



We will annually disclose information to demonstrate our progress against our Enriching Life Plan, and other key Environmental, Social and Governance measures.

All targets are for 2030 against a 2020 baseline, unless otherwise stated. Several of these measures are newly developed and will evolve with improvements in available data and information from suppliers and other parties. In some areas, information from prior years may be updated if better information, subsequently, becomes available and changes prior year disclosures by more than 5%, or where it makes a meaningful difference to the interpretation of performance. More information is available in the accompanying notes following the tables.

Independent assurance

PricewaterhouseCoopers LLP ("PwC") have performed an Independent Limited Assurance engagement on selected balances within the 2025/26 data, shown with the symbol **(A)** in accordance with the International Standard on Assurance Engagements 3000 (Revised) 'Assurance Engagements other than Audits or Reviews of Historical Financial Information' and International Standard on Assurance Engagements 3410 'Assurance engagements on greenhouse gas statements', issued by the International Auditing and Assurance Standards Board. The Independent Limited Assurance Report can be found at <https://www.premierfoods.co.uk/sustainability/our-progress/ESG-Disclosure-Assurance-Report-2025-26/accept>. Our methodology Statement – the basis on which the KPIs are calculated and against which the limited assurance is given – can be found at <https://www.premierfoods.co.uk/sustainability/our-progress/Premier-Foods-reporting-criteria-for-specified-ESG-performance-metrics-2025-26.pdf>.

Select External ESG Ratings

Rating ¹	Comments	2024/25	2025/26
EcoVadis medal	Click to view further details and methodology information about our EcoVadis recognition https://recognition.ecovadis.com/htHnz8TtLOS_BI2jqBpCfq		
MSCI ESG Rating ²	As of March 23, 2026, Premier Foods PLC received an MSCI ESG Rating of AAA. As of February 25, 2025, Premier Foods PLC received an MSCI ESG Rating of AA. MSCI ESG Ratings measure a company's resilience to long-term, industry-specific sustainability risks using a rules-based methodology. MSCI analysts research and rate companies on a 'AAA' (leader) to 'CCC' (laggard) scale based on their exposure to and management of these risks relative to peers.	AA	AAA
S&P Global CSA Score	S&P Global ESG and CSA Scores measure a company's sustainability performance relative to industry counterparts. 2024/25 score last updated January 10, 2025 2025/26 score last updated December 16, 2025	50/100	52/100

¹ All ratings are the latest version issued prior to the final day of the respective financial year.

² The use by Premier Foods plc of any MSCI ESG Research LLC or its affiliates ("MSCI") data, and the use of MSCI logos, trademarks, service marks or index names herein, do not constitute a sponsorship, endorsement, recommendation or promotion of Keysight Technologies, Inc. by MSCI. MSCI services and data are the property of MSCI or its information providers, and are provided 'as-is' and without warranty. MSCI names and logos are trademarks or service marks of MSCI.

Our Products

Commitment	KPI Measure	Comments	Baseline (2022/23 unless otherwise stated)	2024/25	2025/26
Make great tasting, healthier and more nutritious food³					
More than double sales of products that meet high nutrition standards	Total branded sales, in £m, of foods scoring less than 4 and drinks scoring less than 1 on the UK Department of Health's current Nutrient Profiling Model	https://www.premierfoods.co.uk/sustainability/our-progress/Premier-Foods-reporting-criteria-for-specified-ESG-performance-metrics-2025-26.pdf This KPI excludes products classed as ingredients.	350	464	539 ^(A)
	Sales weighted average score using the UK Department of Health's current Nutrient Profiling Model (based on tonnage) ⁴		7.26	6.98	6.78
	Percentage of total food and drink sales from foods scoring less than 4 and drinks scoring less than 1 on the UK Department of Health's current Nutrient Profiling Model (based on tonnage) ⁴		53%	56%	60%
	Sales weighted average kcal / 100g ⁴		178	185	186
	More than 50% of our products will provide additional health or nutrition benefits	Proportion of products which meet the requirements for a regulated health or nutrition claim	Defined as products scoring less than 4 and drinks scoring less than 1 on the UK Department of Health's Nutrient Profiling Model that also qualify for a regulated health or nutritional claim. Calculated at a Stock Keeping Unit ('SKU') level. https://www.gov.uk/government/publications/great-britain-nutrition-and-health-claims-nhc-register	42%	45%
Support the nation's shift to plant based diets³					
Grow sales of plant-based products to £250m p.a.	Value of sales of plant based products	Total company branded sales. Plant based products are products made to a vegan recipe. They do not, by design, contain meat, dairy, eggs and other animal products, and all principal ingredients are plant based.	215	289	305
	Total fruit and vegetables weight (tonnes) ⁵		25,025	25,747	24,220
	Total plant-based proteins weight (tonnes) ⁵		901	1,390	1,528
	Total fibre weight (tonnes) ⁵		1,747	2,040	2,137
	Percentage of protein (by weight) from plant-based sources ⁵				4%
Each core category has plant based offering	Number of core categories with a plant based/meat or dairy free offering	Core categories are those strategic growth categories where our product ranges constitute at least 10% of the revenue of total category.	80% (12/15)	87% (13/15)	80% (12/15)

³ All KPIs in this sub-section are based on total branded sales including mixed display pallets and products distributed under licence from Nissin but excluding products classed as ingredients.

⁴ These measures are added in line with the proposals of the UK Food Data Transparency Partnership.

⁵ These measures are added in line with the recommendations from several food and public health NGOs.

Our Products

Commitment	KPI Measure	Comments	Baseline (2020/21 unless otherwise stated)	2024/25	2025/26
Previously disclosed methodology - excluding ingredients, mixed display pallets and products distributed under licence from Nissin⁶					
More than double sales of products that meet high nutrition standards	Total company branded sales, in £m, of foods scoring less than 4 and drinks scoring less than 1 on the UK Department of Health's current Nutrient Profiling Model	https://www.premierfoods.co.uk/sustainability/our-progress/Premier-Foods-reporting-criteria-for-specified-ESG-performance-metrics-2025-26.pdf This KPI excludes products classed as ingredients, mixed display pallets and products distributed under licence from Nissin.	320	435	506 ^(A)
More than 50% of our products will provide additional health or nutrition benefits	Proportion of products which meet the requirements for a regulated health or nutrition claim	Defined as products scoring less than 4 and drinks scoring less than 1 on the UK Department of Health's Nutrient Profiling Model that also qualify for a regulated health or nutritional claim. Calculated at a Stock Keeping Unit (SKU) level. https://www.gov.uk/government/publications/great-britain-nutrition-and-health-claims-nhc-register	38%	45%	51%
Grow sales of plant-based products to £250m p.a.	Value of sales of plant based products	Total company branded sales. Plant based products are products made to a vegan recipe. They do not, by design, contain meat, dairy, eggs and other animal products, and all principal ingredients are plant based.	157	263	279
Each core category has plant based offering	Number of core categories with a plant based/meat or dairy free offering	Core categories are those strategic growth categories where our product ranges constitute at least 10% of the revenue of total category.	53% (8/15)	87% (13/15)	80% (12/15)
Reduce the environmental impact of our packaging⁷					
Over 99% of packaging put on the UK market will achieve green or amber status on the Recyclability Assessment Methodology ⁸	Percentage of total packaging (by weight) which meets the Extended Producer Responsibility Recyclability Assessment Methodology ('EPR RAM') Green or Amber categories	Packaging counts as recyclable if it scores Green or Amber according to the UK Government's recently launched EPR RAM. https://www.gov.uk/government/publications/recycling-assessment-methodology-materials-and-outputs			89%
	Percentage of total packaging (by weight) which meets the On-Pack Recycling Labelling Scheme ('OPRL') Recycled Categories	Primary, secondary and tertiary packaging which is recyclable either at kerbside, recycling points or front of store using latest OPRL definitions. Based on tonnage. https://www.oprl.org.uk/	94%	96%	97%
	Percentage of plastic packaging (by weight) which meets the On-Pack Recycling Labelling Scheme ('OPRL') Recycled Categories	Percentage of plastic consumer packaging which is recyclable either at kerbside, recycling points or front of store using latest OPRL definitions. Based on tonnage.	70%	87%	90%
Reduce packaging use by 10% (based on tonnes per £m revenue)	Total packaging weight (tonnes)	Tonnage of primary, secondary & tertiary packaging.	76,025	56,275	54,627
	Total packaging intensity (tonnes per £m revenue)		81.4	49.1	46.5
	Total weight of metal packaging (tonnes)	Tonnage of primary, secondary & tertiary packaging.	7,734	4,853	4,992
	Total weight of glass packaging (tonnes)	Tonnage of primary, secondary & tertiary packaging.	33,490	22,209	19,494
	Total weight of paper & card packaging (tonnes)	Tonnage of primary, secondary & tertiary packaging.	25,550	21,498	22,360
	Total weight of plastic packaging (tonnes)	Tonnage of primary, secondary & tertiary packaging.	9,251	7,715	7,781
Increase the use of recycled materials in our packaging by 1% each year	Total recycled content (%)	Proportion of packaging materials which are made up of recycled material.		46%	46%

⁶ All KPIs in this sub-section are based on total branded sales excluding mixed display pallets, products distributed under licence from Nissin and products classed as ingredients. These have been published to allow like for like comparison with previous years. From next year these measures will no longer be published as we move to a new methodology which includes more of our branded portfolio (see disclosures on page 181).

⁷ Packaging data covers branded and own brand packaging from the prior calendar year to align with the UK Plastics Pact reporting requirements.

⁸ This is a new target replacing the original 2025 target detailed in the table on page 39 which was based on OPRL definitions, the KPI against which this target is measured is also a new measure and is therefore not available for previous years.

Our Planet

Commitment	KPI Measure	Comments	Baseline (2020/21 unless otherwise stated)	2024/25	2025/26
Take action on Climate Change					
Reduce Scope 1 & 2 emissions by 67% by 2030 and achieve net zero by 2040	Scope 1 Greenhouse Gas Emissions (tCO ₂ e) ⁹		39,113	29,539	27,768 (A)
	Scope 2 Greenhouse Gas Emissions – location-based (tCO ₂ e) ⁹		21,247	14,418	12,000 (A)
	Scope 2 Greenhouse Gas Emissions – market-based (tCO ₂ e) ⁹		33,801	21,496	16,054 (A)
	Total Scope 1 & Scope 2 Greenhouse Gas Emissions – location-based (tCO ₂ e) ⁹		60,359	43,957	39,769 (A)
	Total Scope 1 & Scope 2 Greenhouse Gas Emissions – market-based (tCO ₂ e) ⁹		72,913	51,035	43,823 (A)
	Overall Scope 1 & Scope 2 Intensity (tCO ₂ e per £m revenue) – location-based		64.6	38.3	33.8
	Overall Scope 1 & Scope 2 Intensity (tCO ₂ e per £m revenue) – market-based		78.0	44.5	37.3
	Total Energy Usage (MWh) ⁹	This is the energy consumption underlying the Scope 1 Greenhouse Gas emissions and Scope 2 Greenhouse Gas emissions – location based, using the same activity data (excluding fugitive emissions data).	286,883	229,152	215,123 (A)
	Energy use ratio (MWh per £m revenue)	2024/25 value has been restated due to the use of headline revenue in actual currency.	307.1	199.8	187.6
	Percentage of total energy usage that is grid electricity			30.4%	31.5%
Percentage of total energy which comes from renewable or low carbon sources	A combination of self generation, green tariffs and REGOs. Renewable sources include: solar, wind, hydro, biomass and geothermal. Low carbon sources include: nuclear. Data is not available for years before 2022/23.		13.8%	17.2%	
Percentage of total electricity which comes from renewable or low carbon sources	A combination of self generation, green tariffs and REGOs. Renewable sources include: solar, wind, hydro, biomass and geothermal. Low carbon sources include: nuclear. Data is not available for years before 2022/23.		45.3%	53.9%	
On-site renewable electricity generation (MWh)	On-site renewable electricity generation is also included in Total Energy Usage (MWh).		132	795	
Reduce Scope 3 emissions by 28% by 2030 and target net zero by 2050	Total Scope 3 emissions (tCO ₂ e) ¹⁰	Reported using the GHG Protocol. https://ghgprotocol.org/	996,074	687,857	634,248
	Purchased goods and services (tCO ₂ e)			553,775	501,118
	Upstream transport and distribution (tCO ₂ e)			34,788	34,697
	Downstream transport and distribution (tCO ₂ e)			38,436	38,336
	Other relevant Scope 3 emissions (tCO ₂ e)			60,858	60,097
	Total FLAG related Scope 3 emissions (tCO ₂ e)		534,610	370,223	327,836
	Total energy / industry related Scope 3 emissions (tCO ₂ e)		461,464	317,634	306,412
	Total Upstream Scope 3 emissions (tCO ₂ e)			621,044	567,609
	Total Downstream Scope 3 emissions (tCO ₂ e)			66,813	66,639
	Carbon Disclosure Project (CDP) Climate Change Benchmark	https://www.cdp.net/en	F	B	B
Carbon Disclosure Project (CDP) Supplier Engagement Rating	https://www.cdp.net/en		A	A	

⁹ All disclosures are informed by the Greenhouse Gas protocol and the reporting criteria used can be found on our website <https://www.premierfoods.co.uk/sustainability/our-progress/Premier-Foods-reporting-criteria-for-specified-ESG-performance-metrics-2025-26.pdf>.

¹⁰ Baseline number restated in line with the updated baseline used as part of the Science Based Targets Initiative target setting process. Previously stated value: 918,926 tonnes.

Our Planet

Commitment	KPI Measure	Comments	Baseline (2020/21 unless otherwise stated)	2024/25	2025/26
Protect our natural resources					
No deforestation across primary deforestation-linked commodities by the end of 2025 ¹¹	Beef products tonnage purchased				1.5k
	Percentage of beef sourced from a country of low risk or supplier that has been through a due diligence process				100%
	Palm tonnage purchased				9.7k
	Percentage of palm sourced through a certified segregated supply chain	Certification: Roundtable on Sustainable Palm Oil https://rspo.org/	57%	77%	75%
	Percentage of palm sourced from a country of low risk or supplier that has been through a due diligence process	All palm sourced from a country of low risk or supplier that has been through a due diligence process is mass balance certified.			23%
	Percentage of palm sourced through a certified mass balance supply chain	Certification: Roundtable on Sustainable Palm Oil https://rspo.org/	43%	23%	2%
	Soy (direct) tonnage purchased				0.3k
	Percentage of soy (direct) sourced from a country of low risk or supplier that has been through a due diligence process				98%
	Percentage of soy (direct) sourced for which we purchase deforestation credits	Accreditation: Round Table on Responsible Soy Association https://responsiblesoy.org/?lang=en			2%
	Embedded (indirect) soy tonnage				221.6k
	Percentage of embedded (indirect) soy sourced for which we purchase deforestation credits	Accreditation: Round Table on Responsible Soy Association https://responsiblesoy.org/?lang=en			100%
	Sugar tonnage purchased				22k
	Percentage of sugar sourced from a country of low risk or supplier that has been through a due diligence process				90%
	Timber tonnage purchased				18.3k
	Percentage of timber sourced that is aligned to the expected requirements of EU Deforestation Regulations				40%
	Percentage of timber sourced through a certified segregated supply chain	Certifications: Programme for the Endorsement of Forest Certification, Forest Stewardship Council https://www.pefc.org/ https://fsc.org/en			55%
Percentage of timber sourced from a country of low risk or supplier that has been through a due diligence process				5%	
Cocoa tonnage purchased				3.3k	
Percentage of cocoa sourced through a certified or verified mass balance supply chain	Certification: Rainforest Alliance https://www.rainforest-alliance.org/			98%	
Carbon Disclosure Project (CDP) Forests benchmark	https://www.cdp.net/en			B-	B

¹¹ 2025/26 deforestation data covers prior calendar year.

Our Planet

Commitment	KPI Measure	Comments	Baseline (2020/21 unless otherwise stated)	2024/25	2025/26
Protect our natural resources (continued)					
Champion regenerative agricultural practices for key ingredients	Percentage of key suppliers in critical ingredients categories supporting sustainable agricultural practices and initiatives ¹²	Critical categories include dairy, wheat and flour, sugar beet and cane, potato, apple, tomato, maize, rice, oils and onion. This is a new measure and not available for years before 2022/23.		59%	81%
Improve our understanding of water use within our operations and improve water efficiency by 5% by 2030, against a FY24/25 baseline	Total water withdrawn (m ³)	All incoming water including abstraction (groundwater and surface water) and mains derived.	776,026	648,810	627,586
	Total water withdrawal intensity (m ³ per £m revenue)	2024/25 value has been restated due to the use of headline revenue in actual currency.	831	565	534
	Carbon Disclosure Project ('CDP') Water Benchmark	https://www.cdp.net/en		B	B
Proactively manage water discharges from our sites to comply with local obligations, acting quickly to address any non-compliances if they arise	Non-compliances with local water discharge obligations	Premier Foods has had two water related non-compliances over FY26. Please refer to our SASB statement published on our website for additional detail.		3	2
Carry out water risk assessments across key commodity supply chains by 2027	Water risk assessments carried out across key commodity supply chains	Number of ingredient and packaging supply chains for which we have modelled a range of water risks using the Waterplan tool.		10	39
Join and participate in collective action projects in response to water stress in key water catchments	Number of and detail of collective action projects joined in response to water stress in key water catchments	Continued partnership with Westcountry Rivers Trust to address flood risk within the River Lyd catchment through nature based solutions and promote river health.		1	1
Reduce waste across our value chain					
Halve our food waste and support our suppliers to do the same, against a 2017 baseline	Total food waste (tonnes) ¹³	Using Champions 12.3 methodology.	8,012	6,380	5,828
	Total food waste (% of production) ¹³		2.4%	2.2%	2.1%
	Percentage of key ingredients and finished goods suppliers with targets aligned to halving food waste by 2030 ¹²	Suppliers with no material impact on food waste (i.e. packaging and agents) are excluded from this measure.		45%	40%
Use the strength of our brands to engage shoppers and consumers to reduce food waste in the home	Number of brand led initiatives to encourage shoppers and consumers to reduce food waste in the home	Successful activation of on pack partnership with FareShare.		4	2
Other key environmental and supply chain measures					
	Total production (tonnes)		367,992	280,632	272,527
	Total waste to Landfill (tonnes)	Excludes the small amount of waste for which the only legal disposal option is landfill.	0	0	0
	Business Benchmark on Farm Animal Welfare 'BBFAW'	https://www.bbfaw.com/ Ranked from tier 1 to tier 6 (lower is better)		Tier 2	Tier 2
	Number of operational sites with ISO 14001 certification	Includes all manufacturing sites, excludes offices and distribution centres.	9/9	7/7	7/7

¹² Key suppliers are our 70 most impactful suppliers based on greenhouse emissions and other environmental impacts.

¹³ Food waste reporting is aligned with the Champions 12.3 and UK Food Reduction Roadmap and, therefore, covers prior calendar year. Baseline year is 2017.

Our People

Commitment	KPI Measure	Comments	Baseline (2020/21 unless otherwise stated)	2024/25	2025/26
Create a diverse, healthy and inclusive culture					
Gender balance in our senior leadership team ¹⁴	Percentage of senior management roles which are held by females	Senior management is considered to be our Executive Leadership Team and their direct reports.	27.0%	40.0%	41.8%
	Percentage of general management roles which are held by females	General management roles are all graded roles (grades 0-5; these colleagues all have access to the Management Bonus Scheme).	43.5%	48.0%	48.0%
	Percentage of total colleagues that are female		36.7%	36.0%	36.7%
	Mean gender pay gap (hourly)	https://www.premierfoods.co.uk/wp-content/uploads/2026/02/Gender-Pay-Gap-Report-2025.pdf?	8.4%	4.0%	3.9%
	Mean gender pay gap (bonus)		37.8%	40.3%	52.4%
Our Diversity KPIs will reflect regional demographics	Percentage of colleagues who are from an ethnic minority	Premier Foods data is compared against people from a non-white backgrounds at 18% according to the 2021 Census.	10.6%	14.8%	16.7%
	Percentage of senior management roles which are held by those from an ethnic minority	Senior management is considered to be our Executive Leadership Team and their direct reports.		5.7%	5.5%
	Percentage of general management roles which are held by those from an ethnic minority	General management roles are all graded roles (grades 0-5; these colleagues all have access to the Management Bonus Scheme).		10.9%	10.8%
	Percentage of colleagues who are self identifying as LGBTQ+	Premier Foods data is compared against figures from the 2021 Census stating that 3.2% of the UK population reports to be part of the LGBTQ+ community.		5.0%	5.7%
All sites will achieve platinum level Health & Well-being accreditation	Number of sites achieving an external Health & Well-being accreditation	Accreditation programme started in 2022/23. We changed provider to British Safety Council in financial year 2024/25.		0	2
Be a leading developer of people in the Food & Drink industry					
We will provide skills programmes and work opportunities for the young and excluded groups to enable a fulfilling career in the Food Industry	Number of apprenticeships	Total number of colleagues participating in an apprenticeship programme.	87	96	97
	Number of partnerships with groups who can help us support the young and excluded groups into employment	Number of partnerships with local schools, colleges, charities or social enterprises developing employability skills.	2	17	11
Support colleagues to develop key skills with 75% of Science, Technology, Engineering and Maths ('STEM') vacancies filled by internal candidates	Percentage of STEM vacancies filled by internal candidates	Percentage of all roles which require STEM skills which are filled by internal candidates, apart from first entry level.		44%	54%
	Number of T-level placements	First T-level placements started in autumn 2022.		3	11
	Number of STEM apprenticeships	Number of apprenticeships in roles requiring STEM skills.	43	67	64
80% of colleagues will feel they have opportunity to develop and grow	Percentage of colleagues stating that they feel they have opportunities to develop and grow	Results from biannual colleague survey. 2020/21 baseline figure are from the survey results gathered in 2021.	53%	n/a	57%

¹⁴ Senior management is considered to be our Executive Leadership Team and their direct reports. We would like to reach a position where females make up between 45% and 55% reflecting that it is a relatively small team and, therefore, percentage measures can be impacted by short-term fluctuations in individual roles. This approach also recognises that some individuals do not identify with traditional binary gender definitions.

Our People

Commitment	KPI Measure	Comments	Baseline (2020/21 unless otherwise stated)	2024/25	2025/26
Other key colleague measures					
	Colleague survey participation	Results from biannual colleague survey. 2020/21 baseline figure are from the survey results gathered in 2021.	88%	n/a	79%
	Staff turnover (%)	Staff turnover is calculated using average total headcount and total leavers made up of resignations, retirements & death in service.	4.4%	7.4%	6.9%
	Total headcount	Excludes all contractors, interim colleagues and agency staff.	4,385	4,137	4,049
	Number of operational sites with ISO 45001 certification	Includes all manufacturing sites, excludes offices and distribution centres.	9/9	7/7	7/7
	Lost Time Accidents ('LTA') per 100,000 hours worked		0.10	0.16	0.16
	RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) per 100,000 hours worked	UK food manufacturing average: 0.48	0.02	0.13	0.07
	Work-related fatal injuries		0	0	0
Be a caring community partner					
We will donate 1 million meals p.a. to those in food poverty	Number of meals provided to charities	Data includes direct product and financial donations. ¹⁵	593,859	1,135,482	1,013,700
Be more of a force for good in our communities by volunteering at least 1,000 colleague days each year	Number of days volunteered by colleagues to charities or registered good causes	1 day is at least 6 hours of colleague time from their paid hours. Recorded from 2022 onwards.		783	751
	Total Community Investment contribution value (in £000's)	Community investment is defined as the value of monetary (or equivalent) contributions to community-based organisations and initiatives that extend beyond our core business activities to help address a wide range of issues and causes aligned to our Enriching Life Plan. Not all community investment will be made directly to a charity, but the intention of the activities being funded or supported will be to deliver community benefit. This includes all direct and leveraged contributions including financial, in-kind, donations and volunteering.	£841.2	£1,262.7	£1,282.0

¹⁵ Data includes direct product and financial donations to programmes supporting food redistribution to those in food poverty and food insecurity. 1 meal = 420g for product donations, as per guidance from WRAP, and £0.20 for financial donations, as per guidance from FareShare.