it's set out five very clear areas where

we'll be making changes across Scopes 1, 2 and 3 of our emissions footprint. The plan is very specific about what we need to do and where we'll be taking action, from things like manure management through to improving our own factory efficiency by implementing an industry leading energy system. In fact, recently we were thrilled to receive an 'A' score for Climate Change by CDP, the world's leading environmental disclosure platform, recognising us as leaders in climate disclosure and action – a real mark of our progress.

You have clear plans for protecting the planet, but as a big international employer, how will you make sure you are supporting your people and their welfare?

Steve: Anyone who's worked in manufacturing knows that the Number One responsibility is to protect your colleagues. Obviously, safety on site is a massive part of that, but we also have wider responsibilities.

Over the past few years, we've seen huge challenges emerge in terms of human trafficking and displacement because of global conflicts. Abuse will not be tolerated at any level of our supply chain – and that starts with our sites.

I'm very pleased to report that 100% of our sites have now been audited against the SMETA standard on ethical treatment and safeguarding. This methodology allows us to evaluate and improve ethical practices within our own operations.



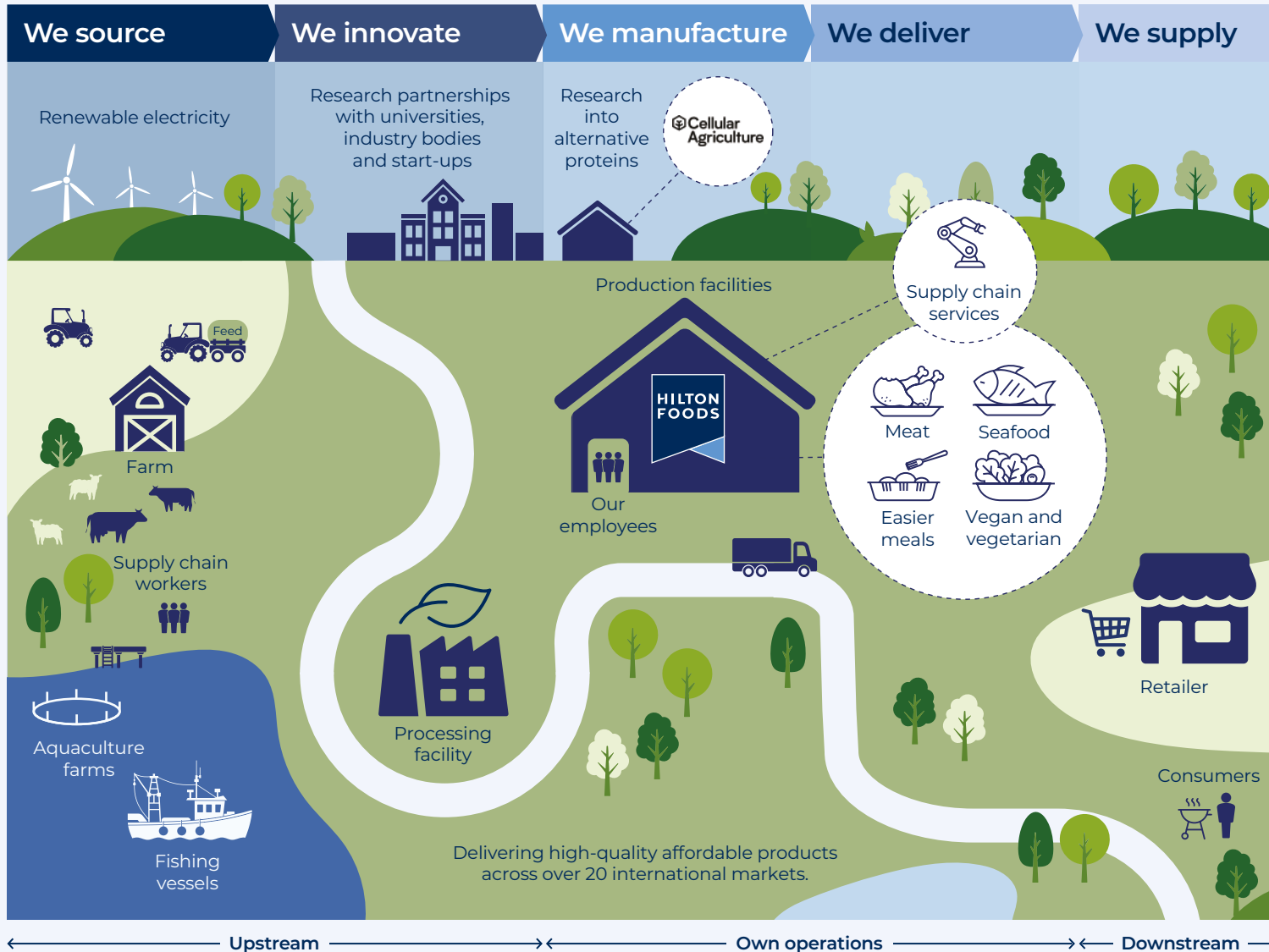
We created the Sustainable Protein Plan to help make a positive difference to all these challenges and the reality is there is far more we need to do."

Lorna Schneider
Group Chief Quality & Sustainability Officer



How we work through the value chain

At Hilton Foods, we have a crucial position at the centre of the food value chain with the freedom to influence and innovate across each stage of the supply chain.



Supply chain transparency

At Hilton Foods, our partnerships hold the key to our impact. We have a crucial position at the centre of the food value chain with the freedom to influence and innovate across each stage of the supply chain.

We partner with Foods Connected and Evolve4 to maximise our efficiency and provide end-to-end traceability of our supply chain.

Foods Connected

Our partnership with Foods Connected provides us with base traceability, tracking the movement of products through the supply chain. It also allows us to communicate our commitments to suppliers, adding a further level of visibility on:

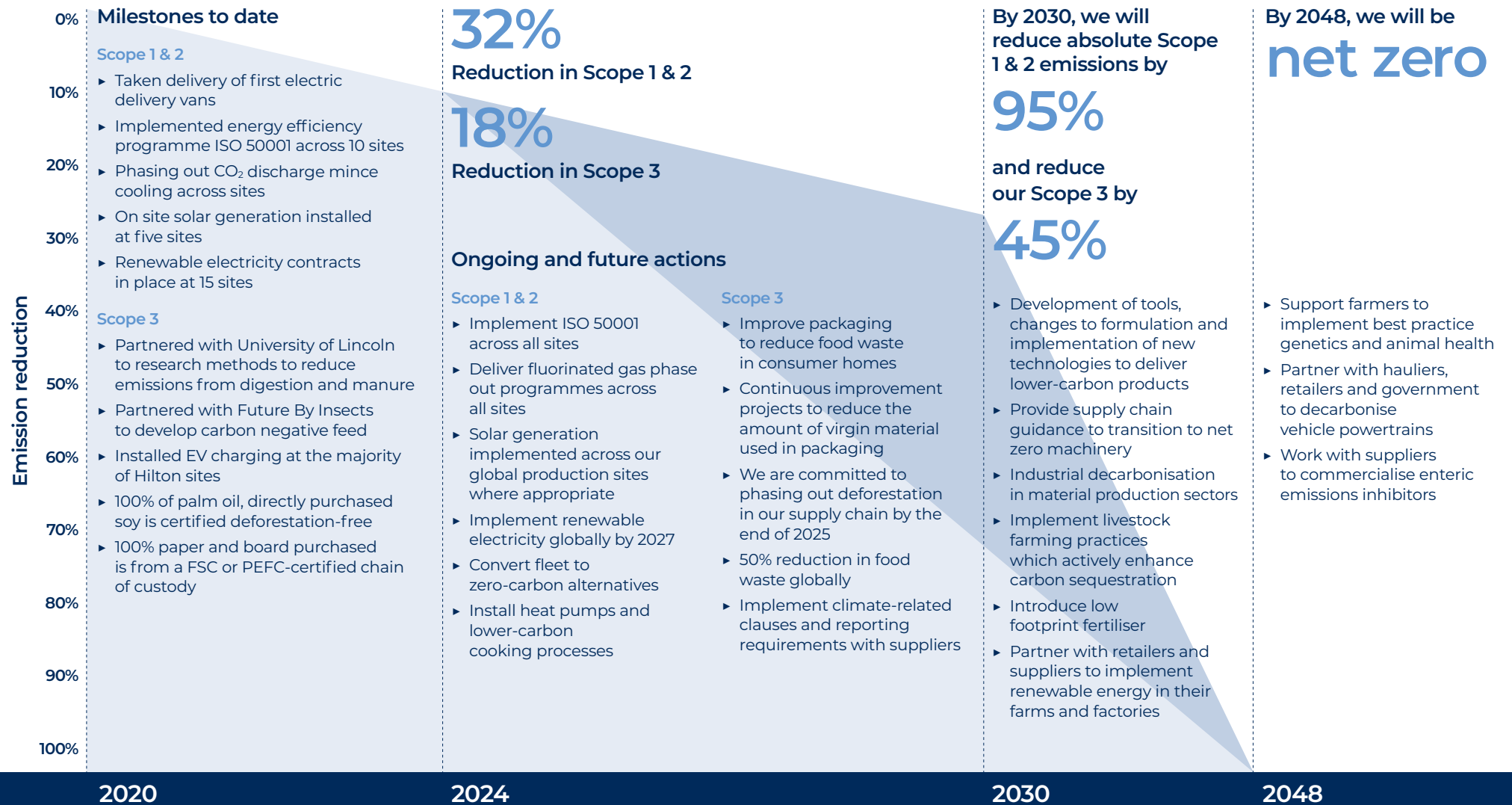
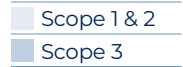
1. Animal welfare
2. Human rights
3. Food safety and quality
4. Carbon emissions
5. Packaging recyclability
6. Sustainable sourcing

Evolve4

Our partnership with Evolve4, an ERP software provider, gives actionable insights into our production. Providing a system that can increase productivity, reduce waste and support personnel management.

Delivering net zero

The following pages break down our roadmap to achieving net zero by 2048, looking at the actions we've taken so far and our upcoming projects, which ensure we meet this target.



Areas of the biggest impacts and risk

Material issues

The materiality matrix maps the most crucial aspects of sustainability by pinpointing what matters most to our business and the world around us.

In 2024, we embarked on an in-depth reassessment of our material topics and implemented a double materiality scope, to better understand our most material impacts on people and/or the environment, as well as the most material risks and opportunities for our business.

Refreshed material topics, to be published in the 2025 Annual Report, will be material from an impact perspective, a financial perspective, or both. Aligned to both company-specific metrics and Hilton Foods' Sustainable Protein Plan going forward.

Whilst we are still in the double materiality process, this Sustainability Report focuses on our previously reported material topics. These topics were determined through consultation with internal and external stakeholders, having recognised expertise across our key risk areas (including NGOs, consultancies, customers, retailers and suppliers) to ensure a holistic and nuanced understanding of the issues that matter most to our business and stakeholders. The current materiality matrix has been reviewed and deemed still relevant for 2024.



Our current material topics of significance are:

Product safety, quality and integrity

The safety of our products is our first priority and everyone's responsibility at Hilton Foods. We ensure our factories adhere to rigorous quality standards and we are ever-vigilant to ensure we maintain these standards. As we continue to expand into new markets and grow our customer base, this remains a growing risk for us.

Deforestation

Although 100% of our paper and board purchased is from a FSC or PEFC-certified chain of custody and 100% palm oil and directly purchased soy we buy are certified as deforestation free, we are still working to ensure our entire supply chain is deforestation free. We are engaging with emerging legislation in the EU and have updated ambitions to align our science-based targets to 1.5°C and contribute to the elimination of deforestation from our supply chain.

Climate change

It is increasingly clear that the global food system contributes to climate change, so we have further increased our internal focus on tackling climate change and mitigating its effects. While we are continuing to improve measurement of our impact both in our operations and throughout the value chain, we are now very much into the delivery of those targets with significant progress being made.

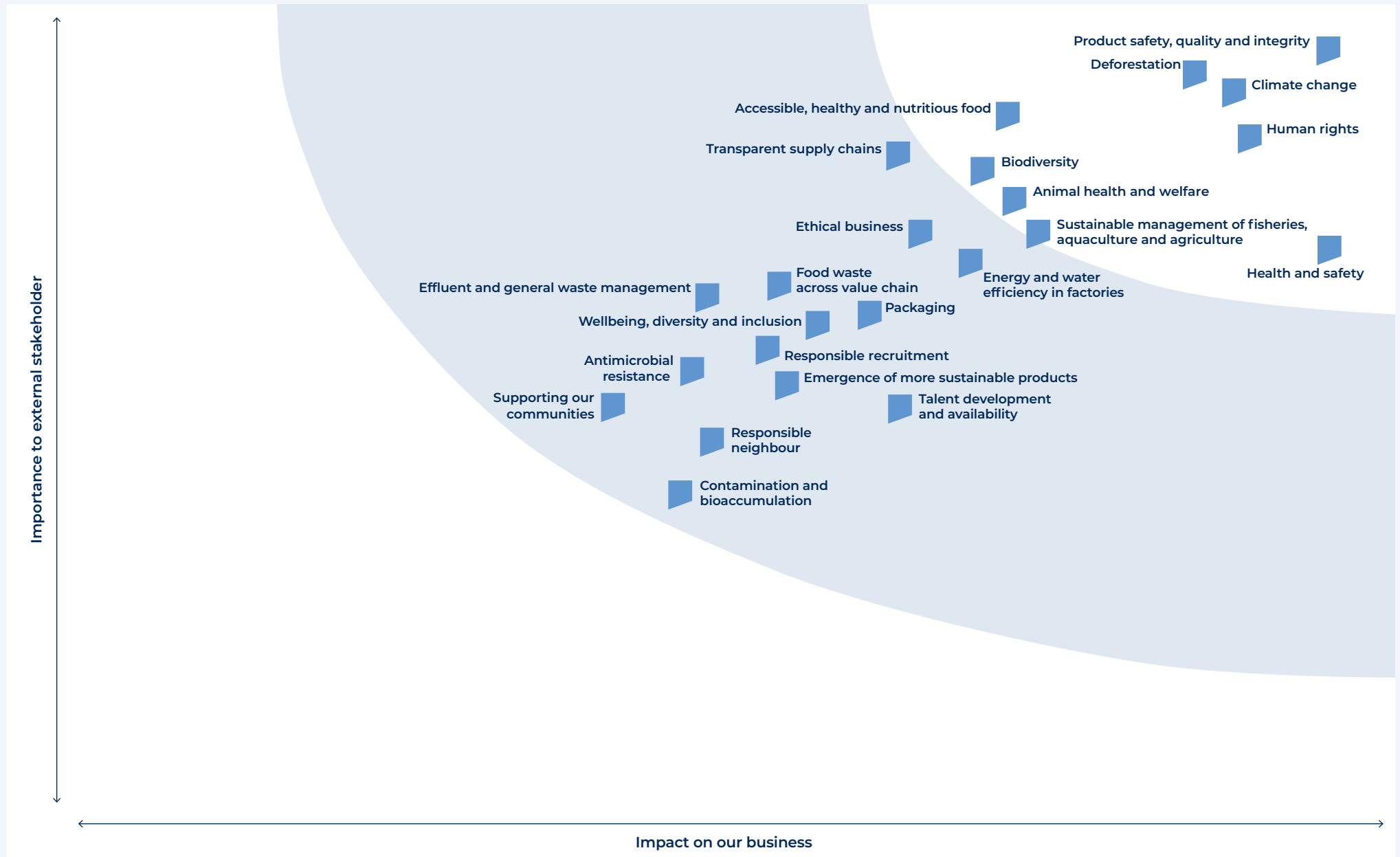
Human rights

Ensuring communities and workers across our value chain receive fair treatment and are safeguarded is a moral, regulatory and strategic imperative. Around the world, governments are introducing additional legislation to protect these rights; complying with, and where possible exceeding these legal requirements, is a core part of the Sustainable Protein Plan.

Health and safety

A safety-first culture is at the heart of our operations and we recognise that there are risks for our colleagues who work across the sites. We have programmes at all site locations to ensure a safe environment is maintained at all times and through our audit programme, we are working to mitigate any risks that occur and reduce lost time incidents.

Materiality matrix



Governance

How is sustainability embedded in our business?

Our plans for a better food system require heads to come together, across the business at every level. We have built a governance structure to ensure sustainability is part of every conversation and that everyone has a part to play in achieving our goals and targets within our Sustainable Protein Plan, whilst ensuring accountability and oversight at all levels of the business.

→ Further detail on our sustainability governance structure can be found in our TCFD report of the Annual Report on page 63. Our combined TCFD & TNFD report can be found on page 39 of this report.

In 2022, we announced specific sustainability targets in the Hilton Foods Long-Term Incentive Plan (LTIP) as part of our ambition to embed sustainability within our business strategy. Last year, we further developed the LTIPs to have an increased weighting around our People pillar. To ensure leadership are held accountable, we introduced quantifiable people metrics to drive progress across all three pillars of our strategy.

→ More detail on our ESG embedded LTIPs can be found on page 101 of the Annual Report.



Sustainability People



We believe the work we do as a business is crucial for society and brings value to all our stakeholders, from consumers through to farmers and producers.

But none of this value would be possible without the people who drive Hilton Foods forward each and every day. Ensuring the safety, wellbeing and fair treatment of everyone in our business is at the centre of everything we do, fuelling our progress and shaping our future.

Alignment with the UN SDGs

5 GENDER EQUALITY 5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision making in political, economic and public life

8 DECENT WORK AND ECONOMIC GROWTH 8.8 Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment



Ensuring that every worker in the Hilton Foods supply chain is treated fairly, paid properly, and protected from exploitation is a cornerstone of responsible business. Slave-Free Alliance is proud to support Hilton Foods' work on this."

Robin Trenbath
Senior Advisor, Slave-Free Alliance



Working Towards a
Slave-free Supply Chain

People

Valuing people

Being a fair, safe and inclusive employer by engaging and empowering our people and supporting our local communities

2025 Targets

Reduce Lost Time Incidents (LTIs) by 10% (against 2020 baseline across Hilton Foods)

Establish Global Wellbeing Framework to support employee wellbeing

30% of all leadership roles filled by women

Employee consultative forums or works councils at all Hilton Foods sites

Our people are the driving force behind our success, shaping our progress and future. With over 7,500 employees across 10 countries, their innovation, collaboration, and care enable us to deliver exceptional products to global customers every day.

The health, safety and wellbeing of our colleagues are our core priority. However, this year we are reporting a 47% increase in Lost Time Incidents against our 2020 baseline. Measuring against the unprecedented year of 2020, where our factories and offices had less people on site is challenging. However, it is our duty to robustly address this increase, and we have put in place mitigations across all our manufacturing sites. Health and safety is a key focus area for 2025. It is important to note however, that our Lost Time Incident Severity Rate, has decreased by 47%.

Our annual engagement survey had a 94% response rate. Using these insights and in response, we expanded access to mental health and wellbeing services like mental health first aiders across sites. We also launched the Inclusion Network to provide a space for colleagues to share experiences and promote an environment where people can be themselves. We also maintained our women in leadership target, with 34% of senior roles held by women.

We focus on not only our own people but also how we can contribute to our communities. From global initiatives to local fundraising, our teams have shown exceptional commitment, raising over £133,146 this year. These efforts reflect the heart of Hilton Foods: a company that values its people, promotes inclusivity and champions the wellbeing and success of its people.



Turning insight into action

Our colleagues' voices are essential in turning feedback into meaningful action driving our success as a business. This year we have taken a special focus on using the insights from the 6,414 individuals who responded to the annual engagement survey, to shape initiatives that address the needs and priorities of our employees.

Fairfax Meadow introduced several impactful programmes, including the 'It's OK not to be OK' wellbeing campaign, which promotes mental health awareness and encourages open conversations. We also launched a 'Team of the Year' programme and an engagement calendar to keep colleagues informed and connected. The impact of these programmes resulted in a 12% increase in people who felt they could be themselves at work.

In Central Europe, manager training has strengthened continuous feedback and accountability, fostering collaboration and engagement. Across APAC, new working arrangements and improved performance feedback have further enhanced employee satisfaction.

By responding to what matters most to our people, we ensure a supportive and inclusive environment where everyone can thrive.

81%
Engagement rate
(2023: 74%)



People

Valuing people continued



Championing women's health

At Hilton Foods we believe in the positive transformation of our sector and recognise the pivotal role women play within food manufacturing. We are proud that we have progressed beyond our target with 34% women in leadership positions across our business, and 43% at board level. But, we wanted to continue the progression, as a strategic partner of Meat Business Women, we have increased our target to 40% female representation by 2035 as part of the Food Business Charter. Our increased ambition reflects our ongoing commitment to creating an environment that encourages and supports women's careers.

Following feedback from our Inclusion Network, all manufacturing sites across Hilton Foods now offer free sanitary products in bathrooms. The National Institute of Health reports an average of nine days of work are lost to period symptoms per year in the UK. We believe period products are a necessary hygiene product and should be available for free, just like soap and toilet paper.

In addition, several of our sites are in the process of transitioning away from white trousers and PPE in production following feedback from women across our business. We will continue to roll this out in 2025.

In 2024, we also expanded enhanced maternity and paternity cover, introduced at our Huntingdon site last year, to include our Hilton Foods Seachill and Fairfax Meadow sites.

This is about breaking down social barriers, both in the office and manufacturing environment, fostering an inclusive workplace and supporting women across our business.



43%
of Hilton Foods' board positions held by women

34%
of leadership positions held by women across our business

Free sanitary products at all manufacturing sites



Prioritising safety: Inspiring behavioural change to protect our people

Ensuring the safety of our people is more than a priority, it is a shared responsibility and embedded into the way we work. In 2024, we introduced targeted initiatives to inspire behavioural change and ensure as few workplace risks as possible, including slips, trips and falls, which were among the most common, making up 18% of Lost Time Incidents (LTIs) in 2023.

One of these initiatives is our Behaviour-Based Safety (BBS) programmes, which fosters a partnership between management and their colleagues. Using the 'DO IT' process – Define, Observe, Interact, Test – we identify critical behaviours, encourage open communication and promote accountability. Leaders lead by example, actively engaging in safety initiatives, whilst colleagues feel empowered to voice concerns.

To address slips, trips and falls specifically, we launched the 'CHIMES' framework focusing on Contamination, Heel, Individual, Maintenance, Environment and Surface factors, alongside engaging initiatives like the 'Slipember' campaign. Training sessions have been designed to raise awareness and provide practical tips, including teaching people to 'walk like penguins' on slippery surfaces. This light-hearted yet effective advice reinforces careful and deliberate movement to prevent falls.

Alongside audits, safety walk-and-talks, and measurable KPIs, these programmes work to embed safety into everyday actions. As a result of these initiatives, we have successfully reduced non-injury incidents by 29% since 2023, and the lowest lost-time time incident severity rate in the last four years.

→ Read more on our health and safety procedures in our GRI disclosures on **page 74**.

People

Respecting human rights

Safeguarding the welfare and just treatment of all workers and communities engaged with our business and supply chains

2025 Targets

Functioning governance structure in place

Train all Hilton Foods employees on human rights

Modern slavery awareness training extended to all managerial colleagues

100% of labour and service providers audited to Hilton Foods Agency Labour Standard

100% of primary suppliers signed up to Hilton Foods Supplier Social Code of Conduct

100% of new primary suppliers screened using Hilton Foods social criteria

100% of high risk primary suppliers audited

The complexity of global food supply chains, with many layers of suppliers, can present a challenge to ensure the consistent application of human rights standards. It is our utmost priority to ensure workers in our value chain know their rights at work and are in safe working conditions. Aligned with the UN Guiding Principles on Business and Human Rights, we are committed to internationally recognised standards that protect workers and ensure ethical practices across our value chain.

To build a fairer food system, we uphold robust human rights standards, including fair pay, freedom of association, non-discrimination, high health and safety standards, and effective grievance mechanisms. In 2024, all our sites completed SMETA audits, reinforcing our commitment to ethical labour practices and safe workplaces.

Recognising the risk of third-party labour exploitation, we strengthened our systems to prevent modern slavery. We integrated ethical labour standards across all global manufacturing sites and aligned our Human Rights Policy with our Supplier Social Responsibility Code of Conduct, embedding due diligence into supplier approvals.

In 2024, we assessed our most significant human rights risks through comprehensive data collection and analysis, detailed in our GRI Report on page 78. We also reviewed our practices to enhance modern slavery risk management, focusing on creating systems responsive to evolving challenges and incorporating worker feedback. We remain committed to the protection of human rights for every worker in our value chain and will continue to ensure we have robust due diligence in place to do this.



Integrating human rights into daily business

We have continued to integrate our Human Rights Policy into our core business functions, through the implementation of our Global Supplier Social Responsibility Code of Conduct and accompanying Compliance Requirements. We are delivering a globally agreed appraisal of human rights and labour risk, linking this to our supplier approval process, building what is right into everyday business.

We use the internationally recognised supply chain transparency platform, Sedex, to monitor labour standards and gain in-depth insight into working conditions in supplier sites.

In 2024, we also conducted a saliency assessment to understand what areas we must focus on to enhance our due diligence. At Hilton Foods, our ethical compliance process is the first step of our human rights due diligence process and, to deliver an effective program of work, we must go beyond audit.



People

Respecting human rights continued



Developing modern slavery escalation plans at our sites in the UK and Ireland

The Centre for Social Justice estimates that there may be up to 100,000 people living in situations of modern slavery across the UK. We recognise our responsibility to intercept and mitigate third-party exploitation which could occur within our business, as the manufacturing sector remains a destination of choice for some exploiters. We also know that migrant workers can be more vulnerable to modern slavery, therefore it is crucial that we continue to respond and adapt our systems to ensure that no one is subjected to this crime.

Last year, we announced our partnership with Slave-Free Alliance to accelerate our work in this area. We ran an interactive workshop with our People and Culture team and Senior business leaders across the UK and Ireland, inviting a former detective inspector to deliver scenario-based training.

The output of this work was a step-by-step modern slavery escalation plan for all businesses in the UK and Ireland. This resources our People and Culture and Operations teams with a clear plan to deal with any 'flags' of modern slavery on site, in a sensitive manner.

We will continue to enhance this work with specialised training for our teams handling incidents in 2025.



Funded research into fisher wellbeing

Fishing provides jobs to over 58 million people across the world (FAO), on-board vessels, in ports, processing sites and retail. However, work on a fishing vessel can be isolated due to at sea operations, where calling home can be challenging. There is a lack of research on the wellbeing of fishers and how businesses can best engage to improve the lives of fishers within their supply chains.

In partnership with Tesco, M&S, Sustainable Fisheries & Communities Trust, and Global Seafood Alliance, we have funded Lara Funk, a PhD Candidate at Heriot-Watt University,

to investigate industry best practice for supporting fishing crew on vessels within global seafood supply chains. Lara has interviewed fishing crews around the world to get a first-hand perspective on their experiences working at sea, to provide practical recommendations to businesses interested in improving their approach.

Research on the global seafood industry has only recently shifted towards social sustainability after a historic siloed focus on environmental sustainability. With Lara's thesis being published in 2025, we are excited to see how the integral value of the human impact on seafood continues to gain importance.

People

Developing potential

Growing and developing our people to be the best they can be, ensuring our business is ready for the future

2025 Targets

All production colleagues offered the opportunity to participate in 'work conversations' with their manager to discuss performance, development career aspirations, wellbeing, ideas and feedback

Development opportunities for all management talent identified as ready for succession through annual review of leadership capability and succession

150 colleagues to go through leadership development programmes by 2025

Providing people with the opportunity for personal development and career progression is essential to our shared success. In 2024, we celebrated our people's achievements and introduced new initiatives to nurture talent and build rewarding career paths.

This year, we launched our online Learning Management System (LMS) across several regions, providing flexible and accessible learning opportunities. By 2025, the LMS will be available globally, fostering a culture of continuous improvement and supporting professional growth across all areas of our business.

We also expanded our Manufacturing Excellence Programme in 2024, achieving record participation from a diverse cross-section of our workforce. This program exemplifies our approach to development: combining knowledge-sharing, relationship building and real-world problem-solving to empower individuals and strengthen our teams.

Hilton Foods is committed to creating a workplace where colleagues feel valued and supported in achieving their aspirations as we encourage a learning culture where every employee can reach their full potential.



Developing future leaders, our Accelerated Development Programmes

As part of our 2025 strategy, we committed to supporting 150 individuals through leadership training. We launched the Emerging Leaders and Exploring Leaders programmes back in 2019, designed to nurture high-potential talent and build internal leadership capabilities. As of 2024, 190 people have participated in the programme, 51% of which have been women.

The six month programmes blend face-to-face learning, online sessions, and one-on-one coaching, enabling participants to enhance their leadership skills whilst tackling real-world business challenges. Through collaborative projects that extend beyond their usual responsibilities, colleagues gain valuable experience, build connections and contribute to meaningful initiatives, such as creating a culture of recognition and unlocking the power of multigenerational teams.

There were 41 participants in 2024, the largest cohort to date. By empowering our people to lead, we're shaping a resilient and innovative workforce prepared to drive success across our business.

51%

Female participants



I truly believe in the importance of developing our talent and promoting growth from within the business. These programmes are essential in empowering our colleagues and shaping the leaders of tomorrow, highlighting Hilton Foods' commitment to investing in our people and their future."

Andrea Jex
Procurement Director
Emerging Leaders 2024
Programme Sponsor



190

Colleagues taken part in our Accelerated Development Programmes

People

Developing potential continued



Best training, I have attended in years. I really enjoyed the format, classroom style learning of modules combined with hands on application of principles learned on the shop floor.”



Supporting growth and empowering colleagues through the Manufacturing Excellence Programme

Our people are the driving force behind our success and we believe personal development is crucial to this. We want to support colleagues in their development to enhance their skills, advance their careers, and feel valued within our team. Our Manufacturing Excellence programme reflects this commitment, providing colleagues with the tools, skills, and confidence to thrive in their roles and drive meaningful improvements across our operations.

After the positive feedback of the programme from colleagues in the UK, this year we launched it in our Australian sites.



I really enjoyed the way the facilitators created a fun but serious educational space, the immediate practical application of what we were learning in class into our designated areas really made things stick. Would recommend this to any businesses and teams wanting to improve and change the way they think.”

This ten-day immersive training course focuses on Lean Systems Thinking, Lean Leadership, and the Hilton Foods Operating System. Participants move beyond problem-solving to embrace coaching, collaboration and continuous improvement. The programme does not end with the course – ongoing coaching sessions ensure that skills are embedded, enabling participants to implement impactful business improvement projects.

With over 58 participants in APAC and 103 in total including the UK, it has already delivered tangible results, such as operational efficiencies and cost savings. By nurturing talent, fostering a culture of excellence, and supporting colleagues at all levels, Hilton Foods ensures that its people are empowered to succeed whilst contributing to the company’s ongoing success.



People

Developing potential continued



The launch of the Hilton Foods Learning Academy

Continuous learning and knowledge sharing are key to personal and organisational growth. In response to our colleagues' feedback in our annual engagement survey, this year we launched the Hilton Foods Learning Academy to provide high-quality, tailored development opportunities for everyone.

This global platform will empower colleagues to enhance critical skills through curated learning materials aligned with their roles,

personal development plans and future career aspirations. By fostering collaboration and knowledge sharing, the Learning Academy will not only elevate individual capabilities but also strengthen our collective expertise as a business.

The initial rollout included Group Services and Hilton Foods UK, with plans to expand across all regions in 2025. Upcoming developments include functional Learning Zones to share best practices and standardise current and future learning offerings around leadership, wellbeing, equity, diversity & inclusion.



Investing in bright minds, building the next generation of talent at Hilton Foods

The next generation of talented young minds bring fresh perspectives, new ideas and invaluable learning opportunities that drive innovation and positive change. We want to support the next generation of talent so we create a dynamic environment where both they and our business can thrive.

That is why in 2024, we launched our APAC Internship Programme, where over a 13 week programme, interns gain exposure to various departments, working on impactful projects under the mentorship of experienced managers.

From product development to operational reporting, they develop practical skills, build industry knowledge and contribute to meaningful business outcomes. Feedback from participants highlights the value of this immersive experience, with many praising Hilton Foods' supportive culture and the opportunity to learn in a collaborative environment.

Building on this success, we are thrilled to launch our Graduate Scheme at our Huntingdon site in September 2025. This two year programme will further empower young professionals, ensuring they have the tools and opportunities to thrive, whilst shaping the future of Hilton Foods.

66,566

Total hours of training completed

801

Graduates and apprentices

£111

Average training expense per employee

Sustainability



Planet



Our commitment to protecting the planet begins with our goal of achieving net zero emissions by 2048, but it extends far beyond that.

We strive to build a truly sustainable food system by raising standards in every area, from animal welfare to the responsible stewardship of land and sea. The opportunity to create meaningful impact drives this pillar of our Sustainable Protein Plan, guiding us to act responsibly and push boundaries.

Alignment with the UN SDGs

-  **2.4** By 2030, ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems
-  **14.4** By 2020, effectively regulate harvesting and end overfishing, illegal, unreported and unregulated fishing and destructive fishing practices and implement science-based management plans
-  **15.2** By 2020, promote the implementation of sustainable management of all types of forests, halt deforestation, restore degraded forests and substantially increase afforestation and reforestation globally



The new Transition Plan details the actions the business will take to achieve these targets, covering operations, products and services, policies and financial planning.”

Sarah George
Edie Content Editor
on our Transition Plan



Planet

Reducing emissions

Going further than addressing our footprint towards net negative emissions across our value chains

2025 Targets

100% renewable electricity across all our own operations in Europe by end of 2025 and globally by 2027

Achieve our Science-Based Targets across Scope 1, 2 and 3 and publish updated ambitions

Intensity reduction of 15% in emissions of cattle in Europe by 2025 (aligned to the ERBS Sustainability objectives)



The last few years of the Sustainable Protein Plan have been focused on understanding our impact and modelling how we can not only reduce it but create measurable positive change.

In 2024, we updated our Science-Based Targets and published our Group Transition Plan. Our Transition Plan outlines clear steps to achieve a 95% reduction in direct emissions by 2030 and a 45% reduction in supply chain emissions, putting us on track to be zero by 2048.

On the ground, our sites are taking measurable steps to help meet these targets. Our Fairfax Meadow site welcomed the first electric vans as part of a programme to electrify our entire fleet, we have switched on a new 1.8 MW solar panel array at our Truganina plant and Hilton Foods Holland was the most recent European site to switch to 100% renewable electricity, with our other European sites set to join them in 2025. Across the Group we have continued to implement ISO 50001 energy efficiency standard across our sites and have initiated a programme to phase down our use of fluorinated gases in refrigeration.

Whilst understanding our challenges and opportunities to meet net zero was an essential and necessary step for creating a robust plan, we are excited to start the next part of the journey to deliver this.



Driving change in our electric delivery fleet

At Fairfax Meadow, we have implemented advanced new technology in our electric delivery fleet. Partnering with Lightfoot, we have introduced a system that provides real-time visual and verbal feedback to drivers, promoting smoother, more efficient driving whilst reducing environmental impact.

This technology is estimated to cut CO₂ emissions from our vans by 15%, equating to a reduction of 28 tonnes annually, the equivalent of flying around the world six times. Delivery of lots of projects like this across our global operations is needed for us to reach our net zero goal.

Beyond environmental benefits, Lightfoot engages drivers by rewarding improved performance. Through the app, they can enter competitions, win prizes and compete in league tables, providing drivers with the tools to build better driving and charging habits, but also rewards them for doing so.

By empowering our drivers to adopt safer and greener practices, we are not only reducing emissions but also creating a culture of accountability and recognition.

15%

Reduction in CO₂ emissions from our delivery vans



Planet

Reducing emissions continued



Electrification of Hilton Foods

On our journey to net zero we are putting in place a number of projects to eliminate fossil-fuel-powered vehicles from our sites and help our employees to shift their own travel to lower-carbon alternatives.

Since 2020, we have been working to eliminate the avoidable use of LPG and diesel at our manufacturing sites. This initially focused on transitioning forklift trucks to run on electricity and we are now working to electrify other on-site vehicles. To reduce emissions from the trucks delivering to our sites, we have installed electrical hook-ups at delivery bays, enabling refrigerated trailers to plug-in to the loading dock rather than running their refrigeration plant from onboard diesel generators.

To help reduce our employee commuting emissions, we have installed EV charging units in the car parks of our Ireland, UK, SoHi, Seachill, Sweden, Denmark, Dalco and Cellular Agriculture sites. In 2024, we also introduced a salary sacrifice scheme to enable colleagues to purchase an electric or plug-in hybrid car. Initially introduced at our Huntingdon site, this will be available to all UK employees by the end of January 2025.



Launch of an emissions profiling tool for seafood

As part of the UK Seafood Federation (formally the Seafood Grimsby Humber Alliance), Hilton Foods have collaborated with Seafish, the UK Seafood levy board, to develop their Seafood Carbon Emissions Profiling Tool (SCEPT). Launched in the summer of

2024, the easy-to-use tool allows businesses across the supply chain to calculate the footprint of their products to a standardised methodology. This collaboration has enabled the industry to coalesce around a single tool, reducing the burden on farmers and fishers posed by multiple tools and enabling them to better focus on action.

We are now starting to roll out the SCEPT to our supply chain, supporting suppliers with their data collection and emissions calculation. This will enable us to increase the amount of supplier level emissions factors in our Scope 3 calculations and enable our suppliers to build a better understanding of their own footprint so they can more effectively target emissions reduction activities.

2020

Since 2020 we have been running a program to eliminate the use of LPG and diesel vehicles

2024

We introduced a salary sacrifice scheme to purchase an electric or plug-in hybrid car at Hilton Foods UK



Planet

Enhancing animal welfare

Driving standards and innovation in the care of animals that enhances their lives and reduces antibiotic use

2025 Targets

More than 90% of livestock from farms in assurance schemes

100% humane slaughter of animals across all our products, including aquaculture

Responsible antibiotic use throughout our supply chain



As a global business, we share best practices across markets, driving improvements that not only meet but exceed legal requirements. Together with our retailer partners, suppliers, and farmers, we uphold and advance high welfare standards across our global supply chains throughout the animal's life.

To achieve our ambitions, we continue to develop the knowledge and skillset of our own auditors. We work in partnership with industry and expert bodies to identify and prioritise areas for research and implementation of innovations in animal care. We are also members of the board of the European Roundtable for Sustainable Beef (ERBS) production and now hold the chair for the ERBS Technical Working Group. Through this group we have set ambitious animal health and welfare targets for animals in beef production across Europe.

In the last year, animal welfare has again been in the public spotlight. We recognise the role that our business can play, given our cross species and global reach, in improving animal welfare. In 2024, we published our first Crustacean Welfare Policy, recognising crustaceans as sentient beings. We also saw an improvement in the percentage of livestock suppliers achieving a 'green' rating in their animal welfare audits. This continues to demonstrate the value of Hilton Foods' animal welfare audits for driving animal welfare improvements across our global supply chain.



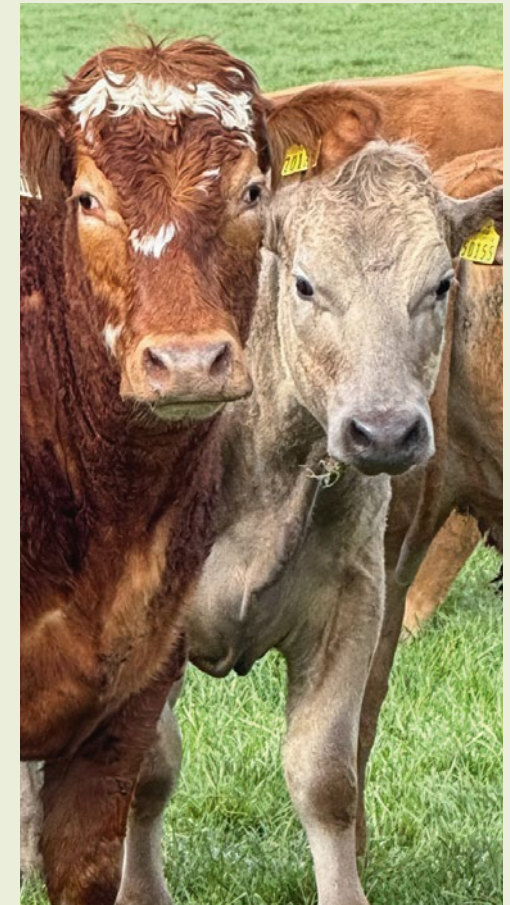
Ensuring high standards across our supply chain

Where national farm assurance schemes are not available, we work with our partners to ensure a high animal welfare standard is upheld in that region. In collaboration with our retail partner Albert Heijn, we continue to carry out dedicated animal welfare audits of abattoirs supplying beef, pork and lamb. In 2024, these audits expanded beyond Europe to include Australasia and South America, enhancing visibility and ensuring high animal welfare standards across our supply chain. This year 70% (31 of 44 audits) of suppliers have achieved a green rating, an improvement on 63% (24 of 38 audits) in 2023. These audits not only highlight areas of concern but also enable us to work closely with suppliers to address non-conformances and drive continuous improvement.

70%
of suppliers have achieved a green rating (31 of 44 audits)



Across the Group, all abattoirs in our supply chain are required to submit animal welfare outcome measures, shared every four weeks for livestock and annually for seafood – these are reported in more detail in our Animal Welfare Statement, which can be found on our website. These output measures allow us to objectively assess animal welfare, track trends and, as we evolve, benchmark suppliers and identify opportunities for collaboration to raise standards further.



Planet

Enhancing animal welfare continued



A visit from renowned expert, Dr Temple Grandin

Dr Temple Grandin is a renowned American scientist, animal behaviourist and advocate for autism. She has developed tools and guidelines that have significantly improved the wellbeing of animals and has transformed how the food industry approaches animal welfare.

At Hilton Foods, we collect welfare outcome measures across our supply chain, based on a scoring system that Dr Grandin developed to assess animal welfare in abattoirs. Her scoring system evaluates important factors such as the effectiveness of stunning, vocalisation and handling practices. Our Hilton Foods Animal Welfare Standards incorporate her guidance and the standards she developed.

In 2024, Foods Connected partnered with Queen's University Belfast to host Dr. Temple Grandin in Northern Ireland, where she delivered a keynote lecture on 'insights into animal behaviour and autism' for the Institute for Global Food Security (IGFS) as they celebrated 100 years of Agriculture, Food and Biological science. A farm visit was then facilitated by Foyle Food Group where Dr. Grandin had the opportunity to see the Northern Irish agri-food system. These opportunities provide a valuable platform for knowledge sharing across the supply chain supporting the sector as a whole to advance our animal welfare knowledge.



It was a real honour partnering with Queen's University Belfast to help bring Temple Grandin to Northern Ireland. Her understanding of animal behaviour is vital, as we endeavour to develop a more sustainable mindset that benefits both the industry and the animals. Our day in factory and on farm with her, facilitated by Foyle Food Group, was a valuable knowledge-sharing opportunity for Foods Connected, our customers, and the food community here in Northern Ireland."

Paul Armstrong
Co-Founder and CCO,
Foods Connected



Training our auditors

At Hilton Foods, high animal welfare is central to our values and integral to our business, enabling us to meet our customers' expectations for high quality, sustainably reared livestock and aquaculture. This is underpinned by our Animal Welfare Policy.

Enhancing animal wellbeing is a key part of our sustainability strategy and we are constantly striving to improve the lives of the animals in our supply chains. Hilton Foods employ our own team of auditors who receive specific animal welfare training, allowing them to audit both slaughter and farm

facilities if required. Refresher training is undertaken throughout the year and, in 2025, we will expand this training to account for the Five Domains model which focuses attention on those factors that give rise to specific subjective experiences, which ultimately contribute to an animals mental state.

In addition to providing training for our own auditors, earlier this year we travelled to supplier sites in the Netherlands to provide bespoke animal welfare training for our customer at Rimi Baltic Group, ensuring that animal welfare best practices are followed throughout the value chain.



I greatly appreciated the opportunity to gain invaluable knowledge on animal welfare, guided by the expertise of the highly skilled professional team, sharing best practices and advancements in animal welfare. This experience significantly broadened perspective, contributing not only to the development of Rimi's Animal Welfare Policy but also to refining abattoir auditing principles. Thank you once again for dedicating your time and expertise to enhancing Rimi's understanding and practices in the crucial area of animal welfare."

Laura Mūrniece
Rimi Baltic



Planet

Enhancing animal welfare continued



Setting the standard in crustacean welfare

In 2024, we were proud to be among the first in the industry to publish a dedicated Crustacean Welfare Policy, recognising crustaceans as sentient beings. This reflects our ongoing commitment to ensuring the highest animal welfare standards across our operations through continued research and industry collaboration.

Developed in partnership with the Aquatic Life Institute, the policy outlines key measures to safeguard the humane treatment of crustaceans. These include ensuring 100% stunning before slaughter, eliminating practices like eye-stalk ablation in UK supply chains by 2026 and promoting environmental enrichments in rearing conditions. Additionally, we are committed to sourcing from independently certified farms adhering to globally recognised standards.

By leading on crustacean welfare, we hope to set a benchmark for the industry, reaffirming our responsibility to treat all animals with respect and ensuring sustainable and ethical practices throughout our supply chain.



Hilton Foods, a global leader in the food industry, has set a powerful precedent in their crustacean policy statement by emphasising the importance of welfare during farming, transport and slaughter. By broadening their definition of sustainability to incorporate animal welfare, Hilton Foods highlights the need to give these animals the care and consideration they deserve – an idea that is steadily gaining recognition worldwide. Aquatic Life Institute is honoured to have collaborated with Hilton Foods in crafting this ground breaking policy.”

Catalina Lopez
Director of the Aquatic Animal Alliance at
Aquatic Life institute



Planet

Nature positive

Collaborating to improve our stewardship of land and sea, promoting biodiversity, addressing deforestation and protecting water and soils

2025 Targets

Eliminate deforestation from the conversion of natural forests to agriculture or livestock production in our supply chains

Maintain 100% of paper and board from certified sources

Planning and reporting tools provided to all farmers to support regenerative farming

100% of seafood responsibly sourced to Hilton Foods standards (aligned to the Sustainable Seafood Coalition code and PAS 1550), and openly reporting supply chains through the Ocean Disclosure Project

Hilton Seachill directly sourced wild caught seafood 100% certified to the MSC standard or equivalent (by 2025)

The unprecedented loss of nature is a major contributor to climate change and in the same instance, climate change is making it increasingly difficult for nature to recover. As a business, we recognise the impact livestock and aquaculture production has on nature loss. We want to move beyond protecting the natural environment to ensuring that we provide valuable nature positive contributions.

We aim to enhance biodiversity across farming and production ecosystems. To achieve this, we are mapping our impact on biodiversity with support from University of Lincoln, and are partnering with Chirrup to develop scalable biodiversity monitoring tools. We are also part of the Ocean Disclosure Project, sharing our seafood sourcing data to increase supply chain transparency in seafood.

Despite delays in EU Deforestation Regulations, we remain committed to a deforestation-free supply chain. Through the UK Soy Manifesto, we are working to ensure all soy shipments to the UK are deforestation-free and conversion-free by 2025.

In 2025, we will support the wider rollout of Chirrup's birdsong bioacoustics technology, enabling farmers to monitor biodiversity and advance nature-positive practices. We will also launch a farmer engagement programme to promote regenerative farming processes, improving soil and water resources, increasing biodiversity and driving positive impacts on nature.

Our unique position in the food supply chain enables us to support and influence farmers in adopting sustainable practices that align with our values, retailer expectations and consumer demands, driving a more sustainable future for the industry.



Researching biodiversity risks in Australia, UK and Ireland

As part of our journey to a nature positive future, Hilton Foods has run a project with students at the University of Lincoln to understand biodiversity risks associated with cattle farming in our most significant sourcing geographies; Australia, the UK and Ireland. The research considered the impact of alien and invasive species, eutrophication, grazing, antibiotics, land preparation, heat stress and fire risks.

A finding of the project was that the large Lake Eyre basin in central Australia, which has no outlet to the sea, puts it at particular eutrophication risk. The high temperatures

and the limited capability of soil fauna to decompose the manure give it an unusually long residency time. This, combined with scarce but severe rainfall patterns, can lead to high levels of manure and fertiliser contaminated run-off flowing into Lake Eyre.

The research highlights the multifaceted impact of cattle farming on biodiversity, emphasising the need for sustainable farming practices and conservation measures. This project has fed into our TNFD disclosure (page 39 of our Sustainability Report) and is informing the development of our biodiversity strategy. This risk assessment will be further extended to assess biodiversity risks for other regions in the next few years.

Planet

Nature positive continued



Researching the impact of fishing on ecosystems

Students at the University of Lincoln carried out research to understand the scale of emissions produced by seafood production (both aquaculture and wild capture fishing). Looking into sources of emissions which are currently not included in the scope of industry lifecycle assessment methodologies due to challenges in measurement.

The emissions sources examined included the impact seafood production has on the seabed, disturbances to the marine ecosystem, sequestration of carbon in shellfish and the emissions from manure

decomposition – were examined. This project has begun to identify which potential impacts are consequential, how long some impacts last and how they could be integrated into emissions calculations.

The project will identify further areas of research and improve decision-making about our strategic sourcing priorities and new product development as well as how fishing methods and aquaculture practices could be adapted to prevent this damage to the environment. In the longer term, the findings of this research will inform updates to the Seafood Carbon Emissions Profiling Tool (SCEPT) and other standards around the world.



Continuing our partnership with Chirrup

We have continued our collaboration with 2025 Earthshot Prize nominees, Chirrup, to validate the capability of their revolutionary birdsong bioacoustics technology, which uses artificial intelligence to monitor ecosystem health. The verification study conducted this year compared the Chirrup technology to a traditional survey by a human ecologist. Because of the shortage of trained ecologists, using Chirrup to automate monitoring biodiversity will ease ecologist's load, freeing up time to support farmers in the areas they need it most.

The study found Chirrup was able to identify species at a higher accuracy than the average of the human ecologists. With the Chirrup box able to continue monitoring for a longer period of time, it even picked up five species the human ecologists were not able to. The verification of the technology allows the accelerated roll out of Chirrup boxes to farms across our supply chain and support farmers improving biodiversity on farm.

100%

of seafood reported through the Ocean Disclosure Project

86%

of seafood is responsibly sourced to Hilton Foods standards

30

Chirrup boxes rolled-out to farms since 2022



Sustainability

Product



Producing affordable proteins that put people and planet at the centre of the innovation process, from product development and packaging to the efficiency of our factories.

Every piece plays an important part in ensuring we can deliver high-quality proteins to your plate.

Alignment with the UN SDGs



7.2 By 2030, increase substantially the share of renewable energy in the global energy mix



12.3 By 2030, halve per capita global food waste at the retail and consumer levels and reduce food losses along production and supply chains, including post-harvest losses

12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse



Innovation plays a crucial role in the development of our products. This includes sustainability innovation, for example in partnership Tesco, and Hilton Foods have trialled the development of trays from 100% recycled packaging.”

Kené Umeasiegbu
Responsible Sourcing Director
Tesco



Product

Balanced healthy diets

Efficient regenerative food systems producing more accessible and nutritious proteins

2025 Targets

Doubling in sales of plant-based, vegetarian and flexitarian (vegetables added to products that were previously 100% meat or fish) products compared to a 2020 baseline

Assess health and sustainability attributes of all of our proteins to provide consumers with the facts on their role in a diet that is healthy for us and the planet

Consumers want food that is good for them and the planet without needing to navigate complex labels or trade off nutrition for sustainability. At Hilton Foods, we are committed to making informed, sustainable choices simple.

By harnessing consumer insights, we adapt to emerging trends, like the rise of the slow cooked category. Our range of slow-cooked products gives consumers the eating experience of a longer cooking process with products full of flavour, without having to dedicate the time and energy use at home.

This year, we made significant progress against our target to benchmark the nutritional value of our products, achieving this across 10 sites, guiding innovation that balances health, sustainability, and affordability. Initiatives like cooking classes for students at our Central Europe site teach essential skills and promote informed dietary choices.

Looking ahead, we will continue to use insights to drive new product innovation, working tirelessly to find solutions at all stages of product manufacture, so that consumers do not have to compromise. Our goal is clear: to help households enjoy healthy, sustainable meals without compromise.



Cooking up a storm at Hilton Foods Central Europe

At Hilton Foods Central Europe, we partnered with School No. 7 in Tychy to host interactive cooking workshops for secondary school students.

These workshops introduced 18 students to the principles of balanced, healthy diets while broadening their culinary knowledge. Through hands-on activities, students learned practical skills and explored the importance of nutritious meals in their daily lives. Beyond promoting health, the sessions also aimed to spark interest in food production careers, showcasing the opportunities within this dynamic industry.

The overwhelmingly positive feedback from students has encouraged plans for future workshops, strengthening our collaboration with the school. By engaging with the community and educating the next generation, Hilton Foods is making a lasting impact, helping young people develop healthier lifestyles and inspiring them to consider meaningful careers in the food sector.



Product

Balanced healthy diets continued



Providing healthier choices with lower emissions

Sustainability remains an important factor in consumers' shopping practices, but as the cost of living continues to rise, it is harder for consumers to continue to prioritise this. At Hilton Foods, we are committed to creating products that support healthier lifestyles whilst reducing environmental impact, so consumers do not have to choose between sustainability and quality. In 2024, Hilton Foods Holland launched a range of chicken and beef mince products, blending these two proteins to deliver significant benefits.

This innovative range achieves a 39% reduction in CO₂ emissions compared to traditional 100% beef products, making it a more sustainable choice for consumers. Alongside the environmental benefits, the nutritional profile of these products has been significantly improved, with fat levels halved from 22g to 10g per 100g and a Nutri-Score upgrade from D to C.

With no compromise on taste or shelf life, these products represent a new standard in balancing health, sustainability and quality.

39%

Reduction in CO₂ emissions compared to traditional 100% beef products

55%

Reduction of fat levels from 22g to 10g per 100g



Supporting customers: affordable, healthy, and sustainable foods

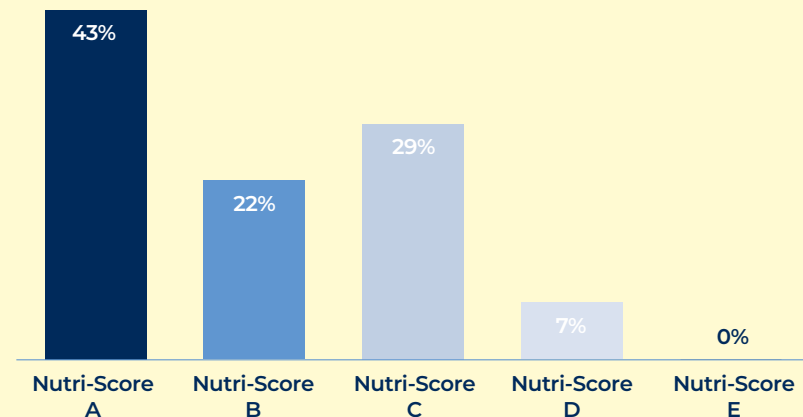
We are committed to providing consumers with choice. Understanding the nutritional value of our products and having the data to both inform future product development and consumers has continued to be a key focus of this year. We have benchmarked the nutritional value of all our products across 10 sites, setting a 2023 baseline to guide our future efforts.

This initiative allows us to assess our portfolio against nutritional standards, ensuring we can promote healthier options. The data also informs new product development, enabling us to prioritise health and sustainability whilst maintaining the accessibility our customers value.

Against the 2023 baseline, 45% of products sold across our European sites achieved Nutri-Score A or B, with standout performances from Hilton Foods Seachill (98%) and Dalco (82%). By identifying areas for improvement, such as sites with lower Nutri-Score results, we can work with our development teams to enhance existing products and create innovative, healthier offerings. For example, at Hilton Foods Central Europe we have increased production of the Yellowline range with 50% vegetables, in partnership with Zabka.

Through benchmarking our products, we can continue to learn and develop products that are good for our diets, pockets and the planet.

The nutritional breakdown of our European products by Nutriscore



Product

Circular packaging

Developing a circular economy for packaging and actively bringing waste materials back into use across our full value chain

2025 Targets

Reduce direct packaging waste by 30% compared to a 2020 baseline

Drive demand for circular tray-to-tray recycling and actively prioritise the use of circular material

All our retail packaging will be fully reusable, recyclable or compostable

Achieve a minimum of 50% average recycled content across all plastic packaging

Reduce the weight of our plastic packaging while ensuring it remains fit for purpose

Central to our strategy is our commitment to develop a circular economy for packaging that reduces lifecycle impacts and tackles food waste across our value chain and innovation has a big role to play in this.

In 2024, we made significant strides through collaboration with strategic partners. Our rollout of flow wrap, instead of traditional MAP packaging for mince and burger products, across European sites reduces plastic packaging by up to 70% per pack. We have also expanded the use of moisture-retaining trays, eliminating soaker pads, to improve recyclability and are trialling packaging trays made entirely from 100% recycled trays – closing the loop on circularity.

Beyond these efforts, we are addressing plastic pollution at its source. While our packaging is unlikely to enter the ocean, we are working with partners to produce packaging from plastic recovered from seashores, actively reducing environmental plastic. Since 2022, this initiative has removed 446 tonnes of plastic from the environment.



Roll out of flow wrap technology across sites

Working to a fully circular packaging system, where all products are reused and recycled is the goal. However, the nature of our products means we need to ensure high quality safe food. With national recycling infrastructure slowing the progress of recyclability, we have focused on finding solutions to reduce the weight of our packaging, in addition to our recycling initiatives. As one of the first in the UK to introduce flow wrap technology, we have demonstrated its proven success in reducing packaging weight and plastic use. Building on this achievement, we have since rolled out the technology across our operations in Ireland, Denmark, Central Europe and Sweden, with trials to expand its use in the UK.

Flow wrap technology significantly reduces plastic usage by up to 70% whilst maintaining product quality and safety. In 2024, the expanded implementation saved over 295 tonnes of plastic in a year across four Hilton Foods sites. Collaborations with retailers like Albert Heijn in Holland yielded an annual saving of 229 tonnes in plastic reduction from flow wrap burgers alone.

We will continue the roll-out of the flow wrap technology across Hilton Foods to further reduce plastic packaging weight.

up to 70%

Reduction in plastic usage from flow wrap technology

295

Tonnes of plastic saved by moving to flow wrap packaging



Product

Circular packaging continued



Reducing plastic use in packaging across APAC

Plastic packaging plays an essential part in not only ensuring food safety and quality but also in reducing waste by extending shelf life. We are committed to innovating our packaging, reducing plastic use wherever possible, as we strive towards a fully circular system where no virgin plastic is introduced.

In 2024, Hilton Foods APAC showed this commitment through a collection of packaging downgauging initiatives, achieving significant reductions in plastic use without compromising product preservation. Key improvements included the downgauging of skin trays, reducing the amount of plastic needed per tray; mono-material trays with reduced layers that are easier to recycle and lastly the removal of soaker pads, using a unique hexagonal design which retains any excess liquid. Collectively these initiatives save over 620 tonnes of plastic annually.

These innovations not only reduce material usage and costs but also lower transport emissions and enhance recyclability, with 91% of packaging now kerbside recyclable in Australia.

91%

of packaging is now kerbside recyclable in Australia



Product

Resource efficiency

Optimising food waste and use of packaging, energy and water across sites, supply chains and in consumers' homes

2025 Targets

Improve energy efficiency in our facilities by at least 10% compared to a 2020 baseline

Improve water efficiency in our facilities by at least 10% compared to a 2020 baseline

Halve our factory generated food waste by 2030 compared to 2019 in line with the Champions 12.3 commitment to deliver UN SDG 12.3



We know one of the most effective ways to reduce environmental and social impact is through resource efficiency. That is why we focus on optimising energy, water and material use, whilst maintaining product quality. Our engineers lead the way, driving continuous improvement, with 10 sites now certified to ISO 50001. Many sites run yields over 95%, and energy use across all sites is lower than in 2020 – some have achieved reductions of over 70%.

We're also innovating to repurpose food once considered waste and test solutions locally before scaling them globally. Through Greenchain Solutions, we're sharing these practices to help supply chain partners cut emissions and improve operations.

In 2025, we will complete the roll out of decarbonisation plans for all sites, including to phase down fluorinated gases, expand ISO 50001 certification, and decarbonise heat generation. These efforts will enhance efficiency, reduce costs, and accelerate progress toward our net-zero goals.



Reducing waste and supporting communities, our partnership with The Rock Foundation

In 2024, Hilton Foods Seachill made significant strides in reducing food waste through surplus food being redirected and used in production, but this cannot always happen. Instead, we saw an opportunity to partner with local food bank charity, The Rock Foundation to redirect surplus food that would otherwise be wasted to those in need.

By implementing a systematic process for recording and allocating surplus food, we ensured all donations were fully traceable.



So far, this initiative has diverted surplus food from our factories equating to over 30,000 meals for the Grimsby community.

This project has also raised awareness internally, making colleagues more accountable for waste and highlighting its financial and operational impact. As a result, we have seen a reduction in waste generation and a greater focus on sustainability.

Looking ahead, we aim to expand this approach to raw materials and ingredient surpluses, forming new partnerships to further reduce waste whilst continuing to support local charities and communities.

30,000

Meals diverted from food waste for the Grimsby community



Product

Resource efficiency continued



Energy efficiency improvements group-wide

In 2023, 10 sites were certified to ISO 50001 and we have continued to roll the standard out to the remaining sites in 2024. ISO 50001 is an internationally recognised energy management system that supports businesses to become more efficient.

In 2024, we implemented projects saving over 2,000 MWh, with projects identified to deliver further reductions in 2025. This includes a global project to implement a coolant system additive which increases the efficiency of our cooling systems by around 10%, ultrasonic monitoring of compressed air systems to more quickly and efficiently eliminate leaks, implementing heat recovery units which utilise waste heat from refrigeration and air compressors to heat water for cleaning, adjusting refrigeration schedules to use lower carbon electricity and optimising liquid nitrogen use in mince production to reduce energy use, reduce costs and enhance product quality. Implementing ISO 50001 is a key part of our Transition Plan, enabling us to reduce costs and carbon across our global business.



10

Sites are already certified to ISO 50001

10%

Increase in efficiency of our cooling systems

2,000

MWh were saved in 2024

F-gas

Reducing synthetic chemicals used in our refrigerator systems

60%

Risk reduction by replacing high GWP refrigerant gases

12,000

Tonnes CO₂e exposure reduction achieved in 2024



Reducing F-gas across our operations

Fluorinated gases (F-gas) are a family of synthetic chemicals used in refrigeration systems but they have a very high global warming potential (GWP), often well over 1,000 times that of CO₂. Emissions occur as a result of system leaks, so Hilton Foods have implemented a three-step programme to reduce the risk.

1. We are improving monitoring of existing systems with digital monitors on larger systems and more regular scheduled checks of the smaller systems
2. Through 2024 and 2025, we are replacing high GWP refrigerant gases, such as R507 and R404a, with lower GWP alternatives like R448a. This will reduce the total risk by 60%
3. In the longer term we are phasing out F-gas refrigerant entirely by installing ammonia and CO₂ systems. In 2024, we have already reduced our exposure by over 12,000 tCO₂e, with more to come in 2025

Product

Resource efficiency continued



Reducing water use and driving sustainability in our APAC operations

Reducing our water usage during manufacturing is just one of the many steps we are taking to produce products that can be more sustainable. Innovating the old ways so we can deliver food with the future in mind.

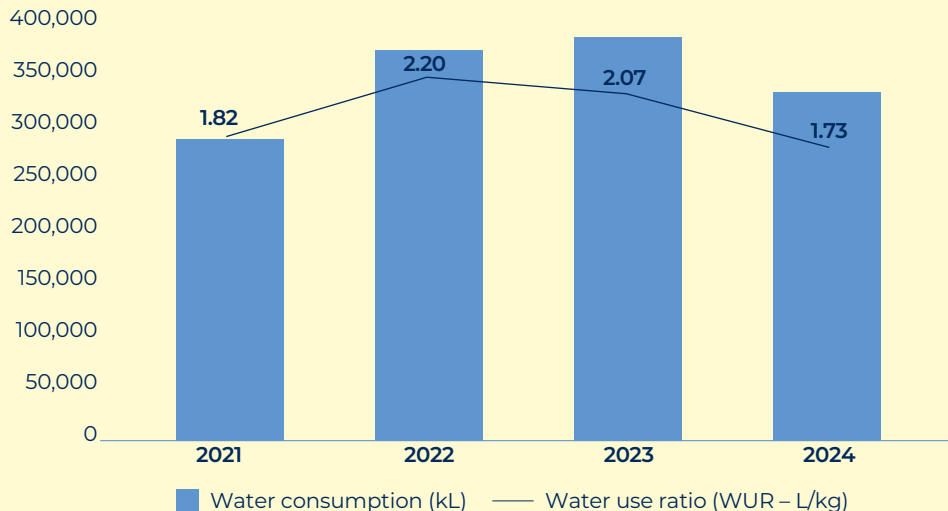
Improving water efficiency in our factories by 10%, compared to a 2020 baseline, is one of our key targets in the Sustainable Protein Plan and, at our APAC sites, they have been focusing on just that. In 2024, our APAC facilities cut water consumption by 21.14%, equivalent to saving enough water to fill 20 Olympic-sized swimming pools.

These reductions were achieved through innovative initiatives, including optimising cleaning practices, refining water usage processes and engaging employees across all levels. By focusing on operational efficiency and leveraging ISO 50001-certified energy management practices, we have demonstrated how small changes can yield substantial results.

These achievements highlight the power of collaboration and innovation in creating a more sustainable future and we remain dedicated to building on this momentum to achieve even greater resource efficiency.



APAC



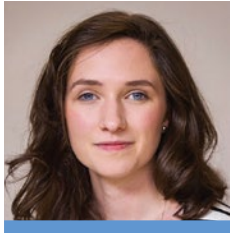
Meet the team

An introduction to the sustainability team and their expertise



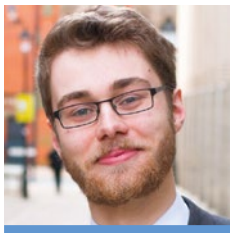
Emer Fardy
Group Sustainability & Human Rights Director

Emer leads a team of specialists developing and delivering the Hilton Foods Sustainable Protein Plan across their global operations. This plan covers People, Planet, and Product.



Julia Black
Group Ethics & Social Sustainability Senior Manager

Julia leads our human rights work, for both our own operations and supply chains. She works within our Group function to develop human rights due diligence and provides central resource for the implementation of our policies, procedures and global risk assessment.



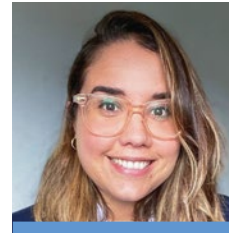
Tom Maidment
Group Product Sustainability Senior Manager

Tom leads the development of our environmental strategy. With a background in engineering, he is responsible for embedding LCA in our business process, sustainability innovation and implementing our Transition Plan across sites.



Barry Larkham-Jones
Group Livestock Sustainability & Welfare Senior Manager

Barry is an experienced farm animal veterinarian who has spent time in both clinical practice and industry. He leads on animal welfare, looking at how we can use outcome-based standards to deliver measurable animal health, welfare and sustainability strategies.



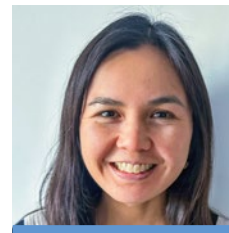
Teresa Fernandez
Group Sustainability Senior Manager for Seafood and Crops

As an experienced biologist, specialising in fish health of rainbow trout and salmon in both land-based systems and open sea pens. Teresa brings a wealth of knowledge, ensuring we uphold high standards for aquaculture, fisheries and the sustainable sourcing of crops.



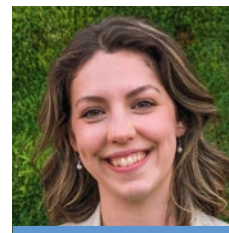
Leonid Nechyporenko
Group Sustainability Technical Analyst

Leonid manages sustainability data at Group, supporting key disclosures, TNFD implementation and data-driven decisions across operations. Leonid's work is vital to driving our environmental stewardship and substantiating our claims to ensure we share our sustainability journey transparently.



Natasha Wong
Group Sustainability Reporting Manager

As a qualified Chartered Accountant, Natasha brings the accounting lens to our sustainability reporting. She has experience in audited ESG reports, ensuring our reports remain transparent.



Milly Shelley
Group Sustainability Communications Specialist

Milly leads our sustainability communications, shaping how we share our sustainability story both internally and externally. Working within the Group function, she supports our teams across global sites, sharing sustainability initiatives to help us in our path to being more sustainable.

Closing statement

Continuing to drive the Sustainable Protein Plan forward



Sustainability remains a critical part of our overall business strategy, not just because it is the right thing to do for the planet and our people, but also because it remains a key differentiator for us with our customers.”

Lorna Schneider
Group Chief Quality
& Sustainability Officer



The plans we have set and the progress we have made are rooted in partnership.

When we first developed the Sustainable Protein Plan, we knew that we couldn't achieve our ambitions alone. We created a plan to help tackle some of the biggest global challenges, where we could make a material and lasting difference. Our business' success is reliant on our ability to bring partners together across the food chain.

In this report, we have introduced our Sustainability team individually, so that our stakeholders have clear points of contact and can better understand how they can draw on our expertise. Over the past four years, the entire team has contributed to the work we have done and the targets we have delivered.

Particularly notable is the way we have expanded and accelerated our climate change commitments. In March 2024, our more ambitious science-based greenhouse gas emissions reduction targets were published. This brought our net zero target date forward by two years. The publication of our first Transition Plan in November 2024 has now given us a clear roadmap to net zero two years earlier than anticipated.

Another significant resource is our partnership with Foods Connected. This software company provides a data-driven platform with the ability to map out and assess challenges from farm to fork. Their expertise has proven invaluable in the first phase of the Plan. From managing our suppliers' performance through to ensuring we deliver our own and customers' priorities, Foods Connected have contributed to a wide range of our projects, and we are excited to continue drawing on their capabilities in the future.

Our commercial partnerships are also critical to our sustainability efforts. From our first customer Tesco, through now to over 24 facilities across 10 international markets, we work hand in hand with a range of commercial and sustainability leads to develop projects where we can clearly measure our impact.

However, the most important partnership behind the Sustainable Protein Plan is the one we forge with our 7,500 skilled colleagues, in our sites, our offices and across our business around the world. Many of the projects we have described in this report were designed and developed by our operators and experts who see first-hand the sustainability challenges around protein every day.

The future of our planet, and the fate of many of the challenges we face, will be decided based on the work we do and the decisions we take over the next few years. While the Sustainable Protein Plan remains a small contribution to the change needed globally, we are proud of our progress so far and keen to do even more.

Lorna Schneider
Group Chief Quality & Sustainability Officer
7 April 2025

Partnerships

Our partnerships

We believe passionately in the power of the team, and that extends beyond our business to our external partners. These partnerships are crucial in creating momentum to deliver our shared commitment to a more sustainable food sector.



British Meat Processors Association

Member of BMPA since 2016.



European Roundtable for Beef Sustainability

We are a board member of the European Roundtable for Beef Sustainability.



Seafood Ethics Action Alliance

Founding member and Chair of the Seafood Ethics Action Alliance.



Slave-free Alliance

Member of the Slave-Free Alliance since 2023, working to progress our work in this crucial area.



UK Agri-Tech Centre

Member of the Centre of Livestock Innovation (CIEL) since 2021, now part of the UK Agri-Tech Centre.



Food Network for Ethical Trade

We are a board member of Food Network for Ethical Trade.



UK Seafood Federation

Founding member, collaborating to decarbonise the seafood sector.



UK Soy Manifesto

We are founding signatories of the UK Soy Manifesto.



CEFLEX

Members of the CEFLEX initiative since 2023, working towards a circular economy.



UK Plastics Pact

Founding member of the UK Plastics Pact, working with partners in order to be industry leading in sustainable packaging.



SEDEX

Member since 2016.



WRAP

In 2019, we became a member of WRAP and signed up to the Champions 12.3 ambition to halve food waste by 2030 and the 2030 UK Food & Drink Pact.

TCFD & TNFD

2025 Combined Climate and Nature-related Disclosures

Introduction

We recognise that whilst climate and nature present major challenges to the food sector, meeting those challenges also presents opportunities for our business. Hilton Foods is committed to assessing how these risks impact our business and responding accordingly. In the last year, we have started a double materiality assessment and a LEAP (Locate, Evaluate, Assess and Prepare) assessment to better understand the risks to our business, updated our Science Based Targets and released our Group Transition Plan.

In line with the requirement for mandatory climate-related disclosures arising from the Companies (Strategic Report) (Climate Related Financial Disclosure) Regulations 2022, as well as FCA Listing Rule 6.6.6R, we have provided information to stakeholders on the potential climate related risks and opportunities for our business to enable them to make informed decisions. We set out in the following sections our climate-related financial disclosures consistent with all of the TCFD recommendations and recommended disclosures as detailed in 'Recommendations of the Task Force on Climate-related Financial

Disclosures', 2017, including the appropriate annexes and supporting guidance. Detail on the 11 recommended disclosures can be found on the following pages, in addition to detail of where climate-related disclosures outlined in Section 414CB of the Companies Act 2006 are located in the below table.

In addition, for the first time, we will make some disclosures in line with the Taskforce on Nature-related Financial Disclosures (TNFD) framework. This recognises the significant impact food production has on nature. The disclosures are consistent with those outlined in 'Recommendations of

the Taskforce on Nature-related Financial Disclosures', 2023, and relevant supporting guidance. Disclosure is an evolving process and we are working to fully align with all recommendations and recommended disclosures, however some of this year's disclosures will be limited in scope or partial while we are working to develop more complete assessments.

Recommendation	Disclosure	Reference	CA414CB
Governance	Describe the Board's oversight of climate-related risks and opportunities	Page 40	(a)
Disclose the organisation's governance around climate-related risks and opportunities	Describe management's role in assessing and managing climate-related risks and opportunities	Page 40	(a)
Strategy	Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long-term	Page 43	(d)
Disclose the actual and potential impacts of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning where such information is material.	Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning	Page 45	(e)
	Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario	Page 43	(f)
Risk Management	Describe the organisation's processes for identifying and assessing climate-related risks	Page 41	(b)
Disclose how the organisation identifies, assesses, and manages climate-related risks.	Describe the organisation's processes for managing climate-related risks	Page 41	(b)
	Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation's overall risk management	Page 42	(c)
Metrics and Targets	Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process	Page 52	(h)
Disclose the metrics and targets used to assess and manage relevant climate related risks and opportunities where such information is material.	Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks	Page 52	(h)
	Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets	Page 53	(g)

TCFD & TNFD continued

Governance

Our climate change and nature-related governance structure is set out on page 11.

Board Oversight of Climate- and Nature-related Risks & Opportunities

The Board, led by our Chair Mark Allen, is responsible for the long-term success of the group and has ultimate responsibility for human rights, climate- and nature-related risks, opportunities, impacts and dependencies. The Board meets no less than eight times a year and provides rigorous challenge to management on progress against sustainability and wider business targets and goals.

This year, the Board approved our detailed Group Transition Plan, Sustainability Report and initial proposals for ongoing sustainability strategy, as well as a scheme to improve employee's access to electric vehicles and projects to increase the reusability of secondary packaging across the group. Our climate and nature KPIs, goals and objectives as detailed below form part of the Board agenda when appropriate, through their oversight of the Sustainable Protein Plan. Climate-related issues form part of the Board's consideration of major strategy decisions, significant projects and wider business planning.

The Board also ensures the Group maintains an effective risk management and internal control system, including over human rights and climate-related risks and opportunities. This includes the use of audit and assurance resources. The Board, via the Audit Committee, has an ongoing review process for principal risks, including climate change (see page 31 of our Annual Report). This is supported by an in-depth annual assessment.

The Board delegates certain sustainability matters to principal committees: the Sustainability Committee has oversight of human rights, climate- and nature-related strategy, while the Audit Committee supports the Board in relation to climate-related financial risks and impact assessment. Individual board members have experience relevant to human rights, climate and nature climate risk management, including financial, supply chain, sustainability, and general governance roles across a range of industry sectors including global retailers and their suppliers (see Board of Directors biographies on our website). In addition, the Board receive trainings on the Group's human rights and climate challenge, key and upcoming legislation, regulatory trends and how we are responding as a business on an annual basis.

Sustainability Committee

From a strategic perspective, human rights, climate- and nature-related issues are discussed within the Sustainability Committee, which is chaired by Non-Executive Director Rebecca Shelley, who has substantial sustainability experience which helps to inform Board discussions. Rebecca led Tesco's Sustainability strategy, covering climate and nature topics, and delivery programme internationally for four years and was responsible for sustainability programmes for financial services companies including Prudential plc. In her Non-Executive roles on other boards, she chairs the Liontrust Asset Management Sustainability Committee, and is a member of the Conduit Re Sustainability Committee.

The Committee meets at least three times per year and monitors the progress and performance of the Group's sustainability strategy (the Sustainable Protein Plan), key initiatives for reducing business' climate footprint throughout our value chain, as outlined in our Transition Plan, and our performance in reducing our overall environmental impact. The Chair of the Sustainability Committee reports any updates to the Board as a standard agenda item at each Board meeting and informs the Board of our strategy and progress every three months.

The Committee also reviews our reported KPIs as outlined in Metrics and Targets below, through our KPI monitoring system, which tracks Group-level metrics, such as emissions, energy, and water use.

Management's role in assessing and managing climate- and nature-related risks and opportunities

Our Chief Executive, Steve Murrells, is a permanent member of the Sustainability Committee and has ultimate management responsibility for targets, commitments and policies across human rights, climate change, nature and wider environmental issues. Steve has extensive sustainability experience having been responsible for sustainability strategy in his previous roles as CEO of Co-op Group and Co-op Retail. At the Co-op Group, he campaigned on climate change issues including serving as a panel member at COP26 and Chair of the British Retail Consortium's Climate Action Roadmap steering group.

As part of our commitment to sustainability, Steve leads our positive response to addressing climate- and nature-related risk and opportunities. Day-to-day governance of human rights, climate- and nature-related issues are delegated to the Executive Leadership Team, which oversees the strategy to meet our human rights, climate and nature targets, monitors the progress of our transition to a net zero business and aligns our product portfolio to shifts in demand.

The Sustainability Team, led by the Chief Quality and Sustainability Officer is responsible for identification and mitigation of climate and nature risk, across both our operations and supply chains, as well as human rights. Human rights in our operations are the responsibility of the Chief People & Culture Officer. This team oversees human rights due diligence, carbon reduction and nature recovery projects in partnership with customers and suppliers. Members of the team hold governance roles within industry collaborative forums, these are outlined on our [website](#). We are developing formalised procedures by which management is informed about nature related dependencies and impacts.

The Executive Leadership Team also monitor progress against a project plan and KPI tracker specific to each site. Climate- and nature-related issues are monitored by the Group Sustainability Team and mitigation strategies are developed for approval by the Executive Leadership Team and reported by the Group Sustainability and Human Rights Director to the Sustainability Committee.

TCFD & TNFD continued

Processes by which management is informed about climate-related issues

In addition to the previous information flow, management is also advised by our internal experts in areas such as energy procurement, sustainable agriculture and supply chain. Management is involved in national, regional and global associations and forums, providing scientific information on relevant risks and mitigations and research with universities.

Management conduct regular horizon scanning activities to monitor climate- and nature-related risks and opportunities. This informs the ongoing review of group environment policies which cover climate and nature related topics. This is in addition to our annual sustainability materiality process detailed further on page 09.

The business also has specific controls in place in purchasing to ensure compliance with our ambitions. We have implemented a requirement for capital goods purchasing to conduct a simplified lifecycle assessment of the project, covering climate and nature related impacts, and have internal guidelines requiring additional sign off for the purchase of fossil fuel consuming equipment or equipment containing fluorinated gases. We also have a programme adding climate-related clauses to contracts with key suppliers. In addition, senior colleagues, and those in key commercial roles, receive training on human rights and climate change. Additionally, a risk assessment is conducted for all protein suppliers on the SEDEX platform, with high risk suppliers required to conduct a SMETA audit. This includes evaluation of their risk mitigation related to human rights and environmental management.

Human Rights Policies in nature-related risk assessment

Hilton Foods have made a public commitment to the UN Guiding Principles on Business and Human Rights, the International Labour Organisation's Declaration on Fundamental Principles and Rights at Work, and the Ethical Trade Initiative Base Code. As full participants of the UN Global Compact (UNGC), we are committed to supporting their 10 Principles.

Hilton Foods are committed to implementing human rights due diligence within our own operations and supply chains. A comprehensive overview of our strategy, relevant policies, Code of Conduct, monitoring and remediation processes, and relevant grievance mechanisms relevant to our human rights risks and dependencies can be accessed within our GRI Index on pages 75-79 and our Modern Slavery Statement. Free, prior and informed consent regarding land rights is included within our Supplier Social Responsibility Code of Conduct and forms a condition of supply to Hilton Foods. Our suppliers are required to ensure that this consent has been obtained through consultation with indigenous peoples and local communities.

Hilton Foods do not currently engage on any nature-related advocacy and lobbying beyond our declared engagement with government whether directly or via trade bodies. No cases related to nature-related dependences concerning Hilton Foods have been brought to any National Contact Points globally.

Risk Management

Audit and Risk Management Committees

Human rights, climate- and nature-related risks are identified, monitored and their mitigation strategies are reviewed within the Internal Audit and Risk management function, which ensures the full integration of human rights, climate- and nature-related risks into the Group's risk management framework. The Group Internal Audit and Risk Director executes a key role, supported by the Chief Quality and Sustainability Officer, ensuring that management are identifying, mitigating, monitoring and reporting on all key risks, including those linked to human rights, climate change and nature. Our human rights related risks also include any relevant impacts and dependencies on indigenous communities or local communities. The Risk Management Committee considers the risk appetite and reviews the progress and development of internal controls and their implementation. They then assess the effectiveness of these activities independently to report to the Audit Committee and Board. The Audit Committee determines risk categorisation and mitigation measures before final Board approval. The Risk Management Committee and the Audit Committee both meet four times per year respectively, and climate change is discussed and monitored at all Audit Committee meetings as one of our principal risks.

Our processes to identify, assess and monitor climate- and nature-related risks

The assessment of climate- and nature-related risks is a collaborative effort across business functions and allows for consideration of a risk's likelihood of occurrence, timescale and magnitude of potential impacts. This process determines the categorisation of principal and emerging risks for final approval by the Board. The magnitude of climate- and nature-related risks, opportunities, impacts and dependencies are assessed using the criteria below. This was slightly revised in 2024 to align with the upcoming Corporate Sustainability Reporting Directive (CSRD).

Hilton Foods considers climate-related risks and opportunities in all physical and transition risk categories. We consider current and emerging climate-related risks in our operations, upstream and downstream supply chain. Chronic and acute physical nature-related risks have been considered across the scope of our Australian, Irish and UK beef supply chain as well as policy and legal transition risks. Existing and proposed legislation and regulatory requirements are continually monitored to determine changing compliance requirements, such as controls on emissions, deforestation commodities or product environmental labelling. In combination, this information helps in determining how management prioritise resources in managing the most material climate- and nature-related risks.

Risks are subject to continual refinement and quantification over time, which assists in any required incorporation of climate- and nature-related risks into the Group's overall budgeting, strategy, and financial statements. A comprehensive re-evaluation of the company's climate- and nature-related risks was carried out as part of the development of our double materiality matrix to be published next year.

TCFD & TNFD continued

LEAP Assessment

In 2024, Hilton Foods started a LEAP (Locate, Evaluate, Assess and Prepare) assessment including the company's operation sites, and our beef supply chains in Australia, Ireland and the UK, focusing on understanding their natural impacts, dependencies, risks and opportunities. Beef production in these geographies were selected as the most material elements of our supply chain. Future assessments will broaden in scope to other geographies and products.

The process emphasises actionable insights and accountability to foster sustainable practices and resilience. This will be reported upon in the 2025 disclosure cycle, including a greater description of our material risks, opportunities, dependencies and impacts on nature and their consequent effect on business planning.

Climate- and nature-related risk assessment

We assess the relative magnitude of climate- and nature-related risks, opportunities, impacts and dependencies using the following scale. This is specific to climate- and nature-related risks and distinct from the quantifiable indicators used to define our principal risks. This scale accommodates the larger potential impact of climate- and nature-related risks on the Group, allows for a greater delineation between climate- and nature-related risks that would otherwise all be classified as being at 'High' risk under our principal risk matrix and allows for their relative significance in relation to other Group risks to be better reflected.

	Risk	Opportunity
Very high	<ul style="list-style-type: none"> ▶ Possible failure of the business and unable to achieve corporate objectives ▶ Loss of ability to operate ▶ Very significant fines or criminal proceedings ▶ International press coverage and irrevocably tarnished reputation 	<ul style="list-style-type: none"> ▶ Very significant financial gains ▶ Widely observed success of the business ▶ Could have international press coverage and thriving reputation
High	<ul style="list-style-type: none"> ▶ Significant impact ▶ Cast significant doubt on the ability to meet objectives ▶ Significant adverse regulatory judgement and/or fines ▶ National press coverage and tarnished reputation 	<ul style="list-style-type: none"> ▶ Significant financial gains ▶ Positive outlook for future of the business ▶ Could have national press coverage
Medium	<ul style="list-style-type: none"> ▶ Considerable issue but short term ▶ Only relatively minor concern about longer term business prospects ▶ Larger fines and written judgements ▶ Public awareness but limited long term impact on reputation 	<ul style="list-style-type: none"> ▶ Significant financial gains ▶ Positive outlook for future of the business ▶ Could have national press coverage
Low	<ul style="list-style-type: none"> ▶ Disruption to activities but limited to the immediate term ▶ No longer term impact on ability to achieve objectives ▶ Small fines or written warnings ▶ Customer aware but no press coverage 	<ul style="list-style-type: none"> ▶ Small positive financial impact ▶ Limited public awareness ▶ No impact on reputation
Minimal	<ul style="list-style-type: none"> ▶ Inconvenience, but no impact on ability to achieve objectives ▶ Regulator is aware but no impact ▶ Not in the public domain 	<ul style="list-style-type: none"> ▶ Minimal positive financial impact ▶ No public awareness ▶ No impact on ability to achieve objectives

Strategy

Approach

Hilton Foods recognises that the need to act on climate change and nature recovery present both risks and opportunities to our business. The management or development of these has been factored into our Transition Plan and wider sustainability strategy through the Sustainable Protein Plan. The Group is impacted by both physical and transition risks which are outlined in detail below alongside the key impacts, dependencies, risks and opportunities related to nature. Climate change has been a principal risk for the Group since 2020 and we are in the process of evaluating the salience of nature as a risk. Two of our existing published principal risks, detailed in the Annual Report, contain significant nature-related elements;

Risk 6: Contamination within the supply chain, and

Risk 7: Business disruption

For the purposes of this disclosure, we have used the following time-horizons for our climate and nature risk analysis. The short-term horizon covers our immediate in-year actions, the medium-term horizon includes our near-term business strategy, and the long-term time horizon encompasses our actions that contribute to achieving our net zero strategy, our asset life and sufficient time period for climate-related risks to manifest. Certain climate- and nature-related risks are unlikely to materialise before the medium or long-term horizon or may have a high degree of unpredictability both in occurrence and severity.

Time-horizon	From (years)	To (years)
Short	0	1
Medium	1	5
Long	+5	

TCFD & TNFD continued

Our approach to climate scenario analysis

In accordance with the TCFD and TNFD recommendations, we have reviewed the behaviour of certain risks under different climate outcomes to help inform our strategy and financial planning, this is laid out in our Transition Plan and the Physical Risk section of this report. We used three primary public scenarios to better understand our exposure to climate change transition risks and opportunities, in addition to three Intergovernmental Panel on Climate Change (IPCC) scenarios to model the behaviour of physical hazards. The time horizons for scenario analysis extend beyond our overall risk time horizons and are derived from the modelling software used to assess behaviour of risk under different SSP/RCP scenarios. Use of these time frames allows for more comprehensive evaluation of potential risks given their greater likelihood to materialise in the longer term.

Scenarios have been supplemented with additional internal and external sources specific to each risk to inform our assumptions. Scenario analysis involves assumptions and limitations such as:

- ▶ Impacts are considered in the context of the current business structure, financial performance and prices
- ▶ Impacts are modelled to occur in a linear fashion, when in practice dramatic climate-related impacts may occur suddenly after tipping points are breached
- ▶ The analysis considers each risk and scenario in isolation, when in practice climate-related risks may occur in parallel as part of a wider set of global impacts
- ▶ Energy system modelling was conducted on the basis of national average projections

- ▶ Natural Dependencies, Impacts, Risks, and Opportunities were assessed using intermediary projections for SSP 1-2.6, SSP 2-4.5, and SSP 5-8.5 scenarios
- ▶ The weights were determined using a decay function based on the Net Present Value (NPV) discount factor, reflecting risk tolerance
- ▶ For a medium-risk tolerance, higher weight was assigned to risks in the near future, while a low-risk tolerance extended more consideration to risks which are more likely to occur further in the future. Our overall assessment indicates that the business remains resilient to climate-related risks across all three scenarios. This resilience is attributed to our awareness of these risks, the flexibility of our business model, and our existing and planned mitigation strategies as outlined in our Transition Plan. We have conducted some initial quantification of the impact our climate-

related risks and opportunities may have on the Group, using all available data and relevant modelling where appropriate. However, whilst this work is ongoing as part of our wider double materiality assessment, we have decided not to publish quantification details at this stage due to the very high levels of assumption involved and the potential to mislead stakeholders. We will continue to refine our financial impact analysis, relevant to Strategy (b), with a view to updating the disclosures in the next reporting cycle.

Our Transition Plan is fully integrated and its execution is part of our ongoing business strategy and this will evolve as we integrate further modelling into our strategy.

Scenario	Source	Change in global mean surface temperature (°C) by 2100	Notes
Net Zero Emissions by 2050 Scenario (NZE) / RCP2.6 / SSP 1	IEA IPCC	1.5°C	Greenhouse gas (GHG) emissions are strongly reduced, resulting in a trajectory consistent with limiting the temperature increase to less than 1.5°C in 2100 compared to the pre-industrial period. This provides a below 2°C scenario
Stated Policies (STEPS) / RCP4.5 / SSP 2	IEA IPCC	2.5°C	A combination of physical and transition risk impacts as temperatures rise by around 2.5°C by 2100 with 50% probability. This scenario is used as it represents a base case scenario with the trajectory implied by today's policy settings
RCP8.5 / SSP 5	IPCC	4.1-4.8°C	GHG emissions continue to grow unmitigated, leading to a best estimate global average temperature rise of 4.3°C by 2100. This scenario is included for its extreme physical climate risk impacts, consistent with likely climate anomalies over an extended timeframe

TCFD & TNFD continued

Physical Risks

We have conducted a number of assessments of the physical risks to our business in previous years. These were largely conducted by external parties working in partnership with our internal Risk, Finance and Sustainability teams. In 2025, we have brought this capability in house, allowing us to better integrate this work with our strategic functions. Our 2025 assessments will build upon our TCFD work from previous years and expand to look at nature risks in some areas.

North Atlantic Seafood

In our 2024 TCFD we examined the physical risks in our North Atlantic seafood supply chain in response to record temperatures, both on an annual and acute basis, in that region. We have built upon this by conducting a species-level assessment to understand how climate change is likely to impact the ideal sea temperatures for spawning (for wild capture) and growing (for both aquaculture and wild capture) in those existing supply areas.

We assessed temperature-related risks and opportunities for whitefish populations across key sourcing areas in the North Atlantic. The analysis used 2040, 2060 and 2100 scenarios under SSP 1-2.6, SSP 2-4.5 and SSP 5-8.5. These regions were prioritised based on their salience to our sourcing.

Key factors considered included fish habitat areas, habitat depths, and temperature ranges for spawning and feeding. Given projected temperature increases under the 2060 SSP 2-4.5 scenario, the analysis indicated a high likelihood of stress on whitefish populations. This stress could drive habitat shifts to deeper waters or less affected areas meaning seafood operations would have to adjust accordingly. Fishing vessels may need to adjust their fishing areas or explore alternative depths, with a wider industry move towards aquaculture to maintain supply. Such shifts may demand investments in new equipment and strategies to align with changing ecological conditions. Increased species diversity and greater use of aquaculture in our product range presents an opportunity to address this challenge.

An additional opportunity was identified in the southern hemisphere, where reductions in ocean temperatures due to planetary precession cycles may enhance fishing conditions. Regions such as the southern coasts of New Zealand, Australia, Africa, and the Americas could become increasingly viable for whitefish operations, offering a sustainable solution to Northern challenges.

In the future, we will expand this work to better understand the nature-related impacts, dependencies, opportunities and risks associated with our seafood value chain.

Beef Supply Chains

In 2023, we conducted a limited assessment of climate risks in our Australian beef supply chain. Further details of this can be found in the 2022 Annual report, page 76. In 2024, we expanded our focus to include nature and climate risks in our beef supply chains in the UK, Ireland and Australia. We conducted an assessment of the biodiversity risk conducted with the University of Lincoln and a detailed geospatial assessment of the climate-related biodiversity opportunities and risks was conducted by our specialist in-house team.

To estimate our impact on biodiversity, we used the Bioscope tool. This showed that approximately 97% of our in-scope biodiversity impact is concentrated in Australia, mainly due to land use for beef production. We examined various factors to highlight where these impacts were most significant, such as deforestation, regions with a high forest integrity and areas experiencing rapid biodiversity loss. Additionally, we accounted for areas inhabited by indigenous people in Australia, identifying no areas of interaction with indigenous people at our own sites and 36 such points in our supply chain.

In Australia, the most sensitive areas were linked to places facing rapid biodiversity decline and regions experiencing high water stress, which has been exacerbated by the impact of climate change. In the UK and Ireland, the most sensitive areas were primarily protected areas and regions with high physical water risks, highlighting key environmental challenges in these regions. While we are still developing the tools to address these issues through cross-sector collaboration, this work will enhance our long-term supply chain resilience by informing our purchasing decisions and business continuity plans.

Our collaboration with the University of Lincoln helped us to understand our qualitative and indirect biodiversity impacts. This partnership provided valuable insights into the depth of our supply chain's impact on biodiversity, specifically in the UK, Ireland, and Australia. The primary focus of the study was on the effects of cattle grazing on land use, as well as the impacts on flora and fauna in Australia. Additionally, the research explored how antimicrobial impacts and other pathways affected detritus and broader ecosystem health.

This assessment has also strengthened our plans for transitioning to a net zero beef supply chain. It has shown us where the system is vulnerable and where nature-based solutions can support a resilient and sustainable beef sector. This will guide the development of our nature strategy, aligning it with our transition plan and broader environmental goals.

TCFD & TNFD continued

Operations

In 2023, we used geospatial risk modelling software to analyse the Group’s operational exposure to climate change related natural hazards such as heat stress, sea level rise, storms and drought, and how these risks may change in the future under various scenarios for global temperature rise by 2030, 2050, and 2100. Further detail on this assessment can be found in our 2022 Annual report (page 75). Since our last assessment, no new production sites have been added, although we have announced that we will be opening a new facility in Canada and this will be included in future assessments. In 2025, we have completed a supplementary assessment of the nature risks to our facilities.

We assessed our sites for risks related to alien species, the rights of indigenous peoples, biodiversity, deforestation and proximity to protected areas. The analysis identified no material risks associated with alien species, indigenous peoples or deforestation. Furthermore, none of our sites overlap with protected areas.

Seven locations were identified as being near areas of ecological importance. The sites in Drogheda (Ireland), Harderwijk (Netherlands), both sites in Grimsby (United Kingdom) and Enfield (United Kingdom) are situated within 2 km of key biodiversity areas—the Boyne Estuary, Wolderwijd, Humber Estuary and Lea Valley, respectively. Additionally, two sites are close to protected areas with IUCN I-II status: Wiri Lava Cave in New Zealand and Angliss Grassland (Laverton North NCR) in Victoria, Australia.

We are currently conducting a detailed evaluation of our potential impact on these protected areas, however we do not expect to have any major interactions. Potential environmental impacts, such as water and waste management, are mitigated through existing systems. All water is processed by third-party treatment facilities and waste is managed in compliance with local legislation through external suppliers.

Physical Risk & Opportunity Tables

1. Extreme weather or chronic climate impacts on upstream supply chains			
Risk/Opportunity	Risk		
Type	Rising mean temperatures		
Area	Upstream		
Primary potential financial impact	Disruptions in local supply, regional availability and/or pricing volatility		
Description	Extreme weather and chronic climate conditions may impact the supply of crop products or have a detrimental impact on livestock in our supply chain through degradation of pasture, volatility in supply of animal feed or water and physical heat stress. Sudden regional shocks may increase volatility in food prices in international markets. The impact on beef and whitefish supply chains is discussed in more detail in this year’s report. The impact on salmon value chains is discussed in the 2023 Annual Report and further information on our beef supply chains can be found in our 2022 Annual Report.		
Time horizon	Short term	Medium term	Long term
Impact under SSP1	Low-Medium	Low-Medium	Low-Medium
Impact under SSP2	Low-Medium	Low-Medium	Low-Medium
Impact under SSP5	Medium	Medium	Medium
Areas impacted	Global		
Response	<p>Long-term regional impacts resulting from climate change would be industry wide and not specific to the Group.</p> <p>We maintain flexibility in regional and global supply chains, and have reduced exposure to local disruptions in comparison to peers as we are not integrated at the farm level. A large proportion of the group’s purchased meat products are sourced from Northern Europe, where we consider climate effects to be manageable admitting some adaptation to changes in precipitation patterns and warming temperatures. In Australia, livestock production will continue to make a significant contribution to food supply globally and for intensive production systems, adaptation strategies are already being implemented.</p>		

TCFD & TNFD continued

Physical Risk & Opportunity Tables continued

2. Risk of rising sea levels to Grimsby and Netherlands sites			
Risk/Opportunity	Risk		
Type	Rising sea levels		
Area	Own operations		
Primary potential financial impact	Disruption to production, increased insurance premiums, loss of inventory		
Description	Seven coastal or low-lying sites are determined to be at high or extreme risk from rising sea levels and coastal storm surge under our base case scenario by 2100, representing a third of our total estate. Sites in the Netherlands are in the highest risk zone under all time horizons, but the level of national flood protections is high. The risk score at our Grimsby sites is projected to increase from medium to high under baseline and severe climate scenarios, which highlights risk of flood-related property damage, destruction of products and increased insurance premiums.		
Time horizon	Short term	Medium term	Long term
Impact under SSP1	Low	Low	High-Very High
Impact under SSP2	Low	Low	High-Very High
Impact under SSP5	Low	Low	High-Very High
Areas impacted	UK, Netherlands		
Response	Netherlands sites have very strong standards of regional flood protection. Specifically, our Oosterhout and Zaandam sites are protected against a 1-in-2000, and 1-in-10,000-year flood respectively. While the standard of protection is lower at our Grimsby and Harderwijk sites, we note that climate-related coastal flooding events are a long-term risk. We anticipate continuous planned investment by the Dutch government on reinforcement of flood protections. Likewise, bodies such as the UK Environment Agency oversee flood defences on the port of Grimsby, such as concrete wave walls installed between 2013 and 2016. Given the proximity to population centres and critical national infrastructure, we expect this level of investment to be maintained, so quantification of unmitigated risks is likely to be misleading.		

3. Storm risk to production facilities			
Risk/Opportunity	Risk		
Type	Physical (Severe Weather)		
Area	Own operations		
Primary potential financial impact	Disruption to production, increased insurance premiums, destruction of protections		
Description	Flooding in February 2023 in New Zealand has raised awareness of the potential risk to our facilities from storms and flooding. At present, our Auckland facility is categorised as being at medium exposure to flash floods and our modelling suggests increases in maximum 5-day precipitation at the site by 11% and 14% under 1.5°C and 2.6°C scenarios respectively (by 2030). When measuring wind speed severity, the site will remain at a low exposure (142-184km/h) to tropical cyclones and medium exposure (121-160km/h) to extratropical cyclones under all future time horizons and scenarios. In addition, the Brisbane metropolitan area is historically prone to flash flooding and is under very high precipitation stress in all future time horizons and scenarios. Whilst our modelling does not indicate a direct impact to our Brisbane facility, severe river flooding may impact local infrastructure, transport links and employees, affecting the normal operation of the site.		
Time horizon	Short term	Medium term	Long term
Impact under SSP1	Medium-High	Medium-High	Medium-High
Impact under SSP2	Medium-High	Medium-High	Medium-High
Impact under SSP5	High	High	High
Areas impacted	Auckland, Brisbane		
Response	While we project increased precipitation at our Auckland and Brisbane facilities, such storms are challenging to model given their infrequency, high degree of random variability and complex interrelation of underlying small-scale physical processes. We will continue to proactively monitor projected changes to this risk and our business continuity plans at the site. In addition, the Auckland and Brisbane sites have substantial disaster preparedness plans which can be enacted in the event of physical hazards including storms.		

TCFD & TNFD continued

Physical Risk & Opportunity Tables continued

4. Drought impacting production facilities			
Risk/Opportunity	Risk		
Type	Changes in precipitation patterns; rising mean temperatures, water supply		
Area	Own operations		
Primary potential financial impact	Disruption to production		
Description	Several sites, most notably those in Australia (Truganina and Bunbury), Portugal (SoHi) and Greece (Preveza), operate in locations where water scarcity is a present reality, and where the risk is expected to rise under all scenarios, with more infrequent precipitation events and increased annual maximum temperatures under all scenarios. Analysis indicates our Truganina (7.0% fresh water usage), SOHi (5.2%), Bunbury (2.6%) and Preveza (6.5%) facilities are at high or very high exposure to increased drought stress under warming scenarios.		
Time horizon	Short term	Medium term	Long term
Impact under SSP1	Medium	Medium	Medium
Impact under SSP2	Medium	Medium	Medium
Impact under SSP5	Medium	Medium	Medium
Areas impacted	Truganina, Bunbury, Preveza, SoHi		
Response	<p>Water scarcity is already a feature of operating in Australia, and we are focused on improving the efficiency of water use on-site; this year installing rainwater capture, treatment and use, and cleaning optimisation at all four APAC sites. Additionally, individual states have well developed drought preparedness plans and comprehensive water grids.</p> <p>Our Preveza facility has access to both municipal and groundwater sources, allowing it to manage periods of shortage from the municipal network without compromising hygiene. This already occurs at peak season for tourism.</p> <p>In the event of severe drought conditions, we have strong relationships with all relevant authorities to minimise impacts and have the ability at Truganina to connect tankers to supply water.</p>		

5. Decline in availability of wild capture species			
Risk/Opportunity	Risk		
Type	Impacts on the state of species; rising mean temperatures		
Area	Upstream		
Primary potential financial impact	Fall in stock/volume available, damage to trophic structure, increased cost of ingredients		
Description	<p>In June 2023, temperatures in the Northeast Atlantic peaked at 1.6°C above preindustrial average. Research suggests that rising water temperatures and changes to global weather patterns may pose a number of impacts species in the North Atlantic. Rising sea temperatures are likely to result in altered salinity, pH, and nutrient availability, which can impact fish growth rates. This is likely to impact aquaculture, wild capture for aquaculture feed and wild capture for human consumption. The impact on salmon value chains is discussed in the 2023 Annual Report.</p> <p>Additionally, overfishing and inadequate management of seafood stocks is likely to have a compounding effect in certain geographies as climate change causes greater fluctuations in sustainable catching levels.</p>		
Time horizon	Short term	Medium term	Long term
Impact under SSP1	Low	Low	Medium
Impact under SSP2	Low	Low	Medium-High
Impact under SSP5	Low	Medium	High
Areas impacted	North Atlantic		

TCFD & TNFD continued

Physical Risk & Opportunity Tables continued

6. Improved yields of ingredients due to warmer temperatures or increased rainfall and higher yields

Risk/Opportunity	Opportunity
Type	Changes in precipitation patterns; rising mean temperatures
Area	Upstream
Primary potential financial impact	Lower costs for ingredients
Description	<p>Our climatic modelling suggests that it is likely areas of Northern Europe will become more productive for agriculture due to increased temperatures or increased rainfall, or in some cases a combination of both. The trend of warming in the last 20 years in the UK and Ireland for example has led to increased rainfall and warmer temperatures further leading to an increase in Net Difference Vegetation Index (NDVI), used to model biomass volume and quality. This is likely to increase the availability of key feed crops for livestock, increasing growth rates and reducing costs to farmers and duly reducing ingredient costs.</p> <p>Modelling suggests the region is not likely to reach a tipping point towards negative outcomes before 2100 under any modelled scenarios, however this does not consider the compounding impacts of extreme anomalies.</p> <p>This is likely to increase the availability of key feed crops for livestock, increasing growth rates and reducing costs to farmers and duly reducing ingredient costs.</p>

Time horizon	Short term	Medium term	Long term
Impact under SSP1	Low	Medium	Medium
Impact under SSP2	Low	Medium	Medium
Impact under SSP5	Low	Medium	Medium

Areas impacted	Northern Europe, Canada
Response	We constantly evaluate our supply chains to ensure their resilience and secure the most competitive pricing in line with our supplier guidance.

Transition Risks

Hilton Foods released our detailed Transition Plan in November 2024, the first in the food sector aligned to the Transition Plan Taskforce (TPT) with a global scope. This details our roadmap to achieve our Science-Based Targets, ensuring we strengthen the resilience of our entire value chain. All measures in the plan, up to 2030, are achievable using current, commercially available technologies.

As we developed our Group Transition Plan the business' interaction with nature was carefully considered throughout, both as an enabler of decarbonisation and a dependency. Nature-based solutions, such as improving soil carbon, managing manure decomposition, silvopasture and multitrophic aquaculture are considered in our decarbonisation strategies.

Core to our Transition Plan is strengthening the resilience of our supply chain to reduce the impact of the physical impacts on climate change. Many of the nature-based solutions mentioned therein will help make our systems more resilient, whilst the genetic and health improvements detailed in the Transition Plan will enable our livestock to better adapt to adverse weather. Interventions which improve management of fertiliser and manure, as well as adjustments to the food basket, will also improve system resilience while reducing our impact agriculture has on the state of nature.

Delivery of our Group Transition Plan requires working closely with partners in our value chain, across industry and with local communities. This collaboration will have both positive and negative impacts on stakeholders. We are conducting detailed work to understand human rights risks in our Transition Plan and in 2025 we will be conducting research with the University of Lincoln to study these issues further.

The likely impact of transition risks and opportunities have not been analysed on a scenario basis due to the level of uncertainty projecting policies robustly into the future.

TCFD & TNFD continued

Transition Risk & Opportunity Tables

1. Changing consumer purchasing preferences to lower emission alternatives	
Risk/Opportunity	Risk
Type	Market
Area	Downstream
Primary potential financial impact	Reduced revenues of higher emission foods
Description	There is a risk that we fail to take full advantage of changing purchasing preferences for lower-emission proteins, resulting in loss of market share and reduced revenues.
Time horizon	Short-medium
Impact	Medium
Areas impacted	Developed markets
Response	<p>Our mitigation strategy includes creating a diversified portfolio of proteins that aligns with consumer demand including through expanding our seafood and plant-based offerings, as well as achieving significant reductions in the emission intensity of beef and lamb supplied to Hilton Foods. In addition, we are diversifying our business model, including through our Greenchain Solutions platform.</p> <p>We are working to reduce the footprint of our higher carbon products. Our Transition Plan provides a credible roadmap for reducing the footprint of red meat. We are now in the delivery phase, collaborating with value chain partners to implement it. Further details can be found in our Group Transition Plan.</p>

2. Carbon pricing introduced to encourage the purchase of lower carbon foods	
Risk/Opportunity	Risk
Type	Emerging Regulation
Area	Downstream
Primary potential financial impact	Price increases of higher emission products affecting balance of consumer demand
Description	If product pricing is adjusted to reflect its carbon footprint there may be a reduction in consumer demand, leading to reduced profits from foods where the footprints have not been mitigated. Modelling suggests that beef and lamb products would receive the largest increase in pricing, with some regional variation. This is detailed in our 2021 Annual Report.
Time horizon	Medium-long
Impact	Medium
Areas impacted	Global
Response	Our Transition Plan sets us apart as leaders in decarbonisation. To progress our objective for reducing emissions intensity by 2025, we have engaged in leadership of collaborative action to address the footprint of cattle farming with the European Round Table in Beef Sustainability (ERBS) and the UK Cattle Sustainability Platform (UKCSP). Further details can be found in our Group Transition Plan.

TCFD & TNFD continued

Transition Risk & Opportunity Tables continued

3. Reliance on third parties for achievement of emissions targets

Risk/Opportunity	Risk
Type	Market and Reputation
Area	Upstream/own operations
Primary potential financial impact	Higher costs, higher cost of capital
Description	<p>Delivery against the group's net zero plan is in part reliant on third parties and, beyond 2030 it is dependent on technologies that are not yet fully available. Upstream, we are not integrated at the farm level so rely on farmers and other stakeholders to drive reductions of beef-related emissions.</p> <p>Reductions to Scope 2 emissions may be constrained by rates of grid decarbonisation and the ability of local grids to support renewable energy tariffs.</p>
Time horizon	Long term
Impact	High
Areas impacted	Global
Response	<p>Seek to influence third parties' decarbonisation, through working collaboratively with retailers and engaging with governmental, farm assurance and industry bodies to shape supply chain decarbonisation policy. Continue to work with Foods Connected to develop the tools to effectively monitor and accelerate this transition and we are involved in academic research to better understand our upstream emissions. As described in our Transition Plan, we are beginning to introduce climate clauses into contracts, and are developing data reporting requirements for suppliers. This is supported by our work to promote supply chain sustainability, including implementing renewable energy in our Vietnamese seafood supply chain.</p>

4. Decarbonisation of our operations including food and packaging waste, energy, and water efficiency

Risk/Opportunity	Opportunity
Type	Energy Source, Resource Efficiency
Area	Own operations
Primary potential financial impact	Reduced cost and lower price volatility from self-generation, reduced energy use, packaging and water efficiency.
Description	<p>In our operations, electrification, energy efficiencies, investment in self-generation (solar/wind) and long-term contracts for renewable electricity sources may reduce outgoing costs, improve resilience and mitigate against the cost of future carbon pricing.</p> <p>Improved packaging recyclability, reducing plastic content and reductions in weight may result in lower packaging costs and less waste.</p>
Time horizon	Short-medium
Impact	Medium-High
Areas impacted	Global
Response	<p>See key emissions reduction drivers above. Further details can be found in our Group Transition Plan.</p> <p>We continue to seek grants and subsidies to facilitate facility upgrades as they become increasingly available.</p>

TCFD & TNFD continued

Transition Risk & Opportunity Tables continued

5. Expand offering of supply chain systems, automation	
Risk/Opportunity	Opportunity
Type	Products & Services
Area	Upstream
Primary potential financial impact	Increased revenue
Description	<p>By leveraging our IT and automation solutions for supply chain management, we have an opportunity to add a strategic growth driver in the sale of technology and services to other companies to enable them to become more efficient and reduce operating emissions.</p> <p>Through Greenchain Solutions, an industry-leading technology platform providing end-to-end supply chain solutions, the Group is at the forefront of technology and physical architecture design, which improves internal logistics.</p>
Time horizon	Medium
Impact	High
Areas impacted	Global
Response	We continue to work with customers and suppliers to incentivise uptake of our technology and supply chain solutions. We can also lead in environmental data collection and traceability across multi-tier supply chains and capitalise on growing requirements for transparency across value chains to prevent negative environmental impacts.

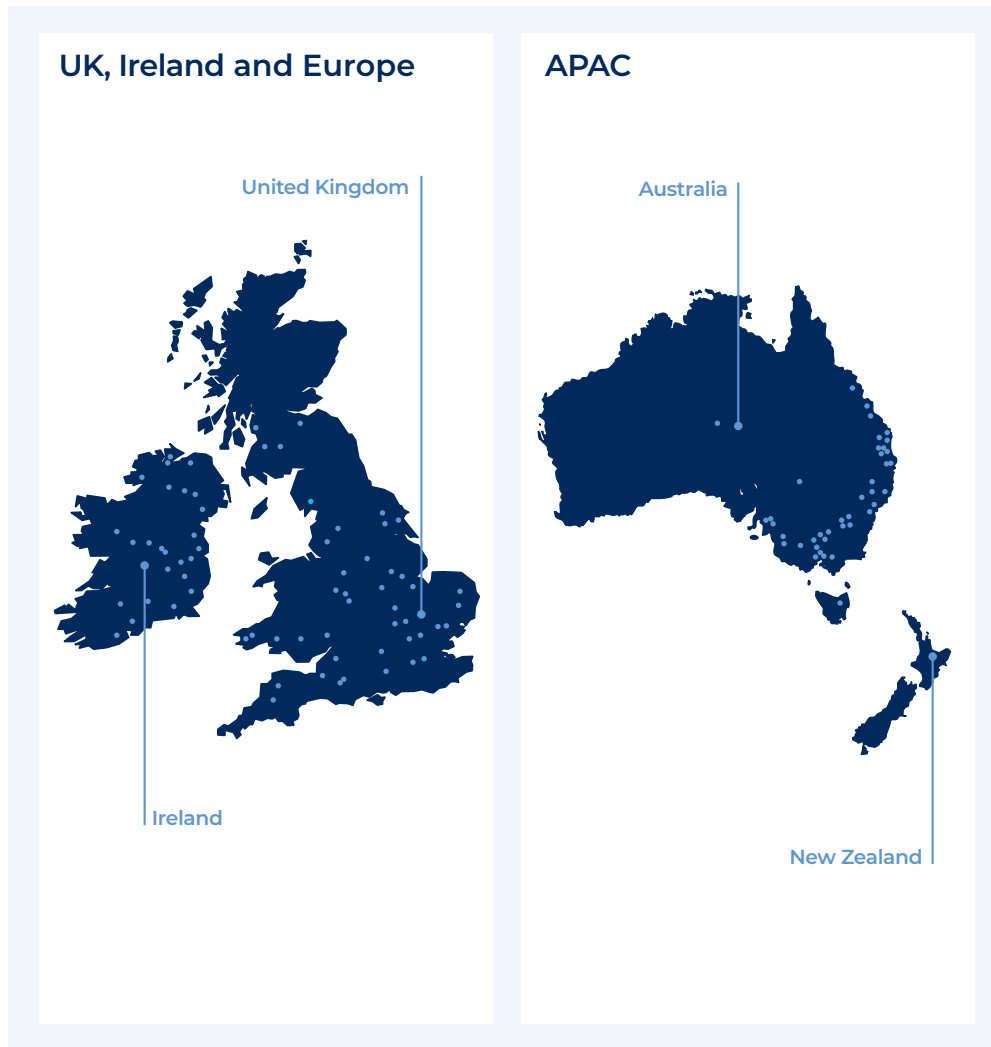
6. Meeting consumer demand for foods with demonstrably lower footprints	
Risk/Opportunity	Opportunity
Type	Markets
Area	Downstream
Primary potential financial impact	Increased revenues from sales of profitable low climate-impact products
Description	<p>Demand is growing for a balanced portfolio of meat and fish products that have significantly reduced environmental impacts. Overall protein demand is expected to grow in the coming decades, presenting a significant opportunity for increased revenue if we successfully anticipate changing consumer preferences and meet that demand with lower footprint products.</p>
Time horizon	Medium
Impact	Medium
Areas impacted	Global
Response	<p>Our Transition Plan offers a credible path to reduce the carbon footprint of our products, particularly beef, and in recent years we have diversified our portfolio into a wider range of proteins.</p> <p>As we do not farm or slaughter animals our infrastructure can react quickly to emerging consumer behaviour. Hilton Foods is well-placed to respond to consumer preferences through the adaptability of our factories and operations, allowing us to quickly upscale production of lower-carbon products such as fish or plant-based as required.</p> <p>In addition, our investment in Cellular Agriculture, a leading UK cultured meat technology venture, offers the opportunity to further diversify our future product portfolio.</p>

TCFD & TNFD continued

Disclosure of priority locations

As part of our LEAP assessment, we identified priority locations (~150 sites) in our beef supply chain in the United Kingdom, Ireland and Australia. This list includes a number of farms which are likely to incorporate

some private homes and as a result, we have decided not to disclose a list of these priority locations in the interest of privacy. The location of these priority sites can be seen on the maps below.



Metrics and Targets

Metrics

Hilton Foods reports its carbon dioxide equivalent (CO₂e) emissions across a 100-year timescale (GWPI00) aligned to the IPCC's sixth Assessment Report and the recommendations of the Greenhouse Gas Protocol and the Science Based Target initiative. Our emissions are reported across Scope 1, 2 (both location- and market-based) and all relevant Scope 3 categories. Since 2020, our emissions data has been independently verified by Arthian, formerly known as GEP Environmental, across all three Scopes to a 'limited level of assurance', in line with ISO 14064:3.

In addition, we report on GHG emissions intensity, total consumption of electricity, energy intensity, renewable electricity, gas, and water, as well as emissions from fluorinated gases.

When calculating our Scope 1, 2 and 3 emissions we take an equity share approach and use the most appropriate public data for our supply chains combined with supplier specific emission factors where available. In 2023 we added Agito, Sphere, Cellular Agriculture and Evolve4 to our reporting boundary, including backward calculations. Foppen has been included since our acquisition in 2022, just as Fairfax Meadow and Dalco were added in 2021. There were no acquisitions in 2024 so the boundary has remained unchanged, however some equity shares have been adjusted, including the divestment of Sphere. This report includes backward calculated emissions across Scope 1, 2 and 3 allowing for consistent comparison within the report. Original calculations can be found in prior reports.

At Hilton Foods, we are constantly improving how we measure and report our Scope 3 emissions. In 2021, we moved from a financial accounting approach to an inventory

approach and in 2022 we further refined this to use more regional and supply chain specific data. This has led to a change in our estimated emissions compared to what was reported in prior years. In 2024, there has been no major change to methodology, with the exception of 'Category 02. Capital Goods and 05. Waste'. For Category 02 we have transitioned from a financial accounting approach using the WRI tool, which has been retired, and from 2024 will use an inventory-based approach. Emissions from IT purchases are calculated by allocating the number of units to the appropriate lifecycle assessment data for similar equipment, whilst other capital purchases are allocated to an appropriate emission factor, calculated from actual purchased equipment derived from the equipment purchased. Emissions from waste are now entirely based on actual measured disposal data, rather than some elements being based on extrapolation. Homeworking and use phase emissions have been reported separately as these are indirect Scope 3 emissions outside the boundary of our Science-Based Targets.

In 2024 73.7% of our combined market-based Scope 1 & 2 and 5.4% of our Scope 3 footprint was calculated using primary emissions factor data, with an additional 8.3% of Scope 1 & 2 emissions calculated from intrinsic emissions factors. We are working to increase this percentage. This year, we launched the Seafood Emission Profiling Tool with Seafish and the UK Seafood Federation with our supply chain, this is detailed further on page 22. We are also working as part of the DEFRA Food Data Transparency Partnership to define clear methodologies for our other supply chains. This will improve our visibility of the supply chain's work to reduce emissions.

We will also be reporting an estimate of our Scope 3 emissions by greenhouse gas for the last five years to better understand future warming impacts. These are not included

TCFD & TNFD continued

in the verification of our Scope 3 by Arthian. We have piloted the use of an internal carbon price but this is not yet widely used within the business.

Hilton Foods is actively involved in projects to enhance how the food sector measures its climate footprint. We are doing this through our engagement with the Seafood Carbon Collaboration and Seafish, as well as by sponsoring a DPhil at Oxford University. Our goal is to integrate these improved measurement methods into our decision making processes.

To assess the impact on Land-Use and Land-Use Change (LULUCF) within the supply chain, we examined ecosystems supporting cattle grazing using MODIS 2022 land classification data. Additionally, WRI agricultural-linked deforestation data from 2020 onwards was analysed to gauge the deforestation impact of our operations. Further information on our deforestation metrics can be found in our Deforestation Statement. Full detail of our purchasing of high risk natural commodities will be included in our CDP disclosure later in the year.

In 2022, we announced sustainability targets would form part of the Hilton Foods Long-Term Incentive Plan (LTIP) as part of our ambition to embed sustainability within our business strategy. Since then we have refined our targets to align more closely with our Sustainable Protein Plan, 10% of the metrics in our LTIP directly align with our climate ambitions, covering our Scope 1, 2 and Scope 3 emissions respectively. Further to this, the target to have 100% of high risk suppliers with a SMETA audit includes evaluation of both human rights and environmental risks. This is further detailed in the Directors Remuneration report, Annual Report page 100.

Our specialist internal team monitor multiple metrics to assess our physical risk exposure, to ensure business resilience. To evaluate dependencies and impacts on water we used WRI Aqueduct's physical risks data. Coastal and riverine flooding risks of varying intensities were also assessed using historical and forecasted data, providing a detailed understanding of potential water-related vulnerabilities. On land, we also monitor areas of rapid intactness decline, regions with a high Biodiversity Integrity Index and net change in the Normalised Difference Vegetation Index (NDVI) to identify where ecosystem services are influenced by climate change.

We are developing modelling capability to effectively monitor risks in marine environments. The primary metric used to evaluate this is sea temperature at relevant species depths.

To evaluate our impact on community health, we compared our global product portfolio against Nutri-Score, incorporating recipe nutrition values and product sales volumes to calculate a nutritional footprint and its corresponding impact.

For biodiversity assessments within the TNFD LEAP-scoped supply chain, we analysed several indicators. These included overlaps with Protected Areas, Key Biodiversity Areas, areas of rapid intactness decline, regions with a high Biodiversity Integrity Index, and net changes in the Normalised Difference Vegetation Index (NDVI). These metrics helped identify areas of significant biodiversity change in value and potential impact areas.

Additionally, we incorporated assessments of areas of habitation for indigenous people, using data provided by local governments. This ensured that our analysis captured potential overlaps or dependencies related

to indigenous communities' lands and their ecosystems, aligning with our commitment to respecting indigenous rights and maintaining responsible practices.

We are working to implement robust monitoring that will allow us to effectively monitor air and soil pollution from our sites, and pollution more widely throughout our supply chain. Further detail can be found in our CDP Disclosure.

Through our support of Chirrup, Hilton Foods is engaged in improving metrics we use to better understand our nature footprint.

Partnering with Chirrup

We have continued our collaboration with 2025 Earthshot Prize nominees, Chirrup, to validate the capability of their revolutionary birdsong bioacoustics technology, which uses artificial intelligence to monitor ecosystem health. The verification study conducted this year compared the Chirrup technology to a traditional survey by a human ecologist. Because of the shortage of trained ecologists, using Chirrup to automate monitoring biodiversity will ease ecologist's load, freeing up time to support farmers in the areas they need it most.

The study found Chirrup was able to identify species at a higher accuracy than the average of the human ecologists. With the Chirrup box able to continue monitoring for a longer period of time, it even picked up five species the human ecologists weren't able to. The verification of the technology allows the accelerated roll out of Chirrup boxes to farms across our supply chain and support farmers improving biodiversity on farm.

Targets

In order to align with updated guidance and the ambition of the Paris Agreement, Hilton Foods revised its Science-Based Targets in 2024. The business commits to reach net zero greenhouse gas emissions across the value chain by 2048.

In the near term, Hilton Foods commits to reduce absolute energy and industrial Scope 1 and 2 GHG emissions by 95% by 2030 from a 2020 base year. Hilton Foods also commits to reduce absolute energy and industrial Scope 3 GHG emissions from purchased goods and services, waste generated in operations and downstream transportation & distribution by 45% within the same timeframe. Hilton Foods commits to reduce absolute Scope 3 GHG emissions from forestry, land use and agriculture (FLAG) by 45% by 2030 from a 2020 base year. This target includes FLAG emissions and removals. Additionally, Hilton Foods also commits to no deforestation across its primary deforestation-linked commodities, with a target date of 31st December, 2025.

In the long-term, Hilton Foods commits to reduce absolute energy & industrial Scope 1 and 2 GHG emissions by 98% by 2048 from a 2020 base year. Hilton Foods also commits to reduce absolute energy & industrial Scope 3 emissions by 90% within the same timeframe. Hilton Foods commits to reduce absolute Scope 3 FLAG GHG emissions 100% by 2048 from a 2020 base year. This target includes FLAG emissions and removals.

To ensure we meet these targets, we have developed a Transition Plan available in full on our website. This includes detailed site level decarbonisation plans for each of our operations and commodity-level trajectories which have been developed by our team in collaboration with our customers, suppliers and specialists. All our climate-related goals and objectives, detailed above, are monitored as KPIs through the year and are reported to and reviewed by the Board.

TCFD & TNFD continued

We have incorporated nature-based-solutions and nature restoration into the development of our Climate Transition Plan to ensure it builds long-term resilience and are working to further integrate nature into our Transition Plan. As part of our Sustainable Protein Plan, Hilton Foods has set nature-related targets within our Nature Positive goal to enable us to maintain business resilience in line with the physical risks evaluated in this report. These are detailed on pages 03-05, monitored throughout the year and scrutinised by the Board through their assessment of the Sustainable Protein Plan.

Metrics and targets

Physical risks and opportunities	Metrics & targets
1. Extreme weather or chronic climate impacts on upstream supply chains	Supply chain conditions are monitored at a Group level through our in-house spatial modelling capability and ongoing market analysis.
2. Risk of rising sea levels to Grimsby and Netherlands sites.	Local flood defence capability is monitored at a site level.
3. Storm risk to production facilities	Local weather conditions are monitored at a site level and appropriate business continuity plans are in place.
4. Drought impacting production facilities	We have a target to improve water efficiency in Hilton Foods production facilities by at least 10% (compared to a 2020 baseline). We monitor total water withdrawals by source as well as the percentage withdrawn from high risk areas. This is further detailed on page 58 and CDP.
5. Decline in availability of wild capture species due to the impacts of climate change	We have a target for 100% of seafood to be responsibly sourced to Hilton Foods standards (aligned to the Sustainable Seafood Coalition code and PAS 1550) and 100% of directly sourced wild caught seafood to our UK facility to be sourced to MSC standard. This is further disclosed to the Ocean Disclosure Project and performance against these targets can be found on page 57.
6. Improved yields of ingredients due to warmer temperatures or increased rainfall and higher yields	Supply chain conditions are monitored at a Group level through our in-house spacial modelling capability and ongoing market analysis.
Transition risks and opportunities	Metrics & targets
1. Changing consumer purchasing preferences to lower emission alternatives	Hilton Foods has outlined Science Based Targets covering our key product commodities, and have a target to double sales of plant-based, vegetarian and flexitarian products compared to a 2020 baseline. Performance against these targets is detailed on page 59. This risk is additionally monitored through external ESG ratings.
2. Changing consumer purchasing preferences to lower emission alternatives	Our Science Based Targets and Transition Plan are aligned to the Paris Agreement’s goal to keep global temperature rise to 1.5°C above pre-industrial levels, which is likely to be the highest level of ambition to which carbon pricing regimes are aligned. These are further detailed in the Metrics section.
3. Reliance on third parties for achievement of emissions targets	Our Science Based Targets and Transition Plan are in place to support our supply chain in the delivery of these goals. These are detailed below.
4. Decarbonisation of our operations including food and packaging waste, energy and water efficiency	To deliver our Transition Plan, we have established decarbonisation programmes at all sites. Our associated targets are to improve energy efficiency in our facilities by at least 10% by the end of 2025 compared to 2020 levels, and to use 100% renewable electricity across all our operations in Europe by the end of 2025, and globally by 2027. Details of our progress is detailed on page 54 of the report.
5. Expand offering of supply chain systems, automation	N/A
6. Meeting consumer demand for foods with demonstrably lower footprints	As part of the delivery of our Transition Plan, Hilton Foods has outlined Science Based Targets to reduce the emissions of our key product commodities. This is detailed on page 54.

Non-financial disclosures

Carbon Footprint (tCO₂e)

	2024			2023			2022			2021			2020 (SBT base year ³)		
	UK	Global (excl. UK)	Total	UK	Global (excl. UK)	Total	UK	Global (excl. UK)	Total	UK	Global (excl. UK)	Total	UK	Global (excl. UK)	Total
Scope 1 – Total	5,075	8,420	13,495	6,485	11,109	17,594	6,437	11,105	17,542	6,093	14,015	20,108	6,283	12,739	19,022
Scope 1 – Emissions from refrigerants	1,194	3,078	4,272	1,129	2,947	4,071	1,537	1,638	3,175	493	1,748	2,241	848	249	1,097
Scope 2 – Location based	8,313	43,902	52,214	8,199	52,147	60,346	6,603	47,941	54,544	8,754	56,004	64,758	8,915	66,815	75,730
Scope 2 – Market based	2	37,844	37,846	2	48,285	48,286	7	41,661	41,669	1,185	47,088	48,273	1,474	55,083	56,557
Scope 3															
– 01. Purchased goods and services	2,460,125	9,485,460	11,945,585	2,764,584	9,914,777	12,679,362	3,138,700	9,423,085	12,561,785	3,011,947	10,199,534	13,229,866	3,653,411	10,720,381	14,373,792 ⁴
– 02. Capital goods	514	1,043	1,557	1,257	2,321	3,578	2,253	7,582	9,835	2,004	5,950	7,954	3,578	102,644	106,221
– 03. Fuel and energy related activities	3,237	14,061	17,298	1,755	13,541	15,296	3,134	13,824	16,958	3,275	12,955	16,230	4,066	13,132	17,198
– 04. Upstream transportation and distribution	3,502	37,812	41,313	2,823	39,510	42,333	3,526	33,426	36,952	2,478	75,189	77,666	3,040	75,673	78,713
– 05. Waste	205	1,781	1,986	2,118	2,565	4,684	2,764	7,581	10,345	18,004	11,195	29,199	6,062	6,970	13,032
– 06. Business travel	1,429	485	1,915	697	620	1,317	322	609	931	39	141	180	2	3	5
– 07. Employee commuting	838	1,727	2,565	784	1,723	2,506	1,354	1,985	3,339	898	1,425	2,323	917	1,081	1,998
– 07. Employee commuting (indirect)	109	120	228	100	92	191	109	98	207	210	171	381	299	280	580
– 08. Upstream leased assets		Out of Scope							Out of Scope						
– 09. Downstream transportation and distribution	3,115	45,795	48,910	3,655	13,741	17,396	3,961	15,302	19,263	5,734	117,057	122,791	5,478	121,520	126,999
– 10. Processing of sold products		Out of Scope							Out of Scope						
– 11. Use of sold products		Out of Scope							Out of Scope						
– 11. Use of sold products (indirect)	3,510	24,068	27,578	2,816	22,699	25,515	2,561	27,714	30,274	7,911	84,093	92,004	8,199	104,641	112,840
– 12. End-of-life treatment of sold products	6,746	15,521	22,267	5,490	20,786	26,276	7,384	54,651	62,035	6,357	17,032	23,389	6,432	23,471	29,904
– 13. Downstream leased assets		Out of Scope							Out of Scope						
– 14. Franchises		Out of Scope							Out of Scope						
– 15. Investments		Out of Scope							Out of Scope						
Scope 3 – Total ¹	2,479,712	9,603,685	12,083,397	2,783,163	10,009,584	12,792,747	3,163,399	9,558,044 ⁴	12,721,442 ⁴	3,050,736 ⁴	10,440,477 ⁴	13,491,213 ⁴	3,682,986 ⁴	11,064,876 ⁴	14,747,862 ⁴
Scope 3															
– Upstream	2,469,850	9,542,369	12,012,219	2,774,018	9,975,057	12,749,076	3,152,054	9,488,091	12,640,145	3,038,645	10,306,388	13,363,418	3,671,076	10,919,884	14,590,960 ⁴
– Downstream	9,862	61,315	71,177	9,145	34,526	43,671	11,345	69,953	81,297	12,091	134,089	146,180	11,911	144,991	156,903
Scope 3															
– Forestry, Land Use and Agriculture (FLAG)	2,335,628	9,046,599	11,382,227	2,624,001	9,453,007	12,077,008	2,948,178 ⁴	9,019,435 ⁴	11,967,613 ⁴	2,818,439 ⁴	9,691,354 ⁴	12,509,803 ⁴	3,500,553 ⁴	10,312,633 ⁴	13,813,186 ⁴
– Non-FLAG	144,084	557,085	701,169	159,162	556,577	715,739	215,221 ⁴	538,609 ⁴	753,829 ⁴	232,297 ⁴	749,113 ⁴	999,795 ⁴	182,433 ⁴	752,243 ⁴	934,677 ⁴
Scope 3															
– CO ₂ (tCO ₂) ²	574,935	1,743,282	2,318,217	582,971	1,750,219	2,333,190	684,707	1,736,586	2,421,293	641,837	1,901,373	2,543,210	724,673	1,882,355	2,607,028
– CH ₄ (tCH ₄) ²	37,011	165,201	202,212	46,684	192,078	238,762	51,696	173,232	224,928	47,559	189,819	237,378	62,185	205,014	267,198
– N ₂ O (tN ₂ O) ²	3,118	11,573	14,691	3,144	10,817	13,961	3,524	10,246	13,771	3,614	11,392	15,005	4,272	11,781	16,053
– Unallocated ²	57,612	264,942	322,554	93,125	206,978	300,103	138,571	465,037	603,608	148,519	475,614	642,518	134,931	635,414	788,730
Total Scope 1, 2 & 3 – Location based	2,493,099	9,656,006	12,149,105	2,797,847	10,072,840	12,870,688	3,176,439	9,644,804	12,823,803	3,073,704	10,594,760	13,686,849	3,706,682	11,249,351	14,974,419
Total Scope 1, 2 & 3 – Market based	2,484,789	9,649,948	12,123,737	2,789,650	10,068,977	12,858,628	3,169,843	9,638,524	12,810,927	3,066,135	10,585,844	13,670,364	3,699,241	11,237,619	14,955,246

Non-financial disclosures continued

Carbon Footprint (tCO₂e) continued

	2024			2023			2022			2021			2020 (SBT base year ³)		
	UK	Global (excl. UK)	Total	UK	Global (excl. UK)	Total	UK	Global (excl. UK)	Total	UK	Global (excl. UK)	Total	UK	Global (excl. UK)	Total
Intensity ratio Scope 1 & 2 – market based (tCO ₂ e per tonne product)	0.04	0.11	0.10	0.04 ⁴	0.13 ⁴	0.11 ⁴	0.05	0.14 ⁴	0.13 ⁴	0.03	0.19	0.12	0.03	0.12	0.10
Intensity ratio Scope 1 & 2 – market based (kg CO ₂ e per square metre)	0.04	0.12	0.10	0.06	0.15	0.13									

Notes:

Our calculation model is aligned to ISO14044 and the Greenhouse Gas Protocol. For more information, see the Metrics and Targets section of our TCFD & TNFD Report on page 52.

- Scope 3 total includes direct emissions only, in line with the Science Based Targets initiative.
- CH₄, N₂O and unallocated gasses are not externally verified. All other Scope 1, 2 and 3 emissions in 2021-2024 (and scope 1 and 2 emissions) have been externally verified with limited assurance by an independent third party (Arthian) in accordance with ISO 14064:3.
- Base year: 2020, as this was the first year detailed data was available. An assessment was conducted at sites where data was available for prior years to understand the impact of Covid-19, but it was determined that there was no significant anomaly in energy use.
- Restatements in prior year figures are due to printing errors. The effect is not material.

Non-financial disclosures continued

Energy (kWh)

	2024			2023			2022			2021			2020		
	UK	Global (excl. UK)	Total	UK	Global (excl. UK)	Total	UK	Global (excl. UK)	Total	UK	Global (excl. UK)	Total	UK	Global (excl. UK)	Total
Renewable fuel consumption	16,905	32,866	49,771	19,515	51,435	70,950	-	-	-	-	-	-	-	-	-
Non-renewable fuel consumption	12,395,347	38,304,097	51,699,444	35,347,841	52,873,940	88,221,781	24,103,086	43,371,368	67,474,454	21,122,071	29,639,383	50,761,453	21,332,658	32,199,827	53,532,485
– Transport Fuel	831,857	124,073	955,930	17,588,170	3,404,391	20,992,561	8,417,671	4,456,096	12,873,767	5,584,948	1,044,790	6,629,737		1,981,079	1,981,079
– LPG	114,816	2,902,169	3,016,985	283,632	12,342,448	12,626,080	172,210	6,461,190	6,633,400	-	3,717,606	3,717,606	0	1,981,079	1,981,079
– Natural Gas	12,448,674	35,277,855	47,726,529	17,476,039	37,127,101	54,603,140	15,513,205	32,454,081	47,967,286	15,537,123	24,876,987	40,414,110	21,332,658	30,218,747	51,551,406
Total fuel consumption	13,412,252	38,336,963	51,749,215	35,367,356	52,925,375	88,292,731	24,103,086	43,371,368	67,474,454	35,367,356	35,367,356	35,367,356	21,332,658	32,199,827	53,532,485
Renewable electricity consumption	40,543,649	83,570,660	124,114,309	39,998,107	73,683,564	113,681,670	34,120,813	56,669,613	90,790,426	38,510,862	35,573,856	74,084,718	243,000	25,984,033	26,227,033
% renewable electricity consumption	100%	71%	79%	100%	59%	69%	100%	50%	62%	91%	36%	52%			
Non-renewable electricity consumption ²	8,085	33,442,748	33,450,833	9,587	50,738,088	50,747,675	10,554	56,041,891	56,052,445	3,784,729	63,979,808	67,764,537	37,526,233	71,445,071	108,971,304
Total electricity consumption	40,551,734	117,013,407	157,565,142	40,007,694	124,421,651	164,429,345	34,131,367	112,711,505	146,842,871	42,295,591	99,553,665	141,849,256	37,769,233	97,429,104	135,198,337
– Grid purchased	40,277,278	112,427,044	152,704,323												
– Solar generation on site	274,456	4,586,363	4,860,819	231,758	4,178,221	4,409,979	303,297	2,667,753	2,971,050	223,291	2,926,408	3,149,699	243,000	2,260,000	2,503,000
– % of electricity from local generation	1%	4%	3%	1%	3%	3%	1%	2%	2%	1%	3%	2%	1%	2%	2%
Renewable other energy consumption ¹	-	4,471,381	4,471,381	-	6,500,348	6,500,348	-	5,345,664	5,345,664	-	-	-	-	-	-
Non-renewable other energy consumption ¹	-	996,297	996,297	-	1,288,804	1,288,804	-	2,000,553	2,000,553	-	7,106,611	7,106,611	-	1,392,196	1,392,196
Total other energy consumption	-	5,467,678	5,467,678	-	7,789,152	7,789,152	-	7,346,217	7,346,217	-	7,106,611	7,106,611	-	1,392,196	1,392,196
Total renewable energy consumption	40,560,554	88,074,907	128,635,461	39,998,107	80,183,912	120,182,019	34,120,813	62,015,277	96,136,090	38,510,862	35,573,856	74,084,718	243,000	25,984,033	26,227,033
Total non-renewable energy consumption	13,403,432	72,743,142	86,146,574	35,357,428	104,900,831	140,258,260	24,113,640	101,413,813	125,527,452	24,906,799	100,725,802	125,632,601	58,858,891	105,037,094	163,895,985
Total energy consumption	53,963,986	160,818,049	214,782,035	75,355,535	185,084,743	260,440,278	58,234,453	163,429,090	221,663,542	63,417,662	136,299,658	199,717,320	59,101,892	131,021,126	190,123,018
Energy consumption (kWh used per tonne of volume produced)	421	366	378	522	414	440	487	451	460	293	513	405	447	397	411

Notes:

- 1 Other energy consumption includes district heat consumption. We do not consume or sell any cooling or steam, nor do we sell electricity or heat.
- 2 After 2021, residual non-renewable electricity consumption in the UK is at JV offices only.

Non-financial disclosures continued

Water withdrawal, by country (ML)

	2024	2023 ⁶	2022	2021	2020
UK ¹	439	333	391	290	330
Ireland	26	22	27	39	45
The Netherlands ²	187	269	285	173	165
Sweden	70	59	57	62	58
Denmark	42	48	48	45	46
Poland	106	101	98	89	96
Greece ³	89	143	97	–	–
Portugal ⁴	36	36	32	29	32
Australia	262	271	254	265	249
New Zealand	62	102	106	21	–
Other ⁵	0	0	–	–	–
Total Withdrawal	1,318	1,383	1,395	1,014	1,021
Intensity (megalitres per tonne of product produced)	2.32	2.34	2.90	2.03	

Notes:

All water withdrawal is freshwater ($\leq 1,000$ mg/L Total Dissolved Solids).

Reporting units have changed from m³ in 2023, to ML in 2024.

1 Inclusion of Fairfax Meadow sites from 2022. Due to water meter failure, 2022 2023, and much of 2024 usage at Laforey Road is based on estimated billing.

2 Inclusion of 100% of Dalco from 2021 and Foppen from 2022.

3 Inclusion of Foppen from 2022.

4 Adjusted to JV holding.

5 International sales offices.

6 We have made a slight restatement to the reported 2023 figure for Greece, due to improved metering of water withdrawals. There is no material effect of this restatement.

Water withdrawal, by source (ML)

	2024	2023
Withdrawal from third party sources	1,167	1,234
– Areas with water stress	302	353
Withdrawal from renewable groundwater	150	139
– Areas with water stress	84	36
Withdrawal from other sources	0	10
Total Withdrawal	1,318	1,383

Note: 2024 includes the addition of Agito.

Water discharge and consumption (ML)

	2024	2023
Total discharge to third party sources	910	1,024
– Areas with water stress	262	253
Total discharge to freshwater	25	28
– Areas with water stress	25	28
Total Discharge	935	1,052
– Areas with water stress	287	282
Total Consumption	383	331
– Areas with water stress	99	108

Note:

Sites in areas of water stress (defined by World Resources Institute):

Very high = 0, High = 2 – Hilton Foods Australia site in Truganina and Foppen site in Greece.

Non-financial disclosures continued

Waste directed to disposal (t)

	Hazardous	Non-hazardous	
Reuse	–	27	
Recycling	528	9,385	
Biological recovery ¹	–	12,606	
Incineration (with energy recovery)	3	6,361	
Incineration (without energy recovery)	0	619	
Landfill	–	6,036	
Other	8	17	
Total	540	35,051	35,592

Notes:

1 Biological recovery includes operations to convert food.

2 Other disposal includes recovery operations and unknown disposal.

Waste generated, by composition (t)

	2024
Food waste	13,416
Non-hazardous general waste	21,636
Hazardous general waste	540
Total	35,592

Waste generated, per year (t)

	2024	2023	2022	2021
Total site waste	35,592	31,600	27,456	47,405

Non-financial disclosures continued

Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas

Site	Size (ha)	Location	Latitude	Longitude	Attribute	Protected status
Hilton Foods Australia	0.56	Bunbury, Australia	-33.3625	115.6842	Terrestrial	IUCN VI
Hilton Foods Denmark	4.77	Hasselager, Denmark	56.1004	10.072	Terrestrial	IUCN IV
Hilton Foods Ireland	2.25	Drogheda, Ireland	53.7255	-6.3293	Freshwater	KBA
Fairfax Meadow	0.18	Enfield, United Kingdom	51.6488	-0.0286	Freshwater	KBA, IUCN IV
Foppen Seafood	0.88	Greece	38.9877	20.7197	Maritime	National legislation
Hilton Foods Seachill	4.50	Grimsby, United Kingdom	53.5748	-0.1172	Freshwater	KBA
Hilton Foods UK	4.34	Huntingdon, United Kingdom	52.348	-0.1894	Terrestrial	IUCN IV
Foppen Seafood	1.00	Netherlands	52.3626	5.6463	Freshwater	KBA
Hilton Foods Australia	2.48	Truganina, Australia	-37.8266	144.7658	Terrestrial	IUCN Ia
Hilton Foods Sweden	6.04	Vasteras, Sweden	59.5854	16.4747	Terrestrial	National legislation
Hilton Foods New Zealand	2.67	Wiri, New Zealand	-37.0026	174.8543	Terrestrial	IUCN Ia, IUCN IV

Land (ha)

	2024
Total surface area managed by organisation	46
Total rehabilitated/restored area	–
Extent of land/freshwater/ocean ecosystem use change – food production factories	–

Species with habitats in areas affected by operations

Level of extinction risk:	Number of IUCN Red List species and national conservation list species:
Critically endangered	–
Endangered	–
Vulnerable	1
Near threatened	1
Least concern	28

Key biodiversity areas for Hilton foods are Veluwerandmeren, Humber Estuary, Lea Valley and Boyne Estuary.

Details of biodiversity elements triggering KBA criteria and other species not triggering KBA criteria can be found at www.keybiodiversityareas.org

Non-financial disclosures continued

Workforce

	2024				2023			2022			2021			2020		
	Male	Female	Other/not disclosed	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Board	4	3	–	7	4	3	7	4	3	7	5	2	7	5	2	7
	57%	43%	–		57%	43%		57%	43%		71%	29%		71%	29%	
Executive Management	6	3	–	9	9	3	12	9	3	12	7	3	10	8	2	10
	67%	33%	–		75%	25%		75%	25%		70%	30%		80%	20%	
Senior Leadership ¹	34	20	–	54	38	24	62	28	13	41	28	11	39	47	11	58
	63%	37%	–		64%	36%		68%	32%		72%	28%		81%	19%	
Senior Management ²	250	128	–	378	217	120	337	234	111	345						
	66%	34%	–		64%	36%		68%	32%							
Women in leadership		34%				36%			32%							
Employees – UK & Ireland	2,045	1,257	1	3,303												
– Europe	1,538	1,042	–	2,580												
– APAC	982	953	32	1,967												
– Other	3	3	–	6												
– Total	4,568	3,255	33	7,856	4,091	2,960	7,051	4,358	2,879	7,237	3,395	2,386	5,781	3,185	2,206	5,391
	58%	41%	0.4%		58%	42%		60%	40%		59%	41%		59%	41%	
% of employees covered by collective bargaining agreements				36%			23%			26%			41%			33%
Total staff turnover				19%			26%			30%			25%			17%

Notes:

1 Senior Leadership is defined in line with the FTSE Women Leaders Index, direct reports to Executive Leadership Team.

2 Senior Management is defined in line with Hilton Foods Sustainable Protein Plan (SSP) '30% of women in leadership' target. This is defined as all those who identify as women as Functional Lead, Head of Department or Job Level 5.

New employees

	2024			
	Male	Female	Other / not disclosed	Total
UK & Ireland	456	279	1	736
Europe	308	196	–	504
APAC	295	226	16	537
Other	–	–	–	–
Total	1,059	701	17	1,777

Employee turnover

	2024			
	Male	Female	Other / not disclosed	Total
UK & Ireland	539	252	–	791
Europe	216	114	–	330
APAC	152	150	10	312
Other	–	1	–	1
Total	907	517	10	1,434

Non-financial disclosures continued

Parental leave

	2024				2023		
	Male	Female	Other/not disclosed	Total	Male	Female	Total
Employees entitled to take parental leave	4,244	3,077	22	7,343	3,799	2,671	6,470
Employees that started parental leave	100	134	–	234	105	228	333
Employees that returned to work after taking parental leave	96	102	–	198	91	81	172
Employees retained 12 months after being on parental leave	77	96	–	173	47	57	104

Employee training

	2024	2023	2022	2021	2020
Graduates and apprentices	817	43			
Training (hours)	66,566	36,829	12,007	8,444	6,554
Employees who completed training	8,686	1,314	2,669		
Average training expense per employee	£111	£322	£556		
Employees who have been trained on ethical standards (i.e. anti bribery and corruption)	801	3,375	3,325		
	10%	48%	46%		

We have received no human rights violations for the past four years.

Other information

	2024	2023	2022	2021
Charitable donations	£133,146	£87,992	£153,327	£72,629

Non-financial disclosures continued

Health and Safety

	2024	2023	2022	2021	2020	% Change (2024 vs 2023)	% Change (2024 vs 2020)
Hours worked	11,816,124	10,966,423	10,238,356	9,559,280	9,143,579	8%	29%
First Aid Incidents	618	694	645	586	677	(11%)	(9%)
Lost Time Incidents ¹	128	115	138	138	87	11%	47%
Lost Time Incident Frequency Rate ²	11	10	13	14	10	3%	14%
Number of days lost	1,496	2,787	4,867	3,514	2,198	(46%)	(32%)
Lost Time Incident Severity Rate ²	127	254	475	368	240	(50%)	(47%)
Non-injury incidents/hazards	6,644	9,302	6,046	5,191	4,993	(29%)	33%
Fatality rate	–	–	–	–	–		

Notes:

1 The definition use of a 'lost time incident' is when the injured person does not attend work for the start of their next shift not including the day of the incident.

2 Lost Time Incident rates cover 100% of Hilton employees. This number excludes contractors.

This year, we are reporting a 47% increase in our Lost Time Incidents (LTIs) compared to 2020. Due to Covid-19, reduced capacity and social distancing, 2020 represents an anomaly year for LTIs. However, the health and safety of our employees is our core priority. Since 2020, we have been implementing a new Safety Framework, driving significant improvements in the accuracy and reporting quality of our data. To further contextualise the year of 2020 within our health and safety reporting, we are additionally reporting on the five-year median of our LTIs. Under this additional measure, we are at the median of the past five years. 2024 also has the lowest lost time incident severity rate over the past five years.

All Hilton Foods manufacturing sites have comprehensive health and safety action plans, working to improve the safety of our sites and wellbeing of our staff. Current initiatives include: a sustained campaign to reduce the total number of incidents, developing a behaviour-based safety programme, and designing a new pictorial Safety Guide that is image based to be issued to all Hilton Foods employees mitigating issues around language and literacy.

Lost Time Incidents over a 5 Year Period

	First Aid Incidents	Lost Time Incidents	Lost Time Incident Frequency Rate	Number of Days Lost	Lost Time Incident Severity Rate	Non Injury Incidents / Hazards
5-year median	645	128	11	2,787	254	6,046
% Change in 2024 (vs. 5-year median)	(4%)	0%	0%	(46%)	(50%)	10%

Food safety and quality

We are committed to working in an ethical, open and honest manner

Our quality policy

Hilton Foods is committed to working in an ethical, open and honest manner to produce products of the highest food safety and quality. This is underpinned by our Quality Policy which outlines our commitment across the business to ensure:

- ▶ Food safety, product quality, legality and authenticity
- ▶ The achievement of customer satisfaction by adherence to product specifications and service requirements
- ▶ Adequate resources in place to deliver continuous improvement across our products, processes and our people
- ▶ A robust food safety culture

Our commitment to food safety and quality combined with our first-class manufacturing facilities and our customer focus makes us the first choice for our retail partners.

Managerial responsibility and accountability for our Product Safety and Quality Policy sits with the Chief Quality & Sustainability Officer, who sits within the Executive Leadership Team.

Factory standards and quality systems

Our specialised processing and packing facilities are designed with a focus on food safety controls.

By automating our quality compliance we ensure consistent adherence to customer specifications and reduce risk.

Our people are our most valued asset in ensuring the manufacture of safe, legal and high quality products and we regularly invest in their development and training.

All our sites are certified to a Global Food Safety Initiative (GFSI) recognised scheme and are also audited independently by our central audit team against our Hilton Foods' Factory Standards, enabling consistency across our sites.

In addition, customer audits and visits take place throughout the year.

We have a comprehensive product recall policy, that is verified by simulated tests and is integrated into our wider business crisis management systems.

We are members of the Food Industry Intelligence Network where we compile industry-wide compliance statistics and share intelligence on suspected food fraud.

To ensure we have access to the latest food science, we are members of Campden BRI and Food Drink Ireland and also supported by Teagasc Ireland.

In addition to this, we have our own horizon scanning and monitoring platform, providing Hilton Foods with live emerging risk information.

Product

We set clear specifications and monitor finished product and raw materials used in our products.

Samples are assessed based on risk assessment for microbiological and chemical standards and a range of authenticity tests including speciation and screening for adulteration.

These checks and tests are used to evaluate new supply chains and to monitor existing ones, where required. All testing is carried out at accredited laboratories and results are used to assess the performance internally and of our suppliers.

We only use artificial ingredients and additives where required to increase food safety and ensure product stability and quality. We comply with our customers' lists of prohibited additives and actively reformulate where we can to remove artificial ingredients and unnecessary additives. Where possible, we eliminate known allergens and clearly label them when present.

We are continuously reviewing our products with the aim to reduce total salt and fat, and increase fibre in line with customer health targets.

Supply chain integrity, environmental impact assessment and traceability

We partner with suppliers that share the same values

We partner with suppliers that share our commitment to quality, food safety, animal welfare and sustainability and we clearly state the standards we expect. We have full traceability back to farms and fishing vessels that supply the slaughter operations and primary processing factories. This ensures that consumers can trust the products we produce.

Our supplier approval process gives us full transparency on the safety, quality and provenance of the raw materials we use.

We audit suppliers against our Hilton Foods Supplier Standards at a frequency determined by risk assessment; which encompasses an assessment of the raw material, food safety risk, supply chain threat and vulnerability, horizon scanning and supplier history.

For onboarding new suppliers, our policy is to take from GFSI-certified sites and audit them against our standard. Where we use smaller, local suppliers, we may take from non-GFSI certified sites, but we monitor these using a combination of Hilton Foods audit and self-assessment questionnaires. The current GFSI certification status of our meat and seafood supply chains is 97.5% and for ingredient suppliers is 96.2%. These audit processes have been in place for more than five fiscal years.

We work alongside our suppliers to address environmental challenges in our supply chain – including working with factories, abattoirs, farms and fisheries. We are building decarbonisation plans for each sector with our key suppliers.

All livestock facilities (including the slaughter operations) supplying Hilton Foods in the UK and Ireland are certified through independent assurance schemes. Our ambition is to source through independent assurance schemes for all other European and Australian operations.

In some instances, a higher standard of farm assurance is required such as welfare schemes or organic standards.

We have developed livestock animal welfare standards in partnership with our retail customers. 100% of our livestock slaughter facilities are audited by a welfare qualified auditor.

We disclose all of the fisheries and fish farming areas that we buy from on the Ocean Disclosure Project website. We have built our own fisheries risk assessment tool in accordance with the Sustainable Seafood Coalition Codes and BSI PAS 1550 standard.

It combines data sources for fishery stock assessments, fishing effort, impact of fishing gear, and risk of illegal fishing (for eliminating illegal unreported or unregulated fisheries).

Over 98% of Hilton Seachill wild capture volume is from certified fisheries and we help fund and actively participate in fishery improvement projects to bring the remainder of our supply to certification. We hold Marine Stewardship Council certification for all of our manufacturing facilities that use wild fish.

Over 99% of our farmed fish and shellfish are from certified farms (ASC, GlobalGAP or BAP).

SASB index

SASB Code	Topic	Metric	2024 Response/Location
FB-PF-130a.1	Energy Management	(1) Total energy consumed ¹ , (2) percentage grid electricity, (3) percentage renewable	1) Sustainability Report page 57 2) 97% 3) 60%
FB-PF-140a.1	Water Management	(1) Total water withdrawn ¹ , (2) total water consumed ¹ , percentage of each in regions with High or Extremely High Baseline Water Stress	1) Sustainability Report page 58; 29% from areas with water stress 2) Sustainability Report page 58; 26% in areas with water stress
FB-PF-140a.2	Water Management	Number of incidents of non-compliance associated with water quantity and/or quality permits, standards, and regulations	There were 7 incident(s) of non-conformance in FY 2024. At our Huntingdon (UK) business, it was identified that some solids were passing into the sewer. It was identified that around the time of the inspection that the screening filter had become blocked, and this had allowed water to bypass screening and enter the discharge tank. Since this, physical guards have been installed both around the top and sides of the discharge tank so that any potential overflow is redirected back into the pre-screening tank. Additional checks have also been instated to ensure that the filter is cleaned and working effectively. At our Dalco Oosterhout (Netherlands) site between May to June 2024, a series of 6 incidents occurred where unusual amounts of sunflower oil were discharged into the drain. Since this, temperature sensors and oil valves have been adjusted, and more in-depth training has been implemented, to prevent similar incidents happening again.
FB-PF-140a.3	Water Management	Description of water management risks and discussion of strategies and practices to mitigate those risks	See GRI 303, Sustainability Report page 71.
FB-PF-250a.1	Food Safety	Global Food Safety Initiative (GFSI) audit (1) non-conformance rate and (2) associated corrective action rate for (a) major and (b) minor non-conformances	20 sites are GFSI certified (including Hilton Food Solutions); 14 sites are certified against BRC standard; 7 sites are AA (>5 minors), and 7 sites are A grade (6-10 minors). 4 sites are certified against FSCC 22000 standard, all have graded Pass. 2 sites are certified IFS standard, both rated 96% to high level grade.
FB-PF-250a.2	Food Safety	Percentage of ingredients sourced from Tier 1 supplier facilities certified to a Global Food Safety Initiative (GFSI) recognised food safety certification program	In FY 2024, 96.2% of our ingredients sourced from Tier 1 supplier facilities were certified to a GFSI-recognised food safety certification program.
FB-PF-250a.3	Food Safety	(1) Total number of notices of food safety violation received, (2) percentage corrected	In FY 2024 we received no notices of food safety violations.
FB-PF-250a.4	Food Safety	(1) Number of recalls issued and (2) total amount of food product recalled	1) In FY 2024, we had 4 product recalls 2) 19.48t of product recalled.
FB-PF-260a.1	Health & Nutrition	Revenue from products labeled and/or marketed to promote health and nutrition attributes	Hilton Foods is a predominantly own label provider to our customers' brands. We work with our customer's to enhance the health & nutrition attributes of our products. We do not currently gather data on revenue from products labeled and/or marketed to promote health and nutrition attributes. We are working to develop a internal database to be able to gather and share data on the nutritional attributes of our products across our different markets.
FB-PF-260a.2	Health & Nutrition	Discussion of the process to identify and manage products and ingredients related to nutritional and health concerns among consumers	Hilton Foods is actively engaged in the reformulation of products to reduce the fat, salt, sugar and calories across our sites. We have developed a tool for our product developers which enables them to understand the effect of changing ingredients on the nutritional content. You can see the output of our nutritional benchmarking on Annual Report page 59.

SASB index continued

SASB Code	Topic	Metric	2024 Response/Location
FB-PF-270a.1	Product Labeling & Marketing	Percentage of advertising impressions (1) made on children and (2) made on children promoting products that meet dietary guidelines	Hilton Foods is a predominantly own label provider to our customers' brands, so we do not conduct any consumer facing marketing – whether to children or otherwise.
FB-PF-270a.2	Product Labeling & Marketing	Revenue from products labelled as (1) containing genetically modified organisms (GMOs) and (2) non-GMO	Hilton Foods do not generate revenue from products labelled as GMO or non-GMO.
FB-PF-270a.3	Product Labeling & Marketing	Number of incidents of non-compliance with industry or regulatory labeling and/or marketing codes	Hilton Foods has not received any incidents of non-compliance with industry or regulatory labelling and/or marketing codes in FY 2024.
FB-PF-270a.4	Product Labeling & Marketing	Total amount of monetary losses as a result of legal proceedings associated with labeling and/or marketing practices	Hilton Foods has not been a party to any legal proceedings in FY 2024 in relation to branding/ product labelling.
FB-PF-410a.1	Packaging Lifecycle Management	(1) Total weight of packaging, (2) percentage made from recycled and/or renewable materials, and (3) percentage that is recyclable, reusable, and/or compostable	1) 47,576 tonnes 2) 70% 3) Annual Report page 42
FB-PF-410a.2	Packaging Lifecycle Management	Discussion of strategies to reduce the environmental impact of packaging throughout its lifecycle	See 'Circular Packaging' disclosure on Annual Report page 60.
FB-PF-430a.1	Environmental & Social Impacts of Ingredient Supply Chain	Percentage of food ingredients sourced that are certified to third-party environmental and/or social standards, and percentages by standard	Information unavailable. While we have social information on SMETA audits (more information on Annual Report page 51), we are working towards concise public reporting of this disclosure in future reports.
FB-PF-430a.2	Environmental & Social Impacts of Ingredient Supply Chain	Suppliers' social and environmental responsibility audit (1) non-conformance rate and (2) associated corrective action rate for (a) major and (b) minor non-conformances	
FB-PF-440a.1	Ingredient Sourcing	Percentage of food ingredients sourced from regions with High or Extremely High Baseline Water Stress	Information unavailable. We know which areas experience water stress, but more work will be done in FY 2025 to be able to report percentage by cost.
FB-PF-440a.2	Ingredient Sourcing	List of priority food ingredients and discussion of sourcing risks due to environmental and social considerations	Information unavailable. While information can be found in the Nature Positive and Protecting Human Rights sections of our Annual Report, we are working towards reporting in line with this disclosure in future years.

Activity Metrics

FB-PF-000.A	N/A	Weight of products sold	540,239 tonnes
FB-PF-000.B	N/A	Number of production facilities	Hilton Food Group has 23 production sites which are wholly-owned, and one joint venture.

Note

1 Information is disclosed in units different from those prescribed by SASB.

GRI index

Statement of use	Hilton Food Group plc has reported in accordance with the GRI Standards for the period 1st January 2024 until 31st December 2024.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	N/A

GRI Standard	Disclosure	2024 Response/Location
General Disclosures		
GRI 2: General Disclosures 2021	2-1 Organisational details	Annual Report pages 140, 152
	2-2 Entities included in the organisation's sustainability reporting	Entities included in financial reporting: Annual report page 170. These are the same entities included in sustainability reporting, unless otherwise stated. No material mergers, acquisitions or disposals in 2024.
	2-3 Reporting period, frequency and contact point	The annual sustainability reporting period is 1 January 2024 to 31 December 2024. This differs slightly from financial reporting which is to a 5-4-4 calendar period (1 January 2024 to 28 December 2024), whereas our sustainability reporting always covers the full calendar year. Publication date: 22 April 2025 Contact details for questions on reported information: Sustainability@hiltonfoods.com
	2-4 Restatements of information	Sustainability Report pages 55-56, 58. Financial restatement information can be found on Annual Report page 141
	2-5 External assurance	Annual Report page 96. Our GHG and Energy tables are verified by Arthian. Verification certificates are available on our website.
	2-6 Activities and workers	Annual Report pages 2, 12, 43. No significant changes compared to the previous reporting period.
	2-7 Employees	Sustainability Report pages 61-62 b) Omitted. Data is available site-by-site but not in an aggregated, publicly reportable format. Our human resources information systems are being upgraded and we will look to disclose in 2025.
	2-8 Workers who are not employees	Omitted. Data is available site-by-site but not in an aggregated, publicly reportable format. Our human resources information systems are being upgraded and we will look to disclose in 2025.
	2-9 Governance structure and composition	Annual Report pages 83-86, 89-90
	2-10 Nomination and selection of the highest governance body	Annual Report pages 97-98
	2-11 Chair of the highest governance body	Annual Report page 83
	2-12 Role of the highest governance body in overseeing the management of impacts	Annual Report pages 88-90
	2-13 Delegation of responsibility for managing impacts	Annual Report page 47
	2-14 Role of the highest governance body in sustainability reporting	Annual Report page 47
	2-15 Conflicts of interest	Annual Report page 90
	2-16 Communication of critical concerns	Annual Report page 96. No critical concerns were raised in 2024.
	2-17 Collective knowledge of the highest governance body	Annual Report page 90
	2-18 Evaluation of the performance of the highest governance body	Annual Report page 90

GRI index continued

GRI Standard	Disclosure	2024 Response/Location
General Disclosures continued		
GRI 2: General Disclosures 2021	2-19 Remuneration policies	Annual Report pages 104-106
	2-20 Process to determine remuneration	Annual Report pages 108, 110-111
	2-21 Annual total compensation ratio	Annual Report pages 120-121
	2-22 Statement on sustainable development strategy	Annual Report pages 38-39
	2-23 Policy commitments	Our policies for responsible business conduct include Supply Chain Social Responsibility Policy, Anti-Bribery & Anti-Corruption Policy, Tax Policy, Human Rights Policy. View each policy on our Sustainability Reports and Policies webpage, or Corporate Governance webpage.
	2-24 Embedding policy commitments	Annual Report page 47
	2-25 Processes to remediate negative impacts	Whistleblowing Policy Modern Slavery Statement
	2-26 Mechanisms for seeking advice and raising concerns	Whistleblowing Policy
	2-27 Compliance with laws and regulations	Hilton Foods have no significant instances of non-compliance with laws and regulations or received any fines during the reporting period.
	2-28 Membership associations	Sustainability Report page 38
	2-29 Approach to stakeholder engagement	Annual Report page 32-36
2-30 Collective bargaining agreements	Annual Report page 80. We do not otherwise base employee remuneration on collective bargaining agreements.	
Material Topics		
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Annual Report page 45
	3-2 List of material topics	Annual Report page 45
Biodiversity		
GRI 3: Material Topics 2021	3-3 Management of material topics	Annual Report page 57
GRI 101: Biodiversity 2024	101-1 Policies to halt and reverse biodiversity loss	<p>a) Hilton Foods is committed to being a nature positive business. Currently this is primarily being delivered through our Environmental Policy. Although this is not yet fully aligned to the Kunming-Montreal Global Biodiversity Framework, it is aligned to many of its goals. This includes Target 1, Target 2, Target 5, Target 6, Target 7, Target 8, Target 10, Target 15, Target 16, Target 17, Target 20 Target 21 and Target 22. We are working to upgrade this policy to more deliberately integrate the Kunming-Montreal Framework.</p> <p>b) The Environmental Policy covers 100% of HFG manufacturing operations.</p> <p>c) Sustainability Report page 54</p>

GRI index continued

GRI Standard	Disclosure	2024 Response/Location
Biodiversity continued		
GRI 101: Biodiversity 2024	101-2 Management of biodiversity impacts	<p>a) i) We have conducted a nature risk assessment of our production sites. Site sustainability teams whose sites are located near key biodiversity areas or protected areas are aware of this fact and are mitigating appropriately with additional monitoring. We implement a mitigation hierarchy of avoidance, minimisation, restoration and rehabilitation, and offset to minimise risks. We have conducted research internally and with the University of Lincoln to understand biodiversity risks in our supply chains, we are working on projects to minimise this impact.</p> <p>ii) We have suitable water treatment on all sites to avoid release of detergents to the environment. Use and storage of chemicals that may be harmful to the environment is strictly controlled. Waste management procedures and infrastructure are designed to minimise litter entering the environment and we regularly patrol the area around our facilities to remove litter from the environment. Further details can be found in our Environmental Policy.</p> <p>iii) Remediation at our sites is conducted in line with local laws.</p> <p>iv) We do not currently offset residual negative impacts on biodiversity.</p> <p>v) A detailed biodiversity strategy is in development and further detail of conservation requirements will follow. Details of actions to mitigate biodiversity loss in our supply chain can be found in our TCFD & TNFD Report on pages 39-54, and our Deforestation Statement, available on our website.</p> <p>b) 0 ha</p> <p>d) We are in the process of developing a biodiversity strategy across sites, which will include detailed biodiversity management plans as appropriate. Further details are found in our TCFD & TNFD Report on pages 39-54.</p> <p>c), e) and f) N/A</p>
	101-4 Identification of biodiversity impacts	Detail of our impact assessment can be found in our TCFD & TNFD Report on pages 39-54. We assessed our production sites as well as beef production in the three most material supply geographies; UK, Ireland, Australia. The assessment considered intactness, Forest Land Integrity Index, areas with deforestation since 2020, protected areas and key biodiversity areas.
	101-5 Locations with biodiversity impacts	<p>Sustainability Report page 59</p> <p>The greatest biodiversity impacts occur in our terrestrial livestock farming, aquaculture and wild capture seafood supply chains. Further details can be found in our TCFD & TNFD Report on pages 39-54.</p>
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Sustainability Report page 59
	304-2 Significant impacts of activities, products and services on biodiversity	Refer to TCFD & TNFD Report on pages 39-54
	304-3 Habitats protected or restored	N/A, Hilton does not have any protected areas in our ownership/control.
GRI 304: Biodiversity 2016	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	Sustainability Report page 60

GRI index continued

GRI Standard	Disclosure	2024 Response/Location
Climate Change		
GRI 3: Material Topics 2021	3-3 Management of material topics	Annual Report page 54
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Sustainability Report page 57 f) Energy data is collated from invoices g) Suppliers and stoichiometry
	302-2 Energy consumption outside of the organization	Omitted. This is not currently calculated due to the extreme complexity of our supply chain.
	302-3 Energy intensity	Sustainability Report page 57 d) Only energy consumed in the business is considered.
	302-4 Reduction of energy consumption	5,390,640 kWh saved through energy efficiency projects. More information on Sustainability Report page 34 c) Previous year (2023) is used as a baseline as this is the easiest data and represents the best like-for-like comparator. e) Reductions are taken from project monitoring as part of ISO 50001.
	302-5 Reductions in energy requirements of products and services	Hilton Foods do not supply directly energy-consuming products.
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	a) Our organisation uses water for meat and seafood processing, primarily through cooking and cleaning. While most processing sites receive water from third parties, some sites use renewable water drilling and, for some sites located on high water-scarcity areas, there are rainwater catchment mechanisms. The majority of wastewater is discharged through grease traps to third party providers but is also lost through water inclusion into product and evaporation. Seafood sites are our largest area of water consumption, due to the nature of their processing. Fresh fish is supplied to us frozen in blocks, and it get defrosted in water. Additionally, water is used to wash scales from fish. Our processing facilities in Greece, Portugal, and Australia are in water-stressed areas. b) To understand the geography of our water impacts we mapped our own production facilities. They are material water consumers, this is detailed further in TCFD & TNFD Report on pages 39-54. c) The only material water impact from our sites are water withdrawals from areas with high water scarcity (Greece). Most of water-related impacts are located outside of Hilton Foods own operations, at the farming stage. The impacts in the supply chain focus on with nutrients pollution and withdrawal. We are currently within process of understanding how to mitigate those negative impacts. d) Hilton Foods is currently in the process of in-depth assessment of its water risks and opportunities. We are looking to set up our water targets in next 2-3 years.
	303-2 Management of water discharge-related impacts	i) Hilton Foods has production-related operations within strictly regulated areas (UK, EU, Australia, New Zealand), thus no such areas were determined. ii) There are agreements with wastewater treatment organisations on minimum wastewater discharge quality, which Hilton Foods operational facilities must comply with. iii) Only water-related legislation is considered. There are number of permitted wastewater measurements and treatments relevant to our seafood sites. iv) Hilton Foods production sites discharge wastewater to third party contractors only as per contact-determined conditions. No such consideration is required.

GRI index continued

GRI Standard	Disclosure	2024 Response/Location
Climate Change continued		
GRI 303: Water and Effluents 2018	303-3 Water withdrawal	Sustainability Report page 58
	303-4 Water discharge	Sustainability Report page 58
	303-5 Water consumption	Sustainability Report page 58
	305-1 Direct (Scope 1) GHG emissions	Sustainability Report page 55
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Sustainability Report page 55
	305-2 Energy indirect (Scope 2) GHG emissions	Sustainability Report page 55
	305-3 Other indirect (Scope 3) GHG emissions	Sustainability Report page 55
	305-4 GHG emissions intensity	Sustainability Report page 56
	305-5 Reduction of GHG emissions	2,820 tCO ₂ e saved through energy efficiency projects. More information on Sustainability Report page 34 c) Previous year (2023) is used as a baseline as this is the easiest data and represents the best like-for-like comparator. d) This covers Scope 1 and 2 only. e) Reductions are taken from project monitoring as part of ISO 50001
	305-6 Emissions of ozone-depleting substances (ODS)	a) Our direct footprint of ozone depleting substances is zero b) All emissions of fluorinated gases c) https://www.gov.uk/guidance/ozone-depleting-substances-ods d) All reporting is in line with the Kigali Amendment to the Montreal Protocol and calculated to the same methodology as our greenhouse gas emissions
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Omitted. Information not calculated for 2024. Calculation improvements are in place to report on this in future years.
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Waste could have a significant impact on the environment if not managed properly. Our sites have rigorous control of inputs to minimise surplus raw materials. We have efficient technology and training to minimise excess trimming waste, and processes are in place to use less hot water and chemicals when cleaning sites. We also have programmes in place to reduce direct packaging waste, as well as food waste across our value chain, and our Sustainability Protein Plan targets for these can be found on Annual Report pages 42-44.
	306-3 Waste generated	Sustainability Report page 59
	306-5 Waste directed to disposal	Sustainability Report page 59

GRI index continued

GRI Standard	Disclosure	2024 Response/Location
Health and safety		
GRI 3: Material Topics 2021	3-3 Management of material topics	Annual Report page 49
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	<p>a) Hilton Foods implements a Safety Framework Management System, consisting of Global Standard, Global Procedures and Global Key Requirements. While there are minimum global requirements and guidelines, we strive to go above and beyond to look after people who are affected by our operations. Local flexibility is obtained by development of local procedures at each facility, depending on other considerations for their geographies.</p> <p>Global Standards incorporated in our Safety Framework Management System:</p> <ul style="list-style-type: none"> - HFG/GS/001 – Leadership, Commitment, Accountability and Planning. - HFG/GS/002 – Hazard and Risk Management. - HFG/GS/003 – Legal Compliance and Records Management. - HFG/GS/004 – Training, Communication and Consultation. - HFG/GS/005 – Emergency Management and Incident Investigation. - HFG/GS/006 – Health, Wellbeing and Injury Management. - HFG/GS/007 – Performance Monitoring, Measurement and Reporting. - HFG/GS/008 – Assurance, Corrective Action and Management Review. <p>b) This Framework is implemented in all operational facilities.</p>
	403-2 Hazard identification, risk assessment, and incident investigation	<p>a) Hilton Foods implements a Global Hazard and Risk Management process across all its operational facilities. Hazard reports can be raised by anyone in the business and the processes used to record hazards range from using electronic reporting systems, Hazard T Cards, or populating Excel Spreadsheets. The global procedure is based on and promotes the methodology of the Hierarchy of Controls.</p> <p>i) All hazards reported are reviewed by the local Safety team and allocated to the appropriate Department Manager for action. They are logged and monitored by the local Safety team. Hazards can be raised by any employee, contractor, visitor or member of the public, the responsibility for the action is with the relevant Department Manager where the hazard was identified.</p> <p>ii) Hazard Reports raised, closed, and the Hazard Close Out Rate are three of a suite of health and safety performance key performance indicators used in all of Hilton Foods facilities. These are reviewed locally via Daily Review Meetings with Operations and Management Teams. They are reported on via weekly Senior Management Team Meetings, and also are included in monthly Executive and Board reports.</p> <p>b) All employees, contractors, visitors are encouraged to raise or report all hazards if and when they observe them, as stated in Hilton Foods Health and Safety Policy. Hilton Foods run several employee forums where employees are invited to attend and participate in open discussion on any topic. These range from Safety Committee meetings through to open discussion forums (your voice). Hilton Foods also promotes a whistleblowing service for employees and investigates any calls to this service thoroughly.</p> <p>c) At Hilton Foods, all employees permanent and temporary are encouraged to stop the operation if they feel something is not safe or is an imminent risk to health. The use of emergency stops under these situations is actively encouraged and is communicated via inductions and safety discussions. Employees are also encouraged to report any unsafe processes, equipment or actions to their immediate supervisor, who will take the necessary action and stop the operation if required.</p> <p>d) Hilton Foods has a documented Global Procedure for Incident Investigation that is implemented in all of its operational facilities as standard. The team during the investigation will use one or more incident causation models to ascertain the root cause (iCAM, 5 Why's, Fishbone or Tripod method). All corrective actions raised from incident investigations are entered into a shared action tracker and reviewed weekly against progress to close out.</p>

GRI index continued

GRI Standard	Disclosure	2024 Response/Location
Health and safety continued		
GRI 403: Occupational Health and Safety 2018	403-3 Occupational health services	Hilton Foods facilities partner with an Occupational Health provider who provide services such as management referrals, health surveillance, job/ task risk assessments and general advice on a range of health, safety and wellbeing topics. Where facilities do not have on site Occupational Health Services, they partner with a local medical practice and encourage employees to take advantage of this service.
	403-4 Worker participation, consultation, and communication on occupational health and safety	<p>a) Hilton Foods have a number of forums where employees participate and are consulted on health and safety. Health and Safety Representatives are in place in all facilities, part of their role is to consult with employees on health and safety issues.</p> <p>b) We have monthly Safety Committees chaired by the Safety Manager and attended by a cross section of employees and the safety representatives at all facilities. Safety representatives are union members, where a union exists for that site, or otherwise are volunteers. There is also a management of change process implemented as part of the safety framework, and this invites employees who may be affected by a proposed change whether process, procedural, operational or a new piece of machinery / equipment to be part of the change process and put forward their points.</p>
	403-5 Worker training on occupational health and safety	Basic health and safety is covered during induction, all employees permanent and temporary receives this induction. Contractors receive a contractors induction which also covers the basic health and safety requirements. Safety is also included within operational Standard Operating Procedures (SOPs) and these are trained out to employees appropriate to their roles and activities. Employees working with chemicals undergo safe-use of chemicals training, whilst engineers are where possible multiskilled and competent in both mechanical and electrical engineering. All Health and Safety Managers and advisors (27 across all sites) receive specific training on health & safety, this will be to Nebosh certificate and Diploma level, or similar, depending on local legislative requirements in different geographies.
	403-6 Promotion of worker health	<p>a) Hilton Foods have an Employee Assistance Programme (EAP) system and offer health insurance to all employees. In November 2024, a new version of our employee app was rolled out which gives access to a range of health and wellbeing benefits and tips.</p> <p>b) We also roll out 3 health & wellbeing campaigns per site every year. 2024 campaign topics included stress, fire, slips and womens health. See more in our case study on Sustainability Report page 14.</p>
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Hilton Foods have robust risk & hazard management processes. Key steps are communicated to all to foresee and mitigate impacts. Reporting is encouraged, not only of incidents, but of prevention areas too.
	403-8 Workers covered by an occupational health and safety management system	<p>a) Hilton Foods has a Safety Management System (SMS, also known as our Safety Framework) which is underpinned by legal & codes of practice such as ISO 45000 and ISO 14000.</p> <p>i) 100% all employees are required to follow safety rules contained in the SMS. Visitors, contractors, and other persons entering our sites are also covered by this.</p> <p>ii) All sites have robust process and there are detailed internal audit processes for every site and this process is now electronic via the Safety Culture system. In 2024, there were 80+ audits for each site.</p> <p>iii) Hilton Foods has a 3-5 year plan to bring all operational sites up to external accreditation. 3 trial sites are going through this process by the end of 2025, with the remaining sites accredited by 2028.</p> <p>b) All included</p>

GRI index continued

GRI Standard	Disclosure	2024 Response/Location
Health and safety continued		
GRI 403: Occupational Health and Safety 2018	403-9 Work-related injuries	<p>Annual Report page 81 Main accident groups: slips, trips & falls, struck by, contact with.</p> <p>d) Safety Walk And Talks (SWAT) help close the gap between management and the shop floor. Each week, at least 2 SWATs are completed by either senior management or health and safety personnel, and a team member. This initiative helps prevent work-related hazards and minimise risks because it improves and enhances engagements around safety dialogue. Instead of only approaching management when something goes wrong, SWATs are informal conversations to foresee problems and well as preventative improvements. Reporting of SWATs does occur but is a straightforward and basic exercise so it won't restrict participation of workers.</p> <p>e) All our rates are calculated using 1,000,000 hours worked.</p>
	403-10 Work-related ill health	No cases of recordable work-related ill health were reported in 2024.
Human Rights		
GRI 3: Material Topics 2021	3-3 Management of material topics	<p>a) We are committed to respecting and championing the human rights of all who come into contact with our business, including our employees, agency workers, workers within our supply chain, and our local communities. It is essential that every person in our value chain is treated fairly and rewarded appropriately for their work, whether on farm or fishing vessel, abattoir, factory, or distribution centre. Hilton Foods runs a human rights program across its global businesses, addressing risks to rights holders within its own operations and supply chains. The saliency of human rights as a material topic within our ESG risks is presented on Annual Report page 50. Adjacent topics held within our human rights response, as demonstrated within our materiality matrix, include the wellbeing, diversity and inclusion of our employees, health and safety, talent development and availability, and responsible recruitment, traversing both our own operations and the supply chain, protecting human rights forms a core element of our 2025 Sustainable Protein Plan, see Annual Report page 40.</p> <p>b) Globally the risk of forced labour has increased in the past 12 months, influenced by increased migration due to climate degradation, and coinciding with growing political instability and conflict. The adverse impacts of economic instability, forced migration, and fluctuating labour market dynamics create overlapping crises which can increase the risk of exploitation for vulnerable groups. Hilton Foods human rights program works proactively to identify potential negative impacts, and work collaboratively with suppliers, stakeholders, and rights holders where they are identified to provide remediation and remedy where possible. The two primary activities that Hilton Foods could have a negative impact are via its own manufacturing sites which employ over 7,500 people globally, and its upstream supply chain, where it purchases raw materials.</p> <p>c) We hold several public facing policy commitments which underline our commitment to conducting our business in a responsible manner, such as our Human Rights Policy and Supplier Social Responsibility Policy. These policies outline our commitment to following; the United Nations Guiding Principles on Business and Human Rights, the International Labour Organisation's Declaration on Fundamental Principles and Rights at Work, and the Ethical Trade Initiative Base Code. As full participants of the UN Global Compact (UNGC), we are committed to supporting their 10 Principles. We are committed to respecting the human rights of workers on our sites and those engaged within our supply chains by complying with our legal human rights requirements at a national, and international level. Where national law and international frameworks such as the Ethical Trade Initiative (ETI) Base Code are in conflict, we will work to ensure the highest standard is offered to workers. Our human rights due diligence strategy administers a programme across both our own operations and upstream supply chain which includes comprehensive risk assessment, third-party ethical audits, supplier capacity building and support, and remediation engagement. We also partner with several organisations and engage collaboratively to enhance our response to this topic, and ensure we are listening to the views of rights holders. This strategy and programme of work is directed by our strategic policy commitments on this topic.</p>

GRI index continued

GRI Standard	Disclosure	2024 Response/Location
Human Rights continued		
GRI 3: Material Topics 2021	3-3 Management of material topics	<p>d) In 2024, Hilton Foods undertook a salient human rights risks assessment to better target areas requiring attention and support. The outcomes of this work outlined four key areas of attention:</p> <ol style="list-style-type: none"> 1. Own Operations, with particular attention required on the thematic area of 'Regular Employment', and the following groups: Agency Workers, Migrant Workers and Service Providers (i.e. canteen or security services) 2. UK and European Abattoirs, with attention needed on the areas 'Regular Employment, Wages and Working Hours, and Health and Safety Standards, and the following groups: Agency Workers, Migrant Workers and Service Providers (i.e. canteen or security services) 3. South American Beef (full supply chain), with attention required to the following areas: Forced Labour, Wages and Working Hours, Health and Safety Standards 4. Global Fisheries and Aquaculture, with attention required to the following areas: Forced Labour, Wages and Working Hours, Health and Safety Standards, and the following group: Migrant Workers. <p>Our 2030 strategy will be built with particular reference to the above identified areas. Within our own operations: In 2023, we initiated an internal audit program aligned to the Sedex Members Ethical Trade Audit (SMETA) standard. This is conducted by the Group Ethics and Social Sustainability Senior Manager, who is a SA8000 trained lead auditor with training in investigative interview skills. All European sites have had an internal ethical audit in 2023 -2024. In 2024, all manufacturing sites across Hilton Foods have now been audited by a third-party auditor against the SMETA standard. We work collaboratively with our Health and Safety, and People and Culture teams to address and resolve all non-conformances raised within SMETA audits on our own sites. All manufacturing sites are on a two-year periodic audit cycle. All Hilton Foods manufacturing sites were required to complete an internal audit against our Agency Audit Standard in 2024, to ensure the competency of all labour providers supplying Hilton Foods, with particular attention to the operational controls needed to mitigate the risks of modern slavery and hidden third party exploitation. It ensures the competency, financial resilience and ethical behaviour of our labour providers.</p> <p>Within our upstream supply chain:</p> <p>Hilton Foods run a global supplier onboarding process. Commitment of our protein suppliers to our Supplier Social Responsibility Code of Conduct is a condition of supply. Our Supplier Social Responsibility Compliance Requirements outline the steps suppliers must take to demonstrate observance of the code. All our business units are responsible for ensuring that suppliers understand and comply with these requirements. We continue to onboard new suppliers onto Sedex and complete the retrospective action of connecting with our existing supply base. All protein suppliers are required to agree to the Code of Conduct and register on Sedex, an ethical data platform. Suppliers are required to complete a self-assessment questionnaire, covering labour rights, health and safety, the environment and business ethics. We work to identify potential human rights and modern slavery risk within our own operations and supply chains primarily through utilisation of the Sedex RADAR risk assessment tool. Sedex is an internationally recognised supply chain transparency platform, to monitor labour standards and gain insight into working conditions in supplier sites. All our risk assessment work utilises publicly available sources of risk data, which are robust in nature, e.g. UN agencies such as the UNDP and the ILO, the World Bank, the US Department of State, specialist research agencies and commercial risk data providers. We also consider the nature of the work or activity being undertaken, i.e. labour intensity, workforce skill level, etc., and reporting on any known human rights risks from NGOs or media.</p>

GRI index continued

GRI Standard	Disclosure	2024 Response/Location
Human Rights continued		
GRI 3: Material Topics 2021	3-3 Management of material topics	<p>(continued)</p> <p>High risk sites are required to conduct a SMETA audit. Supplier sites with open critical non-conformances are not approved to supply until closed and reviewed by third party auditor. Where risks or impacts are identified and a supplier refuses to remediate, a cease of supply will be considered. We work collaboratively with all suppliers to remediate where issues arise and identify root causes. In situations of low leverage, for example at a fishery level, we will work collaboratively with a wide range of stakeholders to remedy or advocate for systemic change. Hilton Foods is a member of the Food Network for Ethical Trade and the Seafood Ethics Action Alliance to enable us to take collaborative approaches to systemic human rights issues within industry.</p> <p>e) Hilton Foods evaluates the effectiveness of its human rights due diligence programme through engagement with the governance processes outlined on Annual Report page 32, which enable internal security of responses to all issues identified. Hilton Foods holds a series of public facing human rights targets, as outlined in Annual Report page 40. In this highly sensitive area of human rights, each case may be handled differently. We use specialist internal and external resources and prioritise support to individuals impacted. We use the findings from these processes as opportunities to learn and continually improve our practices.</p> <p>f) We engage with several external stakeholders to improve our processes regarding human rights. We have engaged with Slave Free Alliance to act as a critical friend to us in this topic area.</p>
GRI 401: Employment	401-1 New employee hires and employee turnover	Sustainability Report page 61
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Omitted. Data is available site-by-site but not in an aggregated, publicly reportable format for 2024.
	401-3 Parental leave	Sustainability Report page 62
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	<p>a) No Hilton Foods manufacturing sites are considered to have significant risk for incidents of child labour. Most Hilton Foods manufacturing sites prohibit persons under the age of eighteen working at site. However, some Hilton Foods manufacturing sites engage in authorised apprenticeships or internships for young workers aged sixteen to eighteen. No person under the age of sixteen may work in any Hilton Foods business. Hilton Foods holds a Children's Rights and Child Labour Remediation Policy, which applies across all businesses within the Group, in particular, this references the specific requirements that must be met for any worker on an apprenticeship or internship program within Hilton Foods, to explicitly prohibit and prevent the exposure of any young worker to hazardous work. In 2024, no incidents of child labour or young workers exposed to hazardous work were identified.</p> <p>Hilton Foods sources raw materials from a set of globally diverse suppliers; child labour is endemic in several geographical areas, particularly in primary agricultural operations or where basic processing of food occurs. We utilise a detailed risk model to understand our human rights risks, combining both the 'inherent risks' within the country of operation (such as rule of law and corruption, the nature and comprehensiveness of local labour law, effectiveness of enforcement bodies etc.) and site-specific risks which may add vulnerability (such as number of migrant workers, health and safety risks on site, presence of young workers etc). Hilton Foods acknowledges that due to the nature of child labour and complexities of agricultural supply chains, it remains under-reported human rights issue.</p>

GRI index continued

GRI Standard	Disclosure	2024 Response/Location
Human Rights continued		
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	<p>(continued)</p> <p>b) No Hilton Foods manufacturing sites are considered to have significant risk for incidents of child labour or young workers engaged in hazardous work. Hilton Foods human rights risk assessment identifies that the highest risk areas for child labour are within our upstream supply chain.</p> <ul style="list-style-type: none"> i. Ranching of cattle or farming of cattle ii. South America and Asia identified as areas of highest risk, and Europe and sub-Saharan Africa to a lesser extent. <p>c) All Hilton Foods manufacturing sites undergo third-party independent audits against the SMETA methodology on a bi-annual basis. In 2024, all Hilton Foods manufacturing sites had undergone a SMETA audit, with no findings related to child labour or young workers exposed to hazardous work. Regarding our upstream value chain, Hilton Foods operates a global supplier risk assessment and third-party audit program. Oversight of this process is completed by a specialist human rights team within our Group function.</p>
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	<p>a) i) Hilton Foods has a zero-tolerance approach to forced labour, both within our own operations and upstream value chain. No Hilton Foods manufacturing sites are considered to have significant risk for incidents of forced or compulsory labour, however, we are aware of the increased risk of third-party exploitation or modern slavery within food manufacturing. This is particularly pertinent to our UK operations, where food manufacturing is a well-documented destination for third-party exploitation. In 2024, one incident of suspected third-party exploitation was reported within one of our UK manufacturing sites. This was duly investigated by our People and Culture team on site, with support from our Group Human Rights team. The outcome of this investigation was that forced labour had not occurred. We remain vigilant as a business to the risk of this within our own operations. For a comprehensive review of our actions to detect and deter forced labour within our own operations, please refer to our Modern Slavery Statement.</p> <p>ii) Hilton Foods sources raw materials from a set of globally diverse suppliers; forced or compulsory labour is endemic in several geographical areas, particularly in primary agricultural operations or where basic processing of food occurs. We utilise a detailed risk model to understand our human rights risks, combining both the 'inherent risks' within the country of operation (such as rule of law and corruption, the nature and comprehensiveness of local labour law, effectiveness of enforcement bodies etc.) and site-specific risks which may add vulnerability (such as number of migrant workers, health and safety risks on site, presence of young workers etc). Hilton Foods has committed to implementing the United Nations Guiding Principles on Business and Human Rights, linking to address adverse human rights impacts when identified.</p> <p>b) All Hilton Foods manufacturing sites undergo third-party independent audits against the SMETA methodology on a bi-annual basis. In 2024, all Hilton Foods manufacturing sites had undergone a SMETA audit, with no findings related to forced labour. Hilton Foods manufacturing sites have several mechanisms to mitigate against the risk of third-party exploitation across our business, we are currently engaged with Slave Free Alliance to enhance our response to this topic. In 2024, we have worked toward the development of site-level Modern Slavery Escalation plans, to provide our People and Culture and Operations teams with simple, easy to follow guidance for managing the investigation of an incident following the receipt of a 'flag' of exploitation. For a comprehensive review of our actions to detect and deter forced labour within our own operations, please refer to our Modern Slavery Statement.</p>

GRI index continued

GRI Standard	Disclosure	2024 Response/Location
Human Rights continued		
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Our primary protein suppliers are screened via our Global Supplier Social Risk Assessment Process, which utilises Sedex, a collaborative platform for sharing ethical trading data on suppliers. By the end of 2025, all new primary protein suppliers should be screened via this process. All Hilton Foods manufacturing sites are onboarded into this system and are working toward this goal.
	414-2 Negative social impacts in the supply chain and actions taken	a) 346 b) 68 suppliers had been identified as being high risk c) Outcomes of our saliency assessment can be found in GRI 3-3, Human Rights Section (d), d) Hilton Foods are developing action plans to address all salient human rights issues identified. Refer to GRI 3-3 Human Rights Section (d). e) 1 supplier was terminated as a result of negative human rights impacts being identified.
Accessible, Healthy & Nutritious Food; Product Safety, Quality & Integrity		
GRI 3: Material Topics 2021	3-3 Management of material topics	Annual Report page 59
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	100% of products have been benchmarked against nutritional criteria. 64.2% of product volume across Europe scored A or B against Nutri-Score nutritional criteria
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	SASB index – Sustainability Report page 66
Sustainable Management of Fisheries, Aquaculture and Agriculture		
GRI 3: Material Topics 2021	3-3 Management of material topics	Annual Report page 56
Own measure	% sourced volume certified to internationally recognised standards that trace the path of products through the supply chain	Seafood: 99.76% of seafood was certified or in fishery improvement projects. Livestock and poultry: >90% in 2023. 2024 figure will be reported in our next Animal Welfare Statement. More information on Annual Report page 41
Animal Health and Welfare		
GRI 3: Material Topics 2021	3-3 Management of material topics	Annual Report page 56
Own measure	% animals from suppliers which have pre-slaughter stunning	100%. More information on Annual Report page 41



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