

# KEPAK SUSTAINABILITY REPORT





# SUSTAINABILITY FOR ALL OUR FUTURES

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# KEPAK TODAY



We are a family-owned  
Irish Company



With over 4,500  
employees



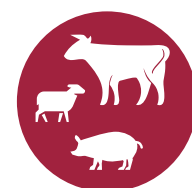
12 Manufacturing facilities in  
Ireland (8 sites) and the UK (4 sites)



Active in 43+  
countries globally



€1.5bn revenue



Primary processing of  
Beef, Lamb and Pork

























Value-added proposition  
& capabilities





# BRAND PORTFOLIO WITH REAL BITE







**Simon Walker,**  
CEO Kepak Group

# THROUGHOUT OUR HISTORY, WE HAVE FOUND INNOVATIVE WAYS TO FEED PEOPLE RESPONSIBLY, AND WE'RE ON A JOURNEY TO FIND NEW WAYS TO DO SO IN THE FUTURE

At Kepak we believe that sustainability should not be a side-line effort. It should be part of everything we do, a way of doing our job every day. Throughout our history, we have found innovative ways to feed people responsibly, and we're on a journey to find new ways to do so in the future. The world today is more complex than ever, and we are committed to helping build a sustainable food system that supports our farmers, suppliers, customers, people, and planet.

Our 2022 sustainability report is aligned to our strategy Kepak CORE which addresses the key impact areas of Agriculture, Responsible Sourcing, Resource Efficiency, Health & Nutrition and People & Communities. We have made considerable progress in these areas, including, but not limited to, the examples below.

- -21% reduction in Scope 1 & 2 Science Based Target Emissions vs 2018 base line
- Strategic green partnership focused on decarbonising heat using ActionZero's EscoPod system

- Collaborating with multiple cross industry partners including SAI (Regenerative Agriculture), Teagasc (Signpost farms), Glanbia (Twenty20), Bangor University, Scottish Rural University Consortium (SRUC) and the Agriculture & Horticulture Development Board (AHBD) to quantify and reduce emissions at farm level.
- Pioneering biodiversity research with Trinity College Dublin and the Irish Research Council to enhance pollinator diversity
- Culinary science innovation programme with Technical University Dublin focused on sustainable meat optimisation, packaging and nutrition

These achievements demonstrate the success of the partnership approach taken by our sustainability team in engaging with our industry peers in tackling the global challenge of climate change and we look forward to continuing this momentum with our farmers, suppliers, and customers in working towards a net zero emissions future.



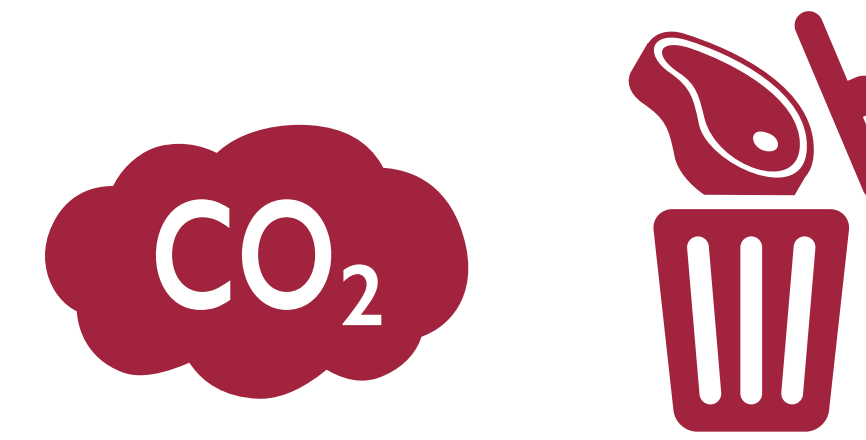


WE HAVE  
ACHIEVED  
MANY  
MILESTONES  
ON OUR  
JOURNEY  
SO FAR





# MEAT IN A NET ZERO WORLD



## REQUIRES WHOLE CHAIN IMPROVEMENTS AT EVERY STAGE



Helping to improve productivity and reduce GHG emissions when rearing animals, while maintaining world leading animal welfare standards.



Protecting the world's forests by sourcing soya for animal feed that avoids deforestation.



Reducing meat waste, GHG emissions and water impacts in the supply chain.



Helping to halve the amount of meat thrown away at home.



# SUSTAINABLE PARTNERSHIPS

Together with leading global food and Agri companies, we are proud to be collaborating with the following organisations focused on sustainable practices for a better world.

These organisations provide principle based frameworks, best practices, resources and networking events that have revolutionised how companies operate responsibly. By catalysing action, partnerships and collaboration, they make transforming the world possible and achievable.





# SUSTAINABILITY PROGRAMME

Kepak is a founding member of Origin Green; Ireland's pioneering food and drink sustainability programme. Operating on a national scale, uniting government, the private sector and the full supply chain from farmers to food producers and right through to the foodservice and retail sectors. The programme is the world's only national food and drink sustainability programme, and enables the industry to set and achieve measurable sustainability targets that respect the environment and serve local communities more effectively.



Sustainability Programme  
**GOLD MEMBER**  
2021

An initiative by

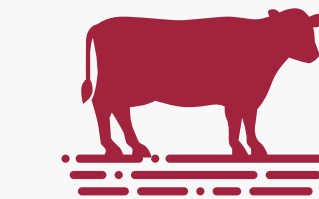
**BORD BIA**  
IRISH FOOD BOARD





# KEPAK CORE

OUR SUSTAINABILITY STRATEGY IS FOUNDED ON 5 PILLARS  
AND UNDERPINNED BY THE UN SUSTAINABLE DEVELOPMENT GOALS



AGRICULTURE  
AT OUR CORE



RESPONSIBLE  
SOURCING



RESOURCE  
EFFICIENCY



HEALTH &  
NUTRITION



PEOPLE &  
COMMUNITIES



SUSTAINABLE  
DEVELOPMENT GOALS

Along with the larger strategic initiatives across the pillars, People & Communities is the backbone of our sustainability strategy. The UN Sustainable Development Goals are the blueprint to achieve a better and more sustainable future for all. We believe that by aligning ourselves and our sustainability strategy to the outcome of these goals we will achieve a more sustainable business economically, environmentally and socially.

These goals provide the opportunity for all our employees to get involved in an area of sustainability that is meaningful to them, so we can drive a culture of sustainability throughout our business. We have developed a UN SDGs meter where any employee or site can report their initiatives, so employees can see the culmination of all the efforts across the organisation. No activity is too big, ***too small or too specific.***

We have been measuring our sustainability performance since becoming a founding member of Origin Green in 2012 and have aligned our strategy to the UN roadmap for more sustainable global development. Our 2018 baseline for this report was chosen as the group grew significantly in scale that year due to an acquisition, which increased our turnover by 50% and resulted in additional manufacturing facilities in the UK.



# AGRICULTURE AT OUR CORE



We believe we can achieve a world in which all aspects of the meat value chain are environmentally sound, socially responsible and economically viable. As a business rooted in agriculture and reliant on a network of over 21,000 individual farmers, we work collaboratively with our supply base to improve the sustainability of beef, lamb and pork production in Ireland and the UK.

In line with national targets to cut agricultural emissions in Ireland and the UK, Meat, and particularly beef, has been in the spotlight recently for its contribution to global warming mainly because of the methane that livestock produce when they digest their feed. Like many things, it's not a black and white picture and, from an environmental perspective, the location and production methods have a big impact. It's a fact that methane is a greenhouse gas. However, unlike other greenhouse gases like carbon dioxide which once produced, stays in the atmosphere forever, methane breaks down after approximately ten years. Levels of methane emissions are comparatively low in Ireland and the UK due to regenerative agricultural practices as the animals are left to graze on permanent pasture that act as a 'carbon sink'. In other words, the grass sucks the carbon dioxide out of the air to grow more grass and store the excess CO<sub>2</sub> in the soil. Along with our farmers we are working with other industry stakeholders to reduce methane emissions from our supply base through innovative breeding and feeding initiatives.

We work in multiple meat industry working groups and quality assurance schemes to ensure our efforts are aligned at regional, national and global levels. We are members of Sustainable Agriculture Initiative (Global), European Roundtable for Beef Sustainability, Origin Green/Bord Bia Quality Assured (IRL), Meat Industry Ireland, Meat Technology Ireland, Irish Cattle Breeding Federation, UK Cattle Sustainability Platform, Red Tractor (UK), signatories of the WRAP Courtauld 2025 agreement and members of their working groups supporting the drive for UK Agriculture GHG Reductions and reducing supply chain Scope 3 emissions.

NETWORK  
**21,000**  
individual farmers



An initiative by  
**BORD BIA**  
IRISH FOOD BOARD







# KEPAK FARM

Located in Dunboyne, Co. Meath, Kepak Farm is a store to beef finishing enterprise. Efficiency and sustainability are key on Kepak Farm where we host regular knowledge transfer sessions with our farmer supply base and producer groups on topics such as herd health, sourcing policies, intake protocols, biosecurity, housing facilities, nutrition, biodiversity, meeting market specification and best practice farm management.

Our farm is a centre of excellence for sustainability focused research. Currently we are working with a host of industry stakeholders such as Teagasc, Irish Cattle Breeding Federation, University College Dublin and Trinity College, and we have a number projects ongoing.

Kepak Farm has been selected as a **Teagasc Signpost Farm** with the objectives of acting as a research centre for on-farm carbon sequestration measurements and showcasing science-based technologies targeting agricultural emissions to:

- Reduce GHG emissions to the range 17.5 – 19.0 Mt CO<sub>2</sub> eq. by 2030;
- Reduce ammonia emissions by 5% below 2005 levels, currently estimated at 107.5 kT NH<sub>3</sub> by 2030
- Reduce costs and improve margins from farming
- Improve water quality & biodiversity



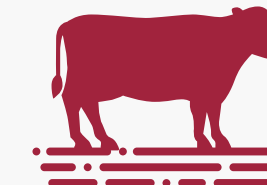
## MEAT EATING QUALITY (MEQ)

Role of genetics in MEQ - in conjunction with Meat Technology Ireland, ICBF and Teagasc



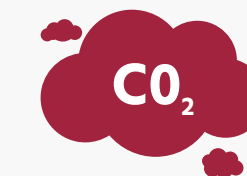
## BIODIVERSITY

Enhancing pollinator diversity through biodiversity-friendly management actions – in conjunction with Trinity College



## ANIMAL HEALTH

Implementing and monitoring the role of farm infrastructure and protocols on managing animal health.



## CARBON FOOTPRINT

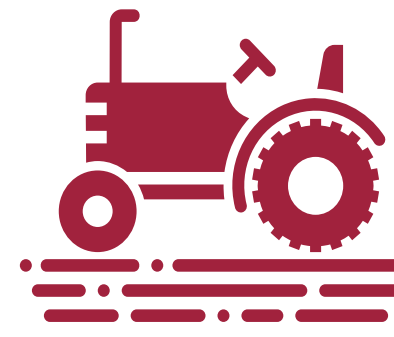
Exploring the role of carbon sequestration in conjunction with Alltech/ECO2.



## METHANE REDUCING FEED ADDITIVES

Trialling products with a control and treatment group of heifers and steers.





# REGENERATIVE AGRICULTURE PROGRAMME

DRIVING POSITIVE CHANGE

Regenerative agriculture is an outcome-based farming approach that protects and improves soil health, biodiversity, climate, and water resources while ensuring farm productivity.

Kepak are the only global beef processor to have been appointed to the steering committee of the SAI global Regenerative Agriculture programme which aims to:





**Twenty20™**  
BEEF CLUB

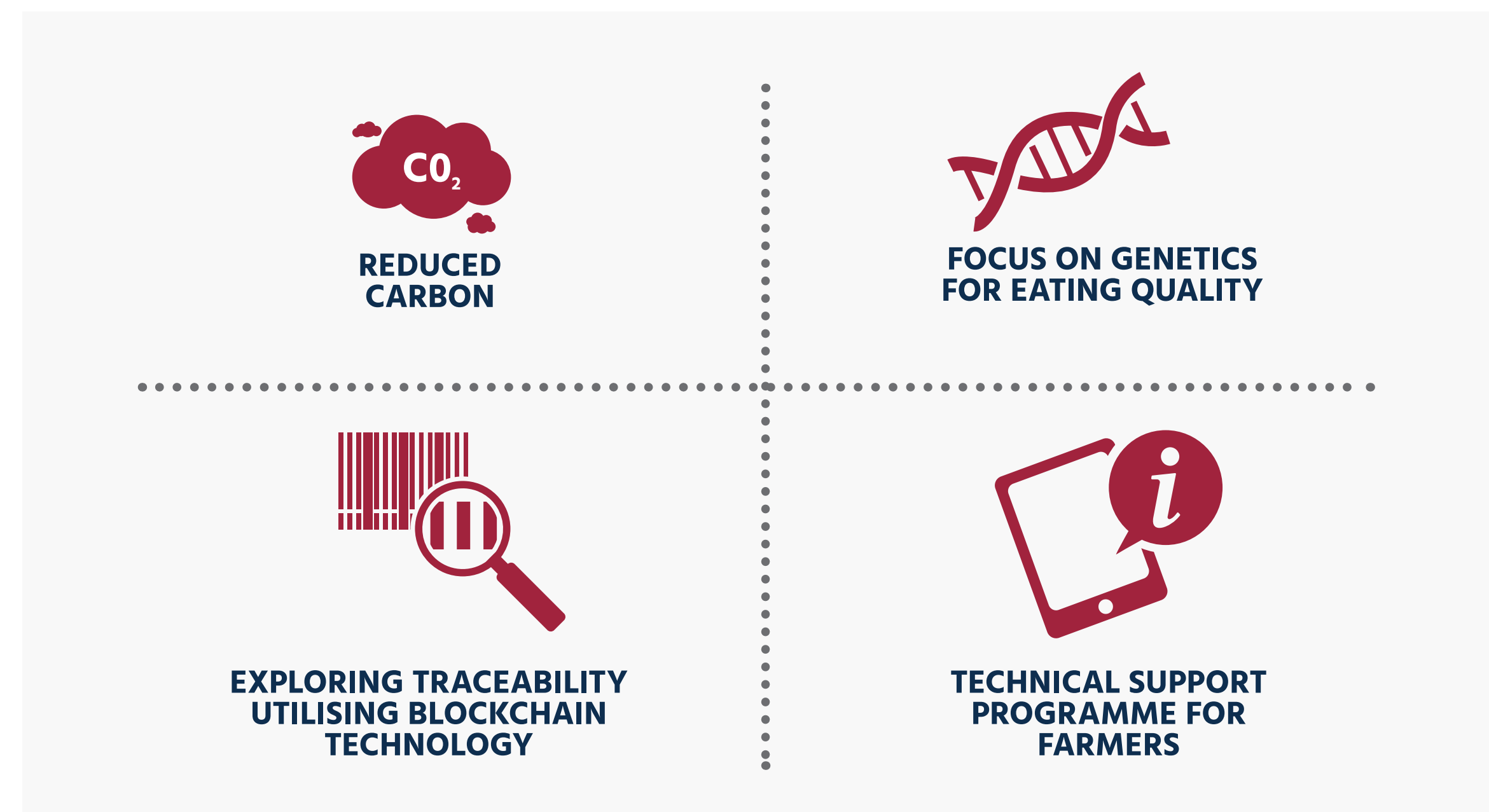
# 20% GHG emission reductions

In collaboration with Glanbia Ireland, we have developed the **Twenty20 Beef Club**. This club represents our clear vision for the future of the industry towards producing more economically and environmentally sustainable beef.

The Programme is based on providing member farmers with a production blueprint which includes;

- prescribed genetics and dietary inputs
- adherence to the Programme's protocols on animal health, welfare and nutrition
- technical support on breeding, nutrition and grassland management
- guaranteed pricing structure and market outlet, with an optional advanced payment scheme

As well as production efficiency gains, the Club provides greater financial stability to farmers and enhanced traceability to the end consumer. Early analysis indicates the programme brings GHG emission reductions in the region of 20% versus national average.







WE CARE FOR  
**700,000**  
**BEEES**

across our Kepak sites



## PROTECTING & ENHANCING Biodiversity

around our sites and on the farm

Protecting and enhancing biodiversity around our sites and on the farms of our suppliers is a key component of our agriculture pillar. We are a founding member of the Irish Business & Biodiversity platform and a business supporter of the All-Ireland Pollinator plan.

In conjunction with Trinity College Dublin and the Irish Research Council we are funding pioneering research to enhance pollinator diversity through biodiversity-friendly management actions at farm and business level. As part of this project, we have designated biodiversity champions at site level who act as citizen scientists to conduct and monitor biodiversity. Treatment plots in short and long grass meadows, wildflower and herb beds are being established in the green areas surrounding our sites. In addition, we have conducted biodiversity research at Kepak Farm and implementing those farm friendly biodiversity actions.

*"Our collaborative research to determine the effect of management actions, both on farmland and industry sites, is key to informing guidelines and policy, and ultimately contributing to reversing biodiversity loss."*  
Jane Stout, Professor of Botany Trinity College Dublin.

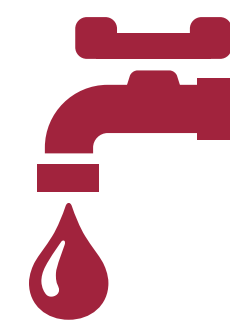
In addition to ongoing scientific research at sites, biodiversity plans cover a range of activity including - managing beehives, cultivating hedgerows, sowing wildflower meadows, planting fruit & native trees, building bird & bat boxes, organising local clean-ups and sponsoring biodiversity workshops for schools.



We are an operational partner of the BRIDE valley biodiversity project, an innovative agri-environment project based in the River Bride catchment of north-east Cork and west Waterford, Ireland. The project implements a results-based approach to conserve, enhance and restore habitats in lowland intensive farmland.

As part of our efforts in biodiversity we keep bees at the majority of our sites, including head office "The Thatch". The gardens around the site have proved successful in providing enough fodder for the 700,000 managed native honey bees and the wild pollinators we have befriended.





## Protecting our Water Resources

Kepak is an inaugural member of the Tamar Water Stewardship Board (TWSBB) for Devon & Cornwall, making a lead contribution to developing activities and unified messaging to food producers in the Tamar river catchment to enhance and maintain water quality in this catchment area.

Working closely with the TWSBB and Westcountry Rivers Trust, our producers within the Tamar catchment have also had the opportunity to take up the offer of free native broadleaf whips, enabling them to plant (strategically) the “right trees for the right place” on their farms.

Through our interaction with the Wye-Usk Agri Food Partnership, Kepak producers farming in the Wye and Usk river catchments on the England/Wales border were also able to take advantage of funding support to undersow their maize to avoid ploughing the soil and to get involved with a project aimed at creating new woodland along rivers and watercourses.







# Agri Education

on farming within the community and with schools and colleges

We have sponsored and participated in multiple initiatives to promote and educate on farming within the community and with schools and colleges.

One such programme is the Certified Irish Angus Beef Schools competition. This exciting competition, challenges students to rear five Irish Angus calves over 18 months while completing a research project. The initiative aims to promote the Certified Irish Angus brand while educating students about the care and attention required to produce quality beef for consumers. The cattle are processed at one of our sites and each group benefits from the proceeds raised through the sale of the animals. The overall winners also receive a bursary towards further education.



**ANGUS SCHOOLS COMPETITION WINNERS 2022**



# RESPONSIBLE SOURCING

Sustainable food systems rely on sustainably produced ingredients and inputs. This starts with responsible sourcing, which in turn requires traceability. For us, responsible sourcing is about having accountability for everything we purchase. We work with our suppliers to achieve the same standards as our customers expect from us. What this means for us is doing our due-diligence. Asking our supply partners the challenging questions and working with them on key sustainability initiatives focused on addressing climate change.



## Working Together for a sustainable supply chain

Across our business we have a broad range of suppliers of different products from protein to bakery, spices and packaging. For primary processing we have set group level sourcing policies on key sustainability topics including soy, palm oil, packaging and animal welfare.

We assess our suppliers on all elements of their sustainability performance including animal welfare for all animal-derived products, palm oil sourcing, soy and GM ingredients as well as ethical sourcing standards. The purpose of our sustainability assessment is not to eliminate any suppliers but identify those that may have gaps in their own sustainability performance and work with them to continuously improve their sustainability policies and share best practices.





# Packaging Strategy

We have aligned our plastics and packaging strategy with the **EU Single Use Plastics (SUP) directive** and the **UK Plastics Pact**. We have **committed to having all our branded consumer packaging recyclable or reusable or compostable by 2025**.

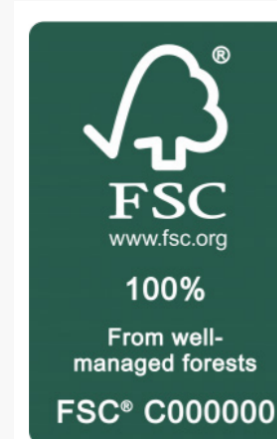
As a business, we continuously set ourselves ambitious annual targets to meet and exceed our own and our customer packaging commitments.

Where possible, we are designing our packaging in line with a circular economy. We are reviewing our entire packaging portfolio, both internal and external. We are endeavoring to optimise our packaging so as much as possible can be recycled back into the same or similar forms of packaging.

Although we cannot dictate or control recycling infrastructure in our key markets, we will look to align with industry best practice and optimise for circularity.

Where circular solutions do not yet exist, such as in the form of complex laminates, we are looking to reduce, downgauge or transition to recycle ready alternatives. We are continuously collaborating with packaging producers to deliver more sustainable and environmentally friendly packaging options. Within our factories, where soiled plastics present limitations on recycling, we are looking for alternate options and procedures to ensure our own internal packaging waste is diverted from landfill and recovered/ recycled.

We have eradicated harmful plastics like PVC (Polyvinyl chloride) and EPS (Expanded polystyrene) from our packaging lines and are transitioning to mono PET on rigid plastics.



Across the group 100% of our cardboard is Forest Stewardship Council (FSC) certified. FSC is the leading catalyst and defining force for improved forest management and market transformation, shifting the global forest trend toward sustainable use, conservation, restoration, and respect for all.

As a result of a packaging redesign project for our fresh meat products, we have reduced our cardboard usage by 140,000m<sup>2</sup> per annum.





## Progress towards sustainable soy

Kepak Group is committed to ensuring that any soy used in our supply chains in Ireland and the UK is deforestation and conversion free by 2025.

In 2021, we signed the UK Soy Manifesto to cut deforestation and conversion-linked soy from our supply chains by 2025. UK Soy Manifesto was launched at COP26 – we are aligning our public reporting with our UK Soy Manifesto commitments.

Kepak is a member of the UK Cattle Sustainability Platform and an active member of the UK Roundtable on Sustainable Soy – our work in this area has been particularly important during 2020/2021 to identify and define the challenges for the beef and lamb sector so that we can all work together to drive the change that is needed to enable imported soy that is destined for livestock feed to be sustainably sourced, segregated and labelled.





# RESOURCE EFFICIENCY



Resource efficiency is the one basic principle that underpins the entire circular economy strategy and is fundamental to the way in which we run our sites. By using fewer resources, in a more efficient manner we create green growth, sustainable jobs and better protect the environment.

We recognise climate change as one of the biggest threats facing the world today and the business has had a longstanding commitment to reducing the impact of our operations.

Kepak are committed to the Science Based Targets initiative, a partnership between CDP, the United Nations Global Compact, World Resources Institute (WRI) and the Worldwide Fund for Nature (WWF). We set a target of reducing absolute Scope 1 and Scope 2 GHG emissions by 51% by 2030 from a 2018 base year, and are pursuing efforts to limit global warming to 1.5 degrees Celsius.



SCIENCE  
BASED  
TARGETS



DISCLOSURE INSIGHT ACTION



WORLD  
RESOURCES  
INSTITUTE



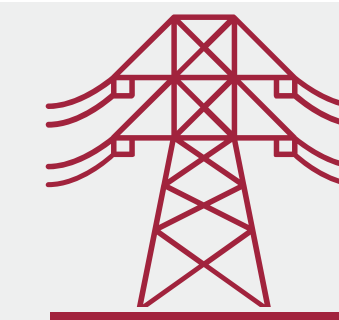
1  
SCOPE

DIRECT GHG emissions  
associated with processes of  
combustion related with our activity



2  
SCOPE

INDIRECT GHG emissions  
resulting from the generation of  
electricity purchased

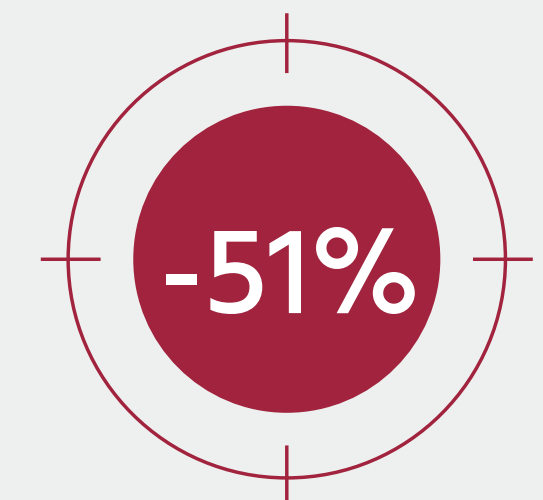


3  
SCOPE

INDIRECT GHG emissions  
related to supply chain



TARGET YEAR 2030



Reduction in  
Scope 1 & 2  
GHG emissions



# GREEN ENERGY

We have switched all our Irish and UK sites to green energy. This will result in a 53% reduction in scope 1 & scope 2 emissions.

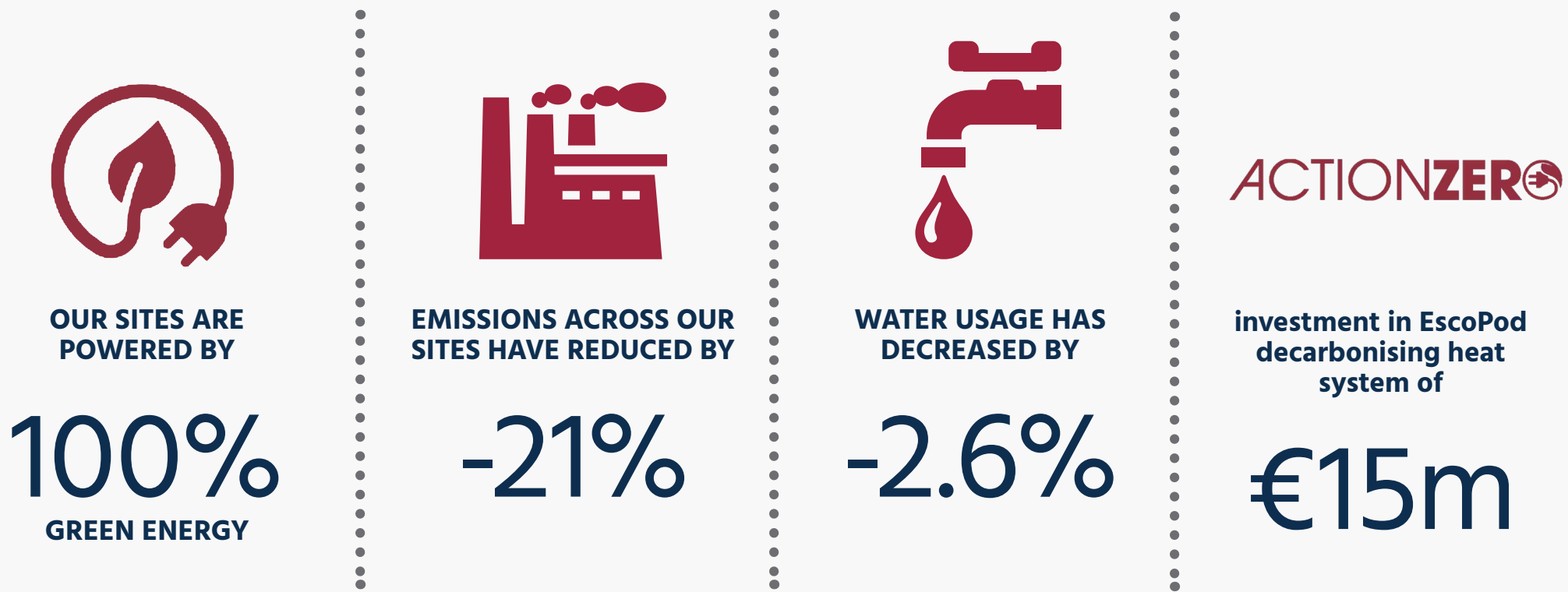
We have wind turbines at our Kepak Cork Site (IRL) and Kepak Merthyr Site (UK). Our Cork turbine supplies 31% of its energy requirements, Our Merthyr turbine provides 11% of the sites energy needs. By installing the wind turbines we have a carbon footprint reduction of 8,671 tons equating to the same amount of carbon as sequestered by 619,383 10 year old trees in one year.



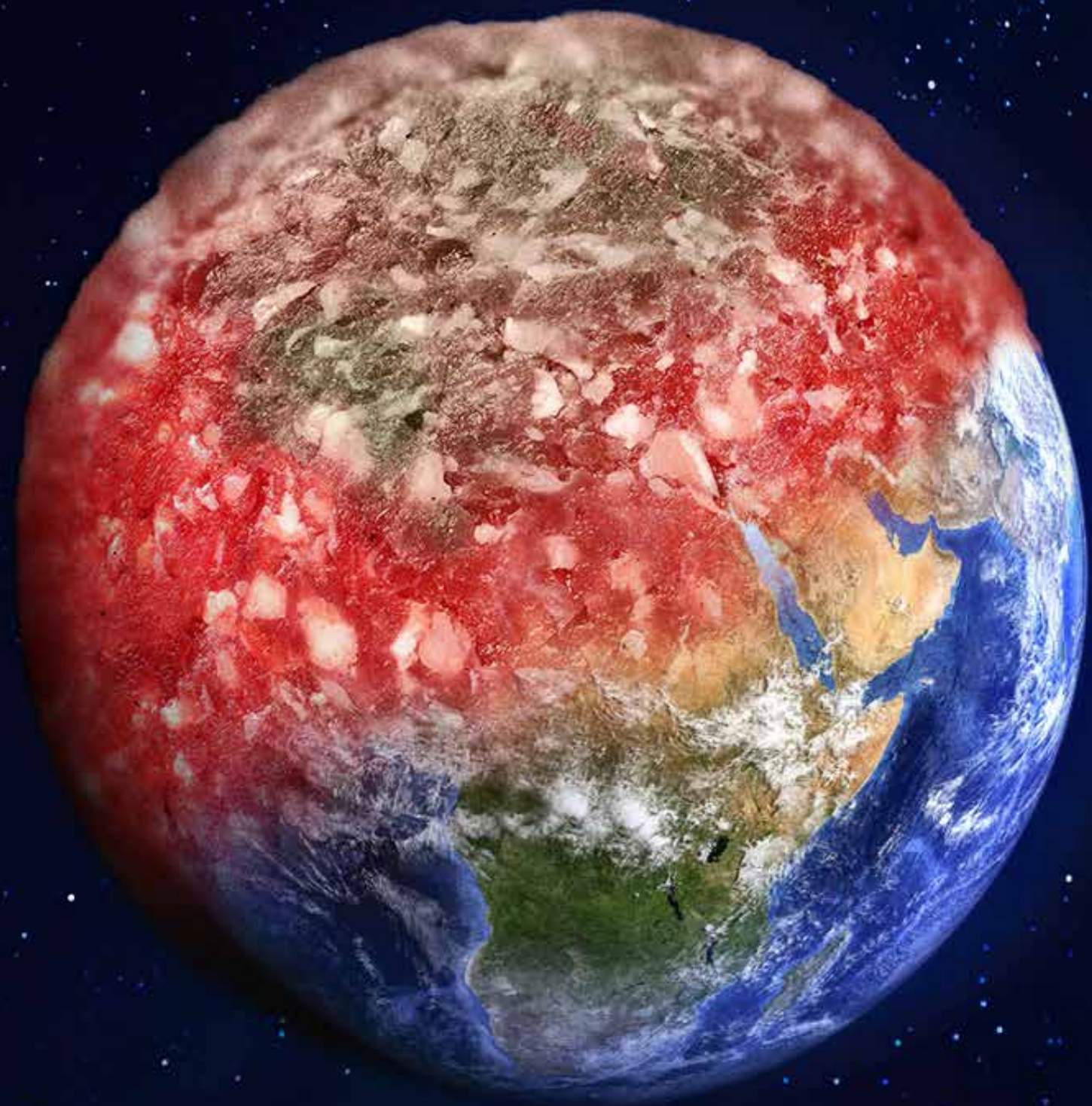
ISO 14001 is the international standard for environmental management systems and provides a systematic framework to manage the immediate and long-term environmental impacts of an organisation. Currently over 80% of our sites have ISO 14001 environmental certification which provides a framework to:

- Minimize our environmental footprint
- Diminish the risk of pollution incidents
- Provide operational improvements
- Ensure compliance with relevant environmental legislation

We are committed to reducing the impact of our operations and have made good progress across a number of impact areas:







# WASTING FOOD FEEDS CLIMATE CHANGE.



## Food Waste feeds climate change

Approximately one third of all food produced for human consumption is lost or wasted from the farm to the fork. This huge level of inefficiency has economic, social, and environmental impacts. Food that is ultimately lost or wasted consumes a quarter of all water used by agriculture, requires land area the size of China and is responsible for an estimated 8% of global greenhouse gas emissions.

In 2017, aligned to **UN Sustainable Development Goal 12.3** we pledged to reducing our food waste by 50% by 2030. As part of Champions 12.3, we have committed to a “Target-Measure-Act” approach under the 10x20x30 initiative and publicly report our food waste on an annual basis via WRAP.

In 2021 after all food surplus went to food poverty related charities such as Food Cloud (IRL) and Fare Share (UK), our food waste was measured at 0.9% of food handled.

As a natural consequence of the manufacturing process, there are some parts of the animal that for safety reasons cannot be used for human consumption. Even though this waste was never suitable for human consumption and doesn’t contribute directly towards our waste figures, we are working on initiatives to reduce the proportion of this waste.

Our Category 3 waste is used to produce highly nutritious pet food and the tallow is used as a raw material for a wide range of household foods such as cosmetics and lubricants. In addition to this, we send inedible parts (Category 1) material to be broken down to produce CAT 1 tallow which is primarily used as a feed stock for the biodiesel industry through esterification process, ultimately becoming a biofuel. The MBM can also be processed as a fuel to power plants and cement manufacturers to fuel their kilns.

In 2021 we produced over 37 thousand tonnes of Category 1 material which was used to create approximately 1 million MJ of biofuel to power the biodiesel industry. That’s enough to power New York City for 2 days!





# HEALTH AND NUTRITION



What we eat influences our health and the health of our planet. We believe that good quality meat can and should form part of a sustainable diet. Ireland and the UK have a unique natural advantage for farming in an environmentally friendly way due to our abundance of rainfall and temperate climate.

Lean red meats including beef, pork and lamb play an important part in a healthy balanced diet. They have a high nutrient density and are an essential source of iron, zinc, omega-3 and protein – all nutrients that are needed to keep the body and brain functioning well. Meat is also an important natural source of B vitamins, including B12, which is not found naturally in foods of plant origin

We are aware however that consumers are no longer choosing food solely on the basis of health and nutrition but also on the basis of making a sustainable choice. This is what our health and nutrition pillar of our sustainability strategy is all about. By responding to food trends and striving to understand how our products fit within a sustainable diet we can ensure that we promote our products responsibly.



## SUSTAINABLE DIETS COMPASS

We have developed a “sustainable diets compass” that will analyse the health, nutrition and environmental profile of our key products. We benchmark these products against UN FAO, WHO & EU sustainable diet guidelines.

The idea of sustainable diets compass is that we can map our portfolio to identify food that is healthy for both people and planet and prioritise products that require reformulation to improve their nutritional profile or environmental footprint.





# Innovation meets nutrition

We have invested €250,000 in culinary science-driven food innovation partnership with TU Dublin. The Partnership will establish first of its kind sustainable meat and protein research focused on meat optimisation, sustainability, packaging, health and nutrition.

The partnership underlines our commitment to sustainability and innovation in food production in this ever-changing consumer environment and shows how we are leading the way for developing ground-breaking research that tackles the global challenges of climate change and food supply. In addition, it underlines our dedication to enhancing the education of the next generation of talent in the sector.

# Guiding principals for health and nutrition

Putting our food systems on a sustainable path brings new opportunities. New technologies and scientific discoveries, combined with increasing public awareness and demand for sustainable food, will benefit all our stakeholders. To ensure our offering reflects the changing regulatory landscape we closely follow developments in the following areas:

- EU Farm to fork strategy
- UK Obesity Strategy
- Irish reformulation roadmap
- UN FAO & WHO sustainable healthy diets guidelines

Over the last year we have focused on improving the nutritional profile of our Rustlers range with the result of removing







# 100%

## increase in UN SDG activities from 2018 to 2022 (100 to 204 local site initiatives)



People & Communities encompass our people and the communities in which we operate. Alongside the larger strategic initiatives across the pillars, People & Communities is the backbone of our sustainability strategy. It provides an opportunity for all colleagues to get involved in an area of sustainability that is meaningful to them, so we can drive a culture of sustainability throughout our business.

In 2018, we restructured our People & Communities efforts under the direction of the 17 UN Sustainable Development Goals. We believe that all 17 of the goals are important, and while some are more pertinent to us as a business, others are more personal to our employees, and for us, getting as many of them as possible involved is key.







# KEPAK **KEEPSAFE**

Protecting our people at work is an absolute given. We must, and will, continue to invest in the health and safety of our people.

As a designated essential service provider, we have remained safely operational throughout the Covid-19 pandemic ensuring that there is an adequate and quality supply of food available to customers and consumers. Keeping our factories safe has involved the implementation of a wide and comprehensive range of control measures, including but not limited to routine rapid test screening of staff, physical distancing and additional hygiene protocols, at all our locations across Ireland and the UK. In both jurisdictions, rigorous inspections have been carried out by the relevant public health authorities to ensure that best practice protective measures and procedures are in place and always adhered to by our front-line teams.

Our Health & Safety strategy is structured around three core pillars of Training, Involvement & Recognition. Key metrics for 2021 were:

**TRAINING**  
**25,000**  
H&S TRAINING  
MODULES COMPLETED

**INVOLVEMENT**  
**100+**  
H&S CONTINUOUS  
IMPROVEMENT  
PROJECTS

**RECOGNITION**  
**3,200**  
H&S AUDITS  
COMPLETED

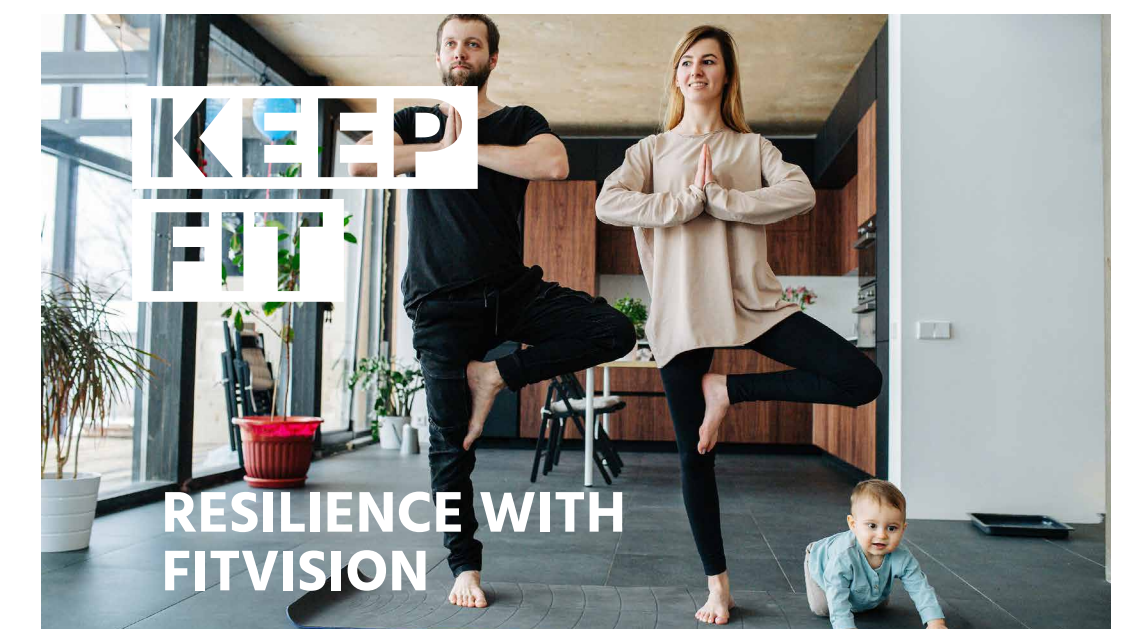




# KEPAK KEEPWELL

Our Keep Well programme is underpinned by our company values and aligned with our commitment to **UN SDG 3: Good Health & Well-being**. The programme focuses on four key areas of wellness with weekly Wednesday well-being events:

- Keep Balanced (Mental Wellbeing)
- Keep Fit (Physical Wellbeing)
- Keep Healthy (Nutritional Wellbeing)
- Keep Connected (Social Wellbeing)







# KEPAK



## KEEP LEARNING

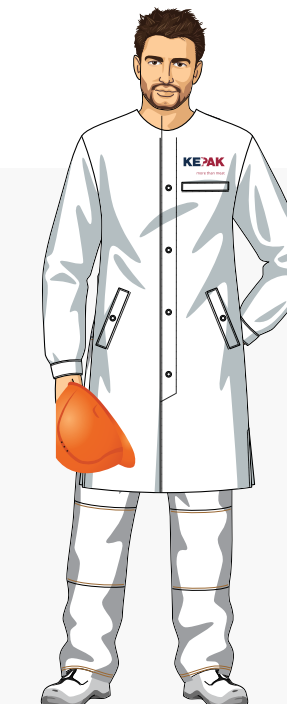
Our ambition to grow as a business is equalled only by our ambition to grow the careers and professional satisfaction of our people. The right people, with the right skills, in the right roles is critical to our success. Whilst what we do is important, how we do it is even more so. To bring clarity to how we deliver, we have developed a behavioural competency framework focused on key success factors. Our Success Factors underpin internal development and form a critical part of career progression.

We have also developed a digital learning hub on Kepak Connect which allows for self-directed learning to support our formal learning and development programme Kepak Keep Learning which is focused on those who are:



### LEADING SELF

- Apprenticeship & butchery programme
- Graduate programme



### LEADING OTHERS

- Leading from the front
- Insights discovery

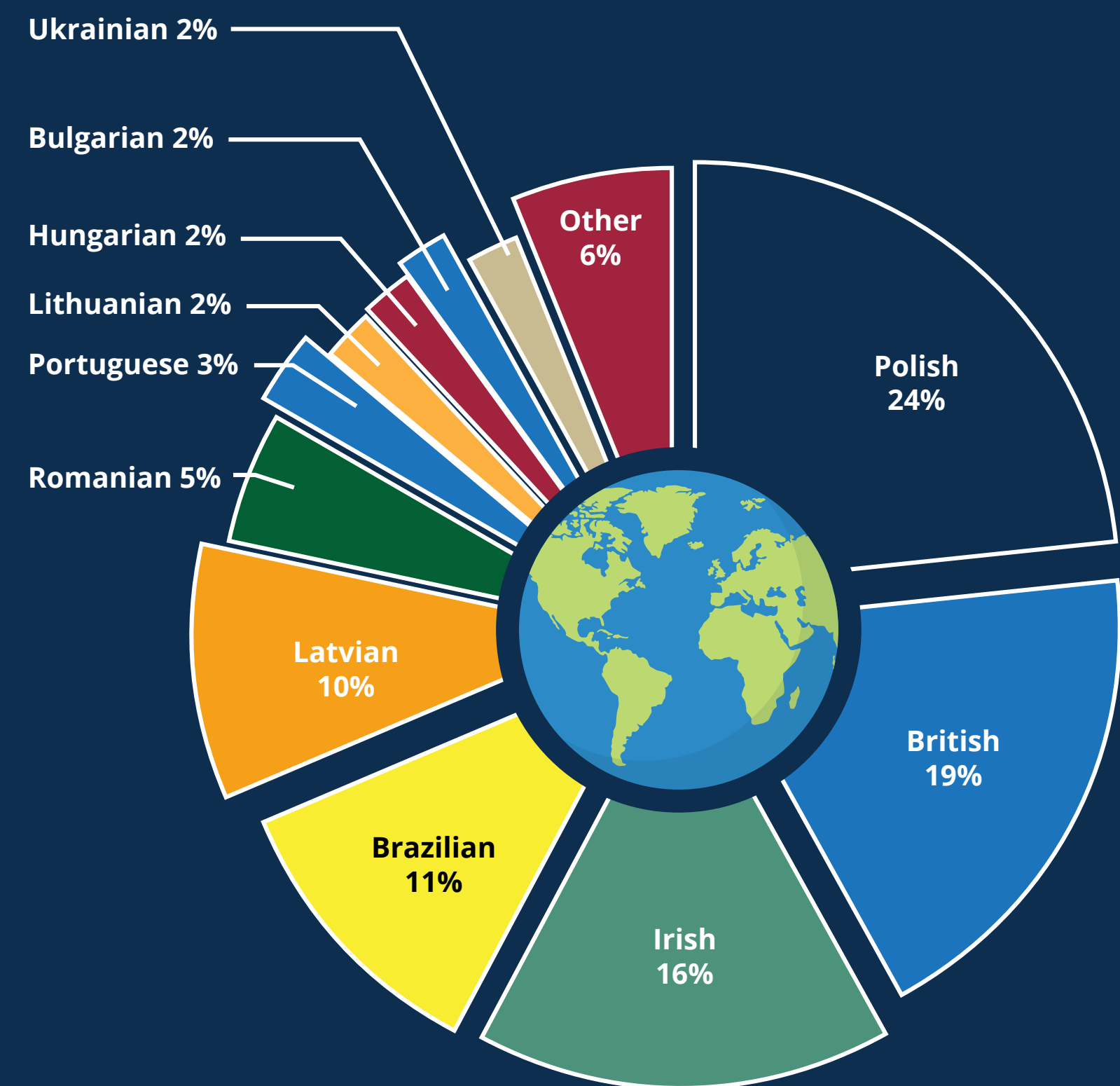


### LEADING ORGANISATION

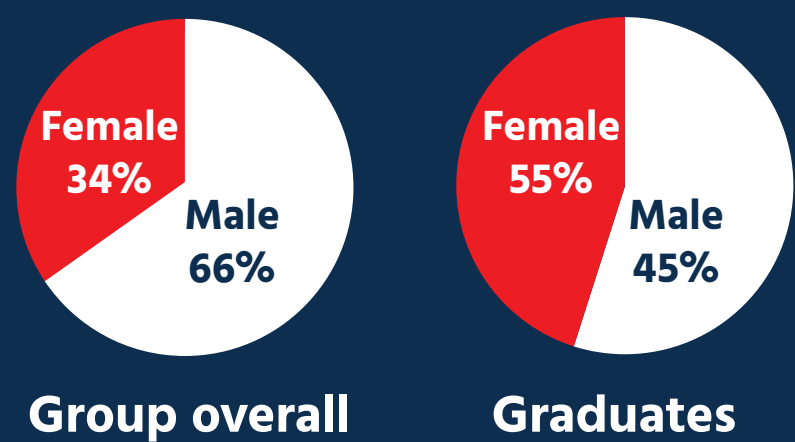
- Insights discovery
- Coaching & Mentoring



# EMPLOYEE CULTURAL DIVERSITY



# GENDER BALANCE



# Diversity & inclusion

We believe that a more diverse and inclusive workforce results in better decisions, more innovation and increased talent pool. Kepak values have always rewarded hard work and passion regardless of gender, age, race or beliefs. Today we have a large multicultural workforce and take a proactive approach towards ensuring an inclusive work environment. With that in mind we are active participants and members of the Grocery Aid D&I programme, Bord Bia AgDiF & Meat Business Women. We also believe in raising awareness of the topic in order to generate action by celebrating key UN Observance days such as International Day of Women in Science, International Women’s Day & World Day for Cultural Diversity for Dialogue and Development.



Together with other leading FMCG businesses we are proud to support Grocery Aid Diversity and Inclusion programme, a community which is a catalyst for change. Inspiring and challenging everyone in our sector to take a more progressive approach.



The Agri-Food Diversity and Inclusion Forum (AgDif) is a collaborative initiative, led by Bord Bia and Aon in partnership with The 30% Club. We form part of the advisory group and task force.



We are a strategic partner of Meat Business Women who are focused on improving the sustainability of the meat industry, which faces external pressures in terms of its image and internal challenges from historical bias in relation to gender balance.

*“It’s fantastic that Kepak is investing proactively in the development of female talent and giving women throughout the business the tools they need to succeed.”*  
- Laura Ryan, chair of Meat Business Women





# COMMUNITY PARTNERSHIP



In alignment with **UN SDG 2: Zero hunger** we have partnered with Simon Community in Ireland since 2018. To date we have **donated meat serving over 180,000 meals, reducing the charity's meat costs by almost 30%**, freeing up much-needed funds which can be put towards the charity's other worthwhile initiatives.

*"We are truly delighted to have Kepak come on board to help us provide a nutritious roast dinner to the many families who simply cannot afford one".*

- Louisa MacKenzie, Simon Community



FareShare



FoodCloud



## DONATIONS PREVENTING FOOD WASTE

We have donated over 1.7m portions of meat to over 3,500 charities and community groups, tackling hunger and food waste.

## CHARITABLE & COMMUNITY FUNDS

Our donations to charities, community groups and educational institutions are driven by our company value of #Responsibility. As well as supporting group and site initiatives, Kepak provide the option to our employees of nominating their chosen charity partner through our Charitable Donations Fund. This fund was established to support causes close to the hearts of our colleagues and their communities. Each year we receive a large number of worthy nominations, and the beneficiaries are selected based on the impact that they have made on our colleagues' lives.





# INSPIRING YOUNG MINDS



“To inspire and motivate young people to realise their potential by valuing education and understanding how to succeed in the world of work” is the mission of Junior Achievement.

Kepak is proud to partner with JAI to help mould the next generation of young entrepreneurs and business associates. We are currently involved with schools throughout Ireland. We encourage each of our graduates to become mentors with JAI, then link them to a school near their workplace.



## SPORT SPONSORSHIPS



Our sports sponsorships are driven by our company value of Teamwork. Our headline sponsorships include Meath Ladies Gaelic Football Association and AFC Flyde Football club. In addition, we sponsor a large number of local sports clubs in the communities in which operate.

“We are very pleased to have Kepak on board as our headline sponsor. Their support of the 20×20 campaign, an all-inclusive movement to shift Ireland’s cultural perception to women’s sport is instrumental in helping us achieve the development of our players. It is great to see a global company remaining true to its roots and willing to re-invest in local communities.” – Fearghal Harney, Chairperson, Meath LGFA

“We have a very strong working relationship with Kepak and have always been incredibly proud of the shared values we have. The work that the Community Foundation undertakes every day is fantastic and Kepak compliments that with their continued support”. - Jonathan Eighteen, AFC Fylde Commercial Manager



## BIKE TO WORK SCHEME

Over 750 Kepak employees have participated in the Bike to work scheme across IRL & UK resulting in physical exercise and carbon footprint reduction.

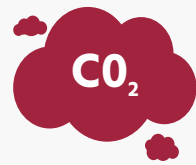




# FUTURE

# COMMITMENTS

Our future commitments are focused on embedding all 17 UN Sustainable Development Goals across the business. Our focus has been on integrating acquisitions with the overall group sustainability targets; resulting in a new baseline for 2018 and group wide goals out to 2030. This combined with our Kepak CORE sustainability strategy will guide us in achieving these targets and reporting our progress on an annual basis.



We have committed to reducing Scope 1 & 2 emissions by **51% by 2030** as verified by Science Based Targets and will identify our Scope 3 emissions target by 2023.



As a signatory of Coultard 2025 and in line with UN SDG 12.3, we will **reduce our food waste by 50% by 2030**.



By 2025, all our branded consumer **packaging will be recycle ready** and aligned to the UK Plastics Pact and the EU Single Use Plastics Directive.



**By 2023**, we will map our key product offering via our sustainable diets compass relative to the **UN and EU sustainable diet guidelines**.



Kepak Farm to act as a Centre of Excellence of **sustainability and knowledge transfer** for our farmer suppliers.



We will continue to champion **UN SDGs through our People & Communities** pillar with activities in all 17 goal areas at each site.



Continue to **enhance the biodiversity of surrounding natural areas of our factories, communities and farming landscape** measured by number of species in surrounding areas or through remote sensing.