

2019 Sustainability report



Nomad Foods

Contents

About this Report

This is Nomad Foods' third annual Sustainability Report, covering the calendar year from January to December 2019. This report covers all trading subsidiaries of Nomad Foods, including the acquisitions made during 2018, unless specified otherwise.

The most recent previous report was published in May 2019.

This report is influenced by the Global Reporting Initiative (GRI), and includes standards defined by the GRI guidelines. It meets the requirements of the EU Directive on Non-Financial Reporting.

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Introduction



Message from our CEO

Welcome to Nomad Foods' third Sustainability Report. Though our report focusses on 2019, it is impossible not to acknowledge the situation we find ourselves in globally as this report is published.

The impact of the COVID-19 pandemic on the way we live was unimaginable just a few short weeks ago. Our purpose as a company is to serve the world with better food which has never been more meaningful than it is today. The role of nutritious food and mealtimes has been essential in providing comfort and stability to our everyday lives. Our brands - Birds Eye, iglo and Findus - have been at the heart of family life for over 60 years and we're working hard to continue providing families with great tasting and nutritious food during these difficult times.

As a leading European food company, we can see the economic impact on the lives of our consumers and fellow citizens. We are taking an active role to help the communities most affected and have created a €3 million fund to provide financial support and food donations in all the countries where we operate.

How long this period in our lives will last is impossible to predict but, as a company, we will not lose sight of our role in delivering a sustainable future. Every day millions of households across Europe serve the food we make and we are determined to play a role in helping our consumers eat sustainably.

Our sustainability strategy is a European-wide programme with the ambition of making a difference at every mealtime through affordable and sustainable food. Our strategy is built on six ambitious targets and I am pleased to report that overall, we have made good progress against our commitments in 2019. For example, 95% of our fish and seafood is now from certified sources, such as MSC and ASC, which is an increase from last year. We are also proud to offer more than 800 MSC and ASC certified fish products across the markets where we operate.

Our nutritious portfolio continues to be a strength of ours with as much as 90% of our sales coming from products verified as a Healthier Meal Choice.

In some areas, such as recyclable packaging, we have made less progress due to the complexity of the issue. We remain committed to achieving all our targets.

In 2019 the link between the health of people and the health of the planet and the need to rebalance our diet has become even more widely understood. I believe that, as we navigate the after effects of COVID-19, sustainability will emerge even higher on the agenda and we are already working on new initiatives in 2020 which I am looking forward to reporting on in 2021.

Stefan Descheemaeker,
CEO



Nomad Foods at a Glance

Nomad Foods is Europe's leading frozen food company. Every day, over eight million European households enjoy products from our leading brands, which include Birds Eye, Findus and iglo.

We have a varied portfolio, which includes a range of iconic fish and seafood, vegetable, chicken and ready meal products. Our supply chain stretches from the fields, farms and oceans where the raw materials for our products are grown, to the tables of consumers across Europe. In 2018, we acquired two new brands: Aunt Bessie's and Goodfella's Pizza. We operate in 13 major European markets, with a factory footprint consisting of 13 sites across 8 European markets. All this is overseen by our team of employees, led from our headquarters in Bedford, UK.

As we now have a full calendar year of data, all figures given in this report cover all trading subsidiaries including these acquisitions, unless otherwise specified.

Our global supply chain

Nomad Foods is a €2.3bn business with a global supply chain. We have direct operational control over many elements in our supply chain, whilst for others our influence is less direct.

Our supply chain includes the purchase of raw material, components, semi-finished goods and ready-made products across a number of cat-

Our Brand Portfolio



egories. Our direct suppliers are subject to our policies, standards and product specifications, as described throughout this report. Where we have less direct control, for example when we purchase ingredients or products from another producer, we select suppliers who reflect our high standards and agree to strict specifications.

Once purchased, materials are transported to our manufacturing sites and warehouses before being distributed to local markets and sold through retailers and foodservice providers, eventually reaching the end consumer.

The main areas under our direct influence are vegetables grown by our contracted farmers; the transportation of raw materials between our sites; all processes that take place within our operating sites; communication with consumers through advertising; product labelling; and our Consumer Care Line.

Our influence is limited in areas such as the primary production of raw materials; the processing of goods by third party suppliers; and the transportation of goods to and from retailers and other customers. We also have less direct influence over consumer transportation, preparation and consumption of our products.

To extend our impact beyond our immediate supply chain, we work in collaboration with other businesses, through industry associations and with advocacy organisations such as the Marine Stewardship Council (MSC), the Sustain-

able Agriculture Initiative (SAI), AIM (the European Brand Association) and the UK Waste and Resources Action Programme (WRAP). We also participate in networks and pacts at a national level. For example, we have signed the UK Plastics Pact to address plastic waste; the Fossilfritt Sverige pledge to achieve fossil-free domestic transport by 2030 and the Peas Please initiative to support everyone in Britain to eat an extra portion of veg a day.

Markets Where We Operate



4766 employees

Materiality

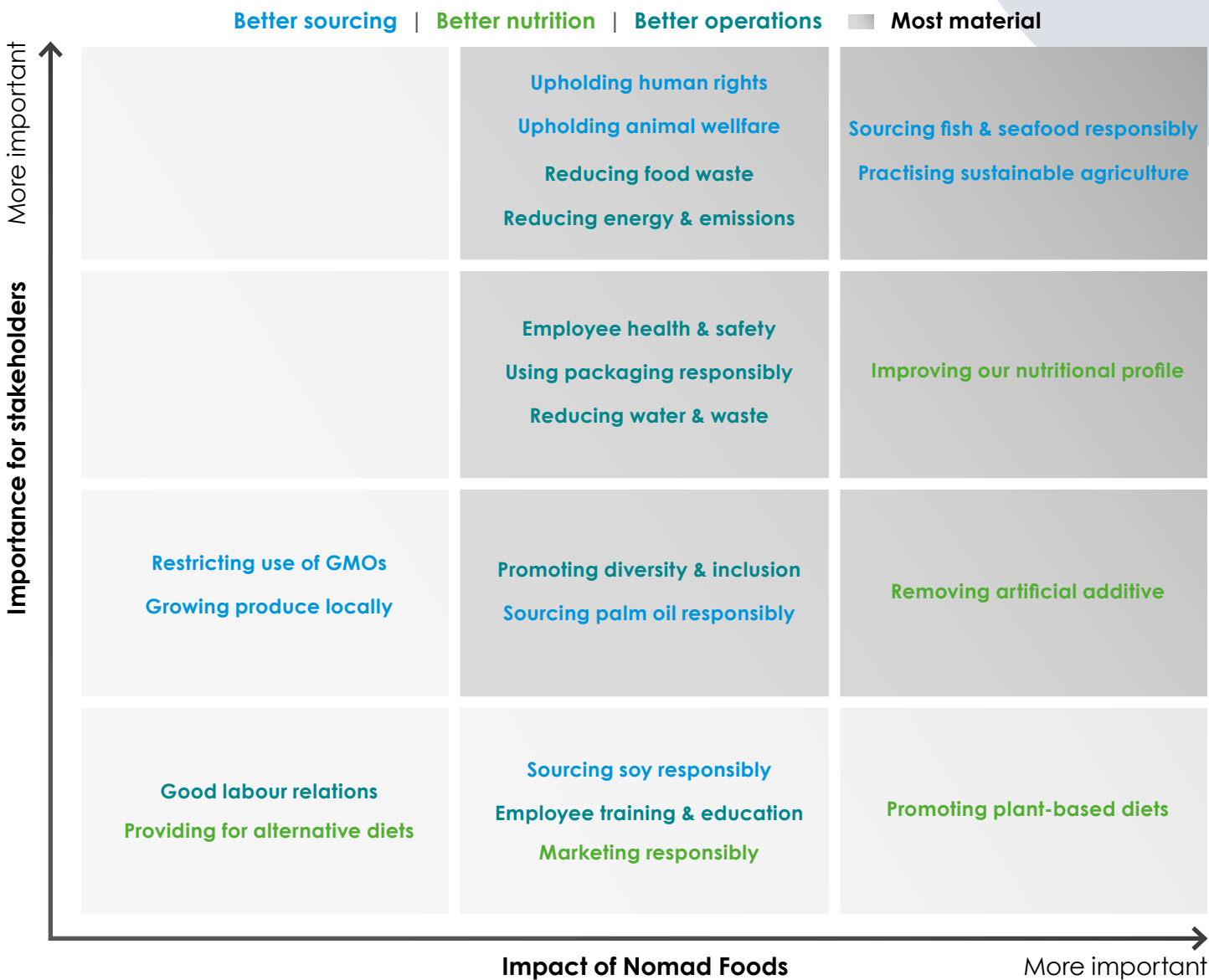
In 2019, we conducted a materiality assessment to explore with internal and external stakeholders whether any issues had increased or decreased in priority since previous years, and to identify any emerging issues.

Our research included a quantitative survey with 600 consumers across four European markets in which we operate, and interviews with internal and external stakeholders including NGOs, retailers and suppliers. We used the insights from this research, the results of our previous stakeholder engagement processes and our knowledge of the impacts of our business to develop the materiality chart displayed.

The chart is an illustrative representation of the results of our materiality assessment. The most material areas are in the darker boxes and are covered in more detail in the report.

There are also areas, such as upholding food safety and quality and ensuring zero tolerance of corruption, bribery and anti-competitive behaviour, that are fundamental elements of how we do business. These are covered in the final section of the report.

The materiality assessment showed that there have been no substantive changes from 2018, although stakeholders placed more emphasis on practising sustainable agriculture.



Managing Risks

Global health and sustainability challenges pose major risks to our planet, our stakeholders and our business.

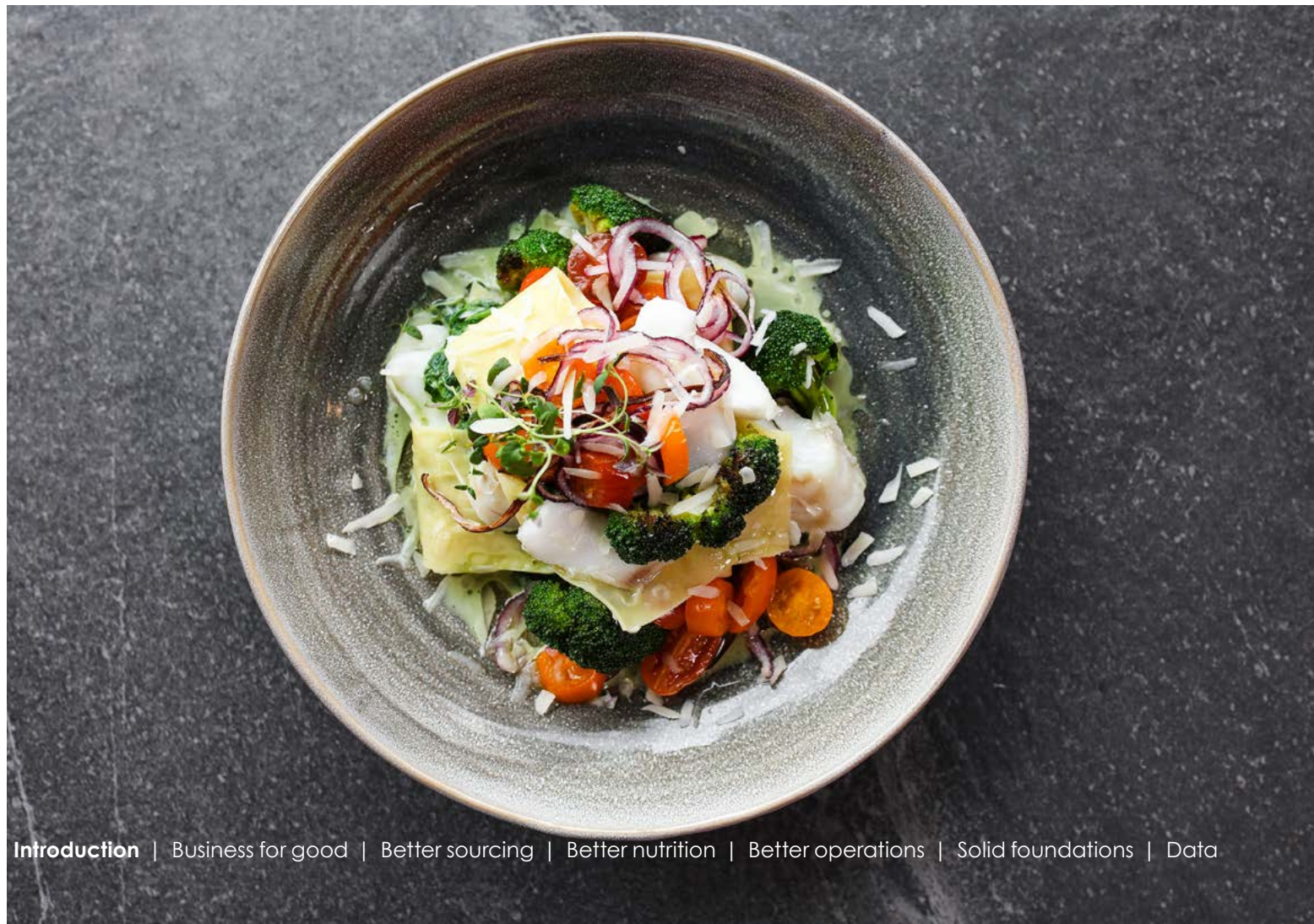
The issues of climate change, biodiversity loss and widespread social inequality threaten lives and livelihoods across the world. These issues present risks that include extreme weather conditions, ocean heating and acidification, and scarcity of crucial resources such as water and agricultural raw materials, as well as social unrest.

There are a number of risks associated with unsustainable food production, which include the depletion of fish populations through overfishing and damage to soil health and biodiversity. Rising obesity levels also pose a global health challenge, increasing the risk of non-communicable diseases and pressure on health services.

Across the markets in which we operate, consumer demand for healthy, responsibly produced products is rising rapidly. In addition, media scrutiny, heightening governmental regulation and mounting pressure from NGOs bring financial and commercial risks for businesses who fail to act in accordance with high environmental and ethical standards. These include loss of consumer trust, loss of investment from shareholders, and reputational damage, as well as the threat of legal action.

The importance of these risks cannot be overstated, and we place these at the heart of our business practices. We work to manage and mit-

igate risks through a range of measures, which include implementing clear policies and procedures across all material sustainability areas, as detailed throughout this report, and continually assessing risk through our [Risk Heat Map](#).



Business for good



Our Purpose

As a leading European food company, we play an important role in the lives of our consumers. Every day millions of households across Europe serve and eat the food we make.

This simple fact carries a responsibility with it, especially as we know the world is changing around us. We all have a part to play in solving some of the challenges the world is facing.

Our purpose, serving the world with better food, defines our role as a company. It is our compass but also a call to action.

Nomad Foods is a young company but our brands have a long history of serving the world with better food. They have built the frozen category on great tasting, convenient and nutritious food.

Our purpose has been built on three principles: Better Food, Food for All and Eating for the Planet.

Nomad Foods
Serving the world with better food



Better Food

At the heart of what we all do every day is making the food we produce better; better for our consumers and better for the planet. Our focus is always on better taste and better nutrition, underpinned by the quality of our ingredients and recipes.

Food for All

We make products that are at the centre of everyday family mealtimes. They are affordable, available in supermarkets across Europe and in homes 24 hours a day, ready to cook in a moment. Our focus is on ease of use and our products can be prepared using a variety of cooking methods to suit every culture in Europe.

Eating for the Planet

We improve the life of our planet through the way we source and make our food and we improve the health of our consumers when they eat our food. Our focus is on a sustainable diet because the healthiest diets are the most environmentally sustainable. What is good for me is good for the planet.



Eating for the Planet

Since we launched Our Sustainable Path in 2018, the fundamental link between the food we eat and the global climate crisis, as well as the need to transform the way we produce and consume food, has become better understood.

Sustainable eating is critical to the future of the planet and our business. That is why we have re-named our sustainability strategy Eating for the Planet.

We know that it is the healthiest diets that are the most environmentally sustainable and we believe the solution is in a shift towards a future-proof, sustainable diet. Shifting to a diet that is high in vegetables, plant protein and responsibly sourced fish, and low in red meat is proven to have a positive impact on both the health of consumers and the planet, particularly when combined with efforts to minimise the effects of food production on the environment.

We have the portfolio to empower consumers to make the right choices and it is our ambition to make eating for the planet sustainable, healthy, tasty and accessible for all.

The foundation of our strategy is built on sourcing, nutrition and operations. It sets out our ambitions in each area, supported by specific, time-bound commitments to ensure continued progress.

Better Sourcing

We want to be the recognised leader in fish and vegetable sourcing. This means sourcing our fish and seafood products with care and respect for people and the environment, and ensuring that all our vegetables and potatoes are grown according to third-party verified sustainable agriculture principles.

Better Nutrition

We help families eat a more balanced diet. This includes improving the nutritional profile of our portfolio, using our influence to inspire positive choices and implementing strict standards on additives and preservatives.

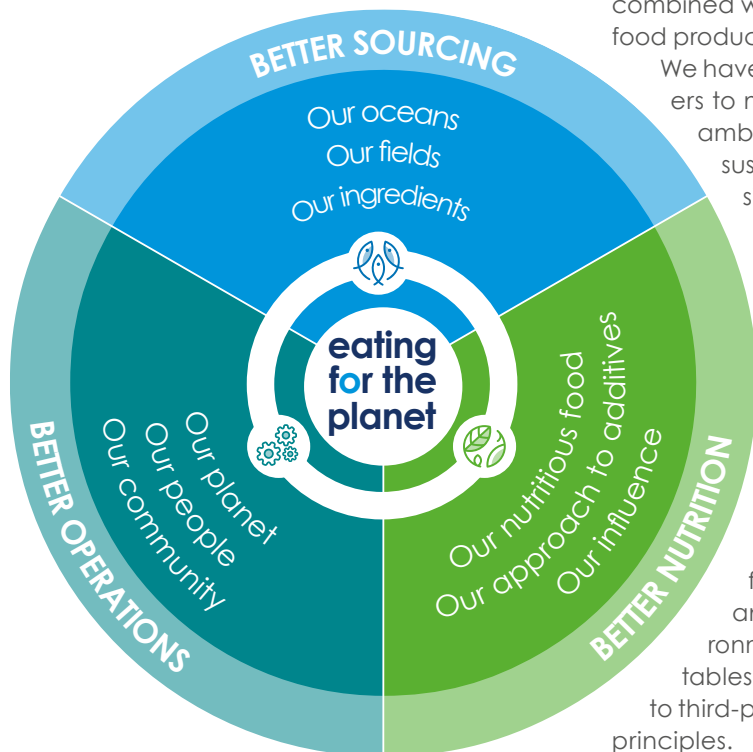
Better Operations

We are committed to do better whilst minimising our negative impact. We continually strive to improve our energy, water and waste management and reduce our greenhouse gas emissions and actively address the impact our packaging has on the environment.

We believe in working proactively and collaboratively to ensure we make the biggest contribution possible to the goals set out in the UN Sustainable Development Goals (SDGs), and we continually use them as a further catalyst for change in our business.

To achieve these goals, every business should use its influence where it can make the biggest difference. Therefore, we focus our efforts around the four goals shown.

Thanks to our targeted efforts to embed our sustainability strategy across all our markets and functions, we ranked in the 26th percentile in the global Dow Jones Sustainability Index (DJSI) 2019, and achieved our first ever perfect score of 100 for Health and Nutrition. The DJSI is a globally recognised independent benchmark, conducting thorough analysis across a wide range of sustainability metrics. Overall, we scored 49: a dramatic increase from our 2018 score of 34.



Our Commitments

At the heart of Nomad Foods' [sustainability strategy](#) are our six key commitments.

These ambitious, time-bound commitments are embedded across the business, ensuring that sustainability is central to everything we do.

2019 has been a crucial year for our sustainability work. We are now two years into our long-term sustainability strategy, and have continued to make progress in line with our plans as a business. We have had significant success in some areas, such as our dedicated work to increase the proportion of our fish and seafood volume

that is sustainably certified. We have also recognised the need to stretch our objectives in some areas, such as committing to set science-based emissions targets in line with limiting global temperature rise to 1.5°C.

Some commitments, such as increasing the recyclability of our packaging, have proved more challenging and complex than anticipated meaning we are slightly behind our annual target. We have also seen an impact from our two new acquisitions in 2018. As they extended the scope, it altered the baseline and slowed progress on our commitments on greenhouse gas emissions and artificial additives. In particular, these acquisitions necessitated a change in

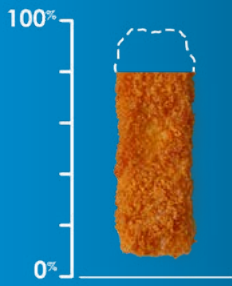
deadline for our clean labelling commitment. As we inherited a set of recipes that were not originally subject to our clean labelling policies, we have extended our deadline for 100% of our portfolio to be free from flavour enhancers, artificial flavours and artificial colorants to 2022 (see [additives section](#) for more details).

To ensure we deliver sustained progress on our commitments, we will continue to press forward with action throughout our business. We will step up our external collaborations, building on our successful partnerships around food waste and biodiversity, and ensure that learnings are shared and harnessed across our entire business.

1. We will use 100% fish and seafood from sustainable fishing and responsible farming by the end of 2025

(2018: >90%)

95%



3. We will grow the healthier meal choices in our portfolio every year

(2018: n/a)

90%*



5. We will reduce our greenhouse gas (GHG) emissions year after year***

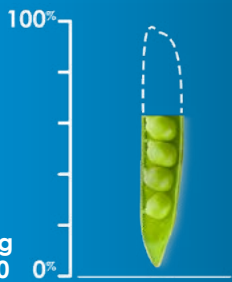
(2018: 592.5 kg CO₂e)

614.5
kg CO₂e



2. 100% of our vegetables and potatoes will be produced using sustainable farming practices by the end of 2025

We plan to establish a new baseline according to FSA standards in 2020



4. 100% of our portfolio to be without flavour enhancers, artificial flavours and artificial colourants by the end of 2022**

(2018: 93%)

95%



6. 100% of our consumer packaging will be recyclable by the end of 2022

(2018: 71%)

73%



*Excluding Spain (owing to data reliability)
**extended from 2020
***per ton of finished goods from our own operations

Better sourcing

Overfishing poses enormous risks to future fish stocks, ecosystems and societies.

The importance of protecting marine life is encapsulated in SDG 14: Life Under Water. Overfish-

Fish and seafood make up a large portion of our portfolio, and as such, safeguarding the

Our approach

Our [Fish and Seafood Policy](#) sets out our approach and stipulates that we only use sources recognised by FAO or complying with either the FAO Code of Conduct for Responsible Fisheries or the FAO Technical Guidelines for Aquaculture. We do not source illegal, unregulated or unreported (IUU) wild capture fish from any market, nor fish stocks that are depleted or recovering.

1. <http://www.fao.org/state-of-fisheries-aquaculture>

1. We will use 100% fish and seafood from sustainable fishing and responsible farming by the end of 2025



We also work actively with non-certified fisheries to support them to implement the MSC standard through Fishery Improvement Projects (FIPs). This is essential to increase the future availability of certified fish throughout our industry, and ultimately protect our oceans and fish stocks.

We are also increasing the proportion of responsibly farmed fish in our portfolio, to help reduce the pressure on wild fish stocks. Aquaculture—the production of fish and seafood in a farmed managed environment—is a growing food industry, and although there is a need to ensure that the environmental impacts of aquaculture, including the use of wild fish stocks to create feed, are managed carefully, we believe that responsible aquaculture has an increasingly important role to play.

We require the farms we source from to work to a trusted certification scheme and work closely with the Aquaculture Stewardship Council (ASC) to ensure this. The ASC standard defines environmental and social criteria that need to be met to obtain ASC certification. Environmental requirements stipulate that fish farms are not in High Conservation Value Areas, that all fish feed is fully traceable to a responsibly managed source and that water parameters, such as phosphorus and oxygen levels, are measured regularly to remain within set limits. Social requirements include the protection of farm workers' rights and respect for local communities.

Responsible sourcing is one of our key sustainability priorities. As the largest branded producer of eco-labelled wild-caught fish and seafood, we also believe we have an important role to play in raising awareness about the issues af-

fecting fish populations to change consumer attitudes and behaviour. Our brands provide us with a powerful way to achieve this by providing consumers with a simple, credible shortcut to knowing that the product they are enjoying has been sourced in a sustainable or responsible way.

We also have a Fish Provenance Tool, launched in 2010, which allows consumers to identify the specific catch areas from which we source fish and seafood products, making our supply chain traceable and transparent to consumers.

Our progress

Last year we made significant progress towards our target. In 2019, we reached 95% sustainably sourced fish and seafood volume with MSC or ASC certification. We achieved this by switching uncertified fish volumes, such as wild pink salmon, and some volumes of cod, tuna and North Pacific hake, to certified sources where possible. Ultimately, the availability of certified fish for the food industry as a whole needs to increase, and as part of the journey towards this, we attended the Global Seafood Expo and Global Fishery Forum to connect with fishing companies and drive awareness of the benefits of fishing according to MSC standards.

We also expanded the number of products that carry ecolabels to 812, up from 703 products in 2018. These products now account for 89% of our fish and seafood by volume. We have continued to increase the number of our products which are ASC labelled products, which now stands at 36. This is the result of 19 new product launches and the re-launch of several products

Fish and seafood from sustainable sources:



with the ASC ecolabel. We also became the first company to sell frozen ASC certified seabream and sea bass to consumers, under our Findus brand in Italy. In five of our markets, 100% of fish and seafood products were eco-labelled with MSC and ASC by the end of 2019, including the UK, Republic of Ireland, Germany and the Netherlands.

As fish and seafood are core to our business, we also want to drive awareness of the importance of our oceans. In 2019, we celebrated World Oceans Day by educating all our employees about the importance of sustainable fishing and the MSC, including ocean clean-up activities which were highly appreciated by Nomad Foods staff members.

Future plans

In 2020, we will work to achieve 96% purchased fish and seafood volume from MSC or ASC certified sources as we continue on our journey to 100%. To further support the growth of sustainable fishing practices, we will work even more closely with fisheries who are working towards MSC certification, such as the West Bering Alaska Pollock Fishery, to demonstrate demand for sustainable fish.

We will also continue to promote our eco-labelled fish and seafood products, with a view to increasing the part of our portfolio that carries the MSC or ASC eco-label.

Transforming the Future of Fish

Nomad Foods' heritage

Fish is at the heart of our portfolio and we've been leading the way towards a more sustainable fish industry for over 20 years. We see responsibly sourced fish and seafood as an integral part of promoting healthy and sustainable diets for future generations. Central to our approach is our longstanding belief in tapping into global expertise and bringing stakeholders together to drive change.

Unlocking the future of fish

The fish and seafood industry faces a host of challenges. Complex global issues such as overfishing, plastic pollution, ocean acidification and increasing ocean temperatures as a result of global heating pose serious threats to marine life. To help us tackle these challenges and identify what is needed to secure long-term fish stocks, in 2019 we brought together twelve global experts from universities, seafood businesses, and leading NGOs including WWF. We combined these external perspectives with internal stakeholder engagement to examine current perceptions and collect information on strategic themes, capabilities, challenges and opportunities.

The process identified a host of issues and questions surrounding the future of the global fish supply. What will be the impact on fish of changing attitudes to meat? Will we soon see

lab-grown fish on supermarket shelves? Given the rapid increase in fish prices over recent years, how will we ensure that fish remains accessible whilst also being sourced responsibly and sustainably?

Delivering sustainability and accessibility

Our vision is to champion responsibly and sustainably sourced fish as a healthier and more sustainable alternative to red meat. This is a major opportunity to create positive change, but it will require action from both food businesses and consumers. To achieve this vision, we will diversify our portfolio to incorporate a broader range of fish species and work to drive behaviour change, encouraging consumers to expand their repertoire of fish and seafood products. We will also harness responsible aquaculture in order to increase fish production whilst relieving the pressure on wild seafood stocks.

We are building on the input from stakeholders to shape our new strategy for making fish a force for good. By advocating a faster transition to sustainable practices, championing sourcing models that give back more than we use, and continuing to work with the fish industry and expert stakeholders, we can protect our oceans for future generations. And with the global population predicted to grow by 2 billion over the next 30 years, the time to act is now².

2. UN World Population Prospects 2019

“Fish is a force for good. It's good for health and it's good for the planet. That's fundamental – and everything we do ladders back to it.”

Carly Arnold,
European Category
Director Fish



Our Fields

Sustainable and resilient agriculture is essential for maintaining global ecosystems – now and in the future.

Food businesses today face major challenges: providing nutritious food while protecting natural resources, ecosystems, biodiversity, land and soil quality, and the communities connected to agriculture and farming.

We need to move towards a system in which agriculture is both more productive and more sustainable. This forms a central part of SDG 2: Zero Hunger. Target 2.4 is specifically focused on increasing the proportion of agricultural area under productive and sustainable agriculture by 2030.

Nomad Foods is a major provider of tasty, nutritious vegetables and potatoes across Europe. Ensuring that these crops are grown sustainably is a key focus of our sustainability strategy, and of huge importance to us as an organisation.

Failing to achieve progress in this space means that our farmers will be increasingly impacted by the effects of climate change, such as water shortages and extreme weather, which in turn may result in reduced supply of high-quality vegetables.

Our approach

We are committed to sourcing 100% of our vegetables and potatoes through sustainable farming practices by the end of 2025. This target, and our [Policy for Sustainable Agriculture](#), applies to all

#2. 100% of our vegetables will be produced using sustainable farming practices by the end of 2025

the vegetables and potatoes we use (in the form of raw materials, ingredients or finished goods), of which over half are sourced from farmers with whom we have a direct relationship and a long-term contract, and the remainder of which are sourced from trusted third-party suppliers. Ingredients covered by topic-specific sustainability standards, such as palm oil or soy, are not covered in this scope. Our policy covers the economic, environmental and social impacts of our agricultural practices, and stipulates that all potatoes and vegetables will be grown using verified sustainable farming methods benchmarked against the Farm Sustainability Assessment (FSA).

The FSA was created by the Sustainable Agriculture Initiative Platform (SAI Platform), which we joined in 2018, and is an important tool which we use to assess the profile of our suppliers and farmers. The FSA tool covers 17 fundamental components of sustainable agriculture, including environmental impact, ethical practices and economic stability. Assessments are independently audited, and farms or farm management groups are awarded either bronze, silver or gold status, or "not yet bronze" for those that require more support.

Our Fieldstaff of agricultural experts focus on building long-term, trusted relationships with farmers and work with them to implement sustainable practices as part of a continuous improvement process in line with FSA recommendations. Examples of initiatives Fieldstaff and farmers have implemented include applying a more restrictive list of approved pesticides, using specific pea varieties to optimise the output from the crops, and promoting uncropped

margins in their spinach fields to increase biodiversity.

Our target is for all of our suppliers to achieve a minimum silver by 2025. This is essential to help mitigate the impact of climate change to our business by making our farms more resilient to weather disasters, rising temperatures, new diseases and parasites. This reflects our determination to lead in this area and ensure we minimise our impact, drive change within the farming industry, and protect our ability to grow nutritious crops for future generations.

Our progress

In 2019, we continued to roll-out the FSA, a project we initiated in 2018. Following initial pre-assessments with our contracted farmers, our Fieldstaff worked with farmers who achieved silver status or below to create the action plans and drive progress towards gold.

One of the opportunities we identified was to further increase biodiversity across our contracted farms. [Biodiversity](#) has been a focus area of ours for many years, and in the UK, 240 of our farmers already have biodiversity plans in place. In Germany, our farmers plant flower beds around some spinach fields. To expand and evolve this activity, we begun a collaboration with the Department of Agricultural and Forestry Sciences at Tuscia University focusing on increasing biodiversity across farms in Italy.

We have also continued our work to minimise the environmental impact from our pea farming operations. Our precision pea platform uses satellite mapping to better understand soil health and variability across fields. In 2019, our UK team

60k

hectares of land covered by biodiversity action plans

were able to use this data to make more precise decisions about when to harvest which helped to maximise the high-quality yield and reduce food waste within our operations.

Procured vegetables account for less than half of our vegetable volume. Driving awareness and ensuring deeper understanding of the importance of sustainable agriculture, particularly amongst third party supplies, is critical to achieving our ambitions. Following on activities in 2018, we hosted a number of sustainable agriculture events across Europe for farmers, suppliers and internal functions such as R&D, Procurement and Marketing. We anticipate these activities will drive implementation and collaboration towards our sustainable agriculture ambitions.

We are currently in the process of mapping all procured volumes back to farms or farm groups, using supply chain mapping software, and assessing them against the FSA framework. We expect to complete this process and verified outputs during 2020.

Future plans

Once we have completed the mapping of our third-party vegetable and potato suppliers against FSA, we will be able to define our baseline and report the share of contracted and procured vegetables that are produced with sustainable farming practices. Following this, we will implement action plans with our suppliers, and continue our work with Fieldstaff and contracted farms, to drive progress to 100% sustainably sourced vegetables, in line with our 2025 commitment.

Strengthening Biodiversity

Our ambitions on sustainable agriculture

Nomad Foods joined the Sustainable Agriculture Initiative Platform (SAI Platform) in 2018: a network of food companies and retailers who share our vision and principles of sustainable agriculture. We are now implementing the SAI Platform's Farm Sustainability Assessment (FSA) tool to assess and improve farm management practices across our supply chain.

These assessments are just one aspect of our work to promote sustainable agriculture. We are constantly challenging ourselves to reach even higher standards, from developing our own new pea varieties which are more resistant to disease and environmental stress to conducting intensive soil testing and harnessing remote sensing technology to maximise our quality vegetable yield.

One example is our work to conserve and cultivate biodiversity within our supply chain.

Partnering with UK farmers to reverse biodiversity loss

Biodiversity is the basis of agriculture. Maintaining a diverse range of animals, plants, fungi and microorganisms is critical for creating healthy ecosystems that are resilient to changing conditions. However, up to 25% of European animal species are now estimated to be threatened with extinction³.

Nomad Foods has long been working to safeguard biodiversity, particularly through our work with UK pea farmers. By building close relationship with our suppliers, we have used our influence over the past ten years to support farmers to develop and implement environmental action plans. These consist of tangible actions for

farmers to enhance biodiversity on their farms, such as delaying hedge cutting until late winter to prolong feeding opportunities for farm birds, and introducing floral species to grass margins to provide a source of nectar for insects. So far, we have implemented environmental action plans for 240 farmers, covering over 60,000 hectares of land in East Yorkshire and North Lincolnshire.

Working with agricultural scientists in Italy

To build on our learnings from our UK supplier engagement and further promote biodiversity in our supply chain, we resolved to develop a tool for our Italian farmers to monitor the success of their work: a widely recognised challenge within the field of biodiversity research.

To ensure we achieve this, Findus Italy is collaborating with the Department of Agricultural and Forestry Sciences at Tuscia University. Scientists from the University conducted biodiversity sampling and monitoring across seven Findus farms in Agro-Pontino, Fucino and Capitanata. Using tools such as soil sampling and species netting, the scientists collected and classified the different organisms present on the farms. Their findings were used to create guidelines for Findus growers to protect and increase local biodiversity.

These guidelines are only the first phase of the project. The next will be to implement action plans with individual farmers, based on expert recommendations. Using the FSA to drive targeted action, we will continue to champion more sustainable agricultural practices that contribute to resilient food systems and a healthier planet.

3. IUCN

“Working together is crucial if we are to protect the planet's biodiversity. We are pleased to be working with Nomad Foods to help more farmers understand and nurture biodiversity, and we hope that more food businesses follow their example.”

Professor Stefano Speranza,
Department of Agricultural and
Forestry Sciences at Tuscia University



Our Approach to Specific Ingredients

Forests are the lungs of our planet and vital for biodiversity, so we must monitor ingredients that pose a deforestation risk.

Soy is the second largest agricultural driver of deforestation worldwide⁴. It poses significant environmental risks unless proper safeguards are in place. Soy is present in many food products as soybean oil, and soybean meal is widely used in animal feed. The expansion of soybean plantations has caused deforestation and displacement of small farmers and indigenous communities.

The deforestation of native forests for palm oil production also has major and irreversible consequences, including loss of biodiversity and significant carbon emissions.

In order to limit our impact and risks as a business, protect forests and conserve biodiversity, we must use carefully managed soy and sustainable palm oil or palm oil alternatives.

Our approach

Our approach to palm oil and soy is outlined in [our Policy on Identity Preserved Material Sourcing](#) and Policy for Responsibly Sourced Soy from 2020.

Our total soy footprint is largely derived from feed for animal-based ingredients used in our products. As set out in our policies, we believe all soy should be responsibly sourced and cultivated in a way that protects against legal and

illegal conversion of forests and valuable native vegetation. Where possible across our supply chain, soy sourcing from suppliers should be verified with external sustainability standards. Where this is not possible, we will compensate through a credit scheme from 2020 onwards.

In most of our recipes, we have replaced palm oil with healthier alternative oils. Where we do use palm oil, it's because we have not yet found a substitute that provides the same physical properties needed for our products. Our policy states that we will only purchase palm oil that has Roundtable for Sustainable Palm Oil (RSPO) Segregated certification, meaning it can be traced back to RSPO-certified mills and plantations. We do not use the Book & Claim model, whereby an organisation purchases RSPO credits to support the production of certified sustainable palm oil but does not use physically certified palm oil.

Our progress

In 2019, we set out to understand our full soy usage, mapping our footprint including both direct and indirect soy use. The vast majority of our usage is indirect, with animal feed representing approximately 98% of our soy footprint, the majority of which is related to poultry. As a result, we surveyed all our poultry suppliers to establish their current sourcing standards for soy, and whether this is accredited by any external certification body. We then used this information to better understand how we can move towards responsibly sourced soy in line with our dedicated soy policy which was approved in early 2020.



1. 88% RSPO segregated
2. 11% RSPO mass-balanced
3. 1% uncertified



Check our progress at www.rspo.org/members/455

In 2019, we reduced our total usage of palm oil by 1,480 tonnes, or 41%, across our portfolio. 99% of the palm oil we buy was RSPO certified, up from 98% in 2018. 88% was RSPO-certified Segregated. 11% was Mass Balance, meaning that the volume we buy reflects an equivalent volume of palm oil produced by RSPO-certified mills and plantations. Following our acquisition of Goodfella's in 2018, Mass Balance RSPO-certified palm oil was reintroduced into our portfolio. In 2019 we focused our efforts on switching Mass Balance palm oil to Segregated across our portfolio.

Future plans

In 2020, we will refine our plans for increasing the proportion of responsibly sourced soy in our portfolio and start compensation for non-certified volumes through credit schemes.

Our main goal for palm oil is to continue removing or replacing any Mass Balance palm oil with Segregated palm oil, in order to move towards 100% RSPO-certified Segregated palm oil. We expect to complete the move away from Mass Balance during the first half of 2020. We will also continue to reduce the volume of palm oil where possible.

4. WWF

Our Animal Welfare Standards

We work with global suppliers and key stakeholders to ensure the animals from which we source our meat are raised responsibly.

Animal welfare is an area of concern for us and many of our stakeholders, and consumers are increasingly concerned about where their food comes from, from a provenance, welfare and sustainability point of view. Major risks to animal welfare include poor living conditions and intensive breeding, and prophylactic use of antibiotics on healthy groups may also have subsequent risk to human health.

Our approach

Our portfolio consists mainly of fish, seafood, vegetables and vegetarian foods. Besides fish, our other main source of animal proteins is poultry. We support safe and responsible sourcing, which includes traceability and animal welfare, as well as environmental and ethical concerns. We are committed to going beyond regulatory standards when sourcing poultry and eggs.

In 2018, we updated our Policy on Animal Product Sourcing, following consultation with external stakeholders, key suppliers and consumers. In addition to EU laws, the Policy covers requirements for humane slaughtering (including that animals must be stunned prior to slaughter) as well as responsible use of antibiotics to prevent suffering. The prophylactic use of antibiotics is not allowed, and Critically Important Antimi-

crobials cannot be used at all. In addition, we set further specific requirements for beef, chicken, dairy, eggs and honey products.

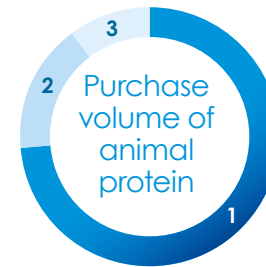
Our Policy places particular focus on chicken welfare as it is the second largest source of protein in our portfolio, including requirements for higher welfare conditions that are now being implemented. As a result, we have eliminated cage-reared chicken from our supply chain and are working to provide more enriched environments for animals, limit transportation time and continue to reduce the need for antibiotics. We have signed the European Chicken Commitment and will work with our suppliers to continue to improve the welfare of the chickens we use and meet the requirements of the commitment by 2026 across our entire portfolio.

Eggs are not a common ingredient in our products, but where we do use eggs or products derived from eggs, these are sourced from barn-reared animals as a minimum.

Our progress

Over the past year, we have continued to drive progress towards our target for 100% of our eggs to originate from cage-free sources by the end of 2020. We expect to complete this transition during the first half of 2020, ahead of our initial schedule.

In 2019, 73% of our animal protein was fish and seafood, and 16% was poultry. Since poultry is our main source of animal protein after fish and seafood, another focus for 2019 was to complete the elimination of cage-reared chickens for poultry meat from our supply chain. We successfully moved the final outstanding suppliers to cage-free sources, meaning that 100% of our



1. 73% fish and seafood
2. 16% poultry
3. 10% red meat

poultry meat is now cage-free. To further improve welfare standards for our broiler chickens, we have signed the European Chicken Commitment (ECC). This consists of a set of criteria for broiler chickens going significantly beyond legal minimums, developed by 25 animal welfare and animal rights organisations from across Europe.

Achieving this target will require significant internal and external stakeholder engagement: a process that we have already begun. We have engaged with all our suppliers to ensure we understand their current animal welfare standards which will help us determine where to focus our efforts going forward. We have also met with selected chicken suppliers to share the ECC requirements and identify challenges. Internally, key functions have participated in knowledge-building sessions related to chicken welfare as well as attended external conferences.

In parallel, we continued to assess suppliers against our existing Policy on Animal Product Sourcing as part of their on-going business with us.

Future plans

Having established our baseline for broiler chicken welfare through our supplier questionnaires, a major focus area will be identifying how to drive progress towards the ECC requirements through stakeholder engagement within and outside our supply chain. We will also continue to increase knowledge and understanding of this issue throughout the business.

We will also continue working towards our target of sourcing all our eggs from cage-free sources, working with our suppliers to close any remaining gaps.

Our Supply Chain Ethics

The complex nature of global supply chains in the food industry creates a risk of human rights abuses.

At Nomad Foods, we expect our suppliers to apply the same standards of ethics and behaviours that we follow ourselves. This includes treating all workers fairly, supporting equal opportunities and taking all possible steps to prevent modern slavery, human trafficking or child labour. Forced labour and poor working conditions both pose a risk within our global supply chain, particularly when we are buying from indirect suppliers in countries with limited protections for workers.

Our approach

In 2019, we hired an Ethical Compliance Manager who is responsible for making sure that our suppliers meet our expectations on all issues surrounding human rights, which we set out clearly in our Supplier Code of Conduct (SCoC). The SCoC outlines our requirements to treat all workers with respect and dignity, not employ child workers, and provide a safe and healthy workplace for all workers. The SCoC also covers our requirements in relation to fair business practices, trade regulation, environmental impacts and supply chain responsibility and traceability.

We use Sedex (the Supplier Ethical Data Exchange) to assess our direct supplier compliance to our ethical requirements. Sedex is a membership organisation for transparency in supply chains which requires suppliers to pro-

vide data on labour rights, health & safety, environment and business ethics, through a self-assessment questionnaire and audit. The platform helps us build our understanding of our suppliers' operations and their level of compliance. This is used to identify risks which will feed into the next phase of activity, namely to work with suppliers to create improvement plans. New suppliers are required to comply with certain requirements, including being registered and assessed through Sedex, before they can be approved to supply.

Our progress

The Ethical Roadmap which outlines the priorities and key activities for the next three years was signed off by our Sustainability Steering Committee in 2019. The main priorities for 2019 were continuing to increase the number of suppliers registered on Sedex, enhancing our approach and engaging with employees on supply chain ethics.

At the end of 2019, 76% of our suppliers were registered on Sedex. This represents an increase of 16 percentage points from 2018, which slightly surpasses our target of 75% for the year.

In 2019, we enhanced our approach in three key ways. Firstly, we incorporated strict new sustainability and ethical criteria as part of our supplier onboarding process, stipulating that all new suppliers must meet at least the minimum requirements set out in the Supplier Code of Conduct before they can be approved. Secondly, we developed a Sustainability Procedure which fully details the responsibilities, approach, policies and processes within sustainability. Finally, we finalised and agreed a Non-Compliance

Procedure, outlining the steps taken when we identify a sustainability-related non-compliance with the Supplier Code of Conduct or policy.

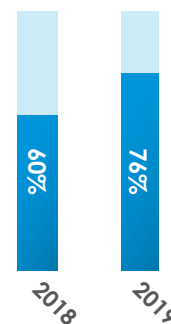
To embed our strict requirements across the business, we delivered a training session to our Commercial, Legal, Procurement and Quality teams. This included strengthening understanding of modern slavery, sharing examples of ethical issues that can occur within a supply chain and highlighting the priorities and main activities within our Ethical Roadmap.

Future plans

By the first half of 2020, our target is for 95% of our suppliers to be registered on Sedex and to have completed the new Sedex Self-Assessment Questionnaire. This will enable us to move onto Phase 2 of the Ethical Roadmap: risk assessing our supply base and agreeing improvement plans where necessary. We will use the new Sedex Risk Assessment Tool to support this process and give each site a risk rating. We will then create improvement plans with the sites rated high risk, with timelines for completion depending on the risks identified.

We will also conduct an ethical audit programme to run alongside and support the risk assessment process. Suppliers that are new, rated high risk or within our top 50 in terms of spend will need to have a third-party ethical audit which has been completed within the last two years and uploaded onto Sedex. We will then agree time-bound improvement plans, identifying and following up with non-compliances until these are resolved.

Tier 1 suppliers registered with SEDEX



Better nutrition



Our Nutritious Food

Supporting sustainable, healthy diets is a critical challenge of our time.

Combatting obesity and promoting balanced diets are issues of enormous importance across Europe, high on the agenda of governments, NGOs, the media and, increasingly, consumers. As focus on the nutritional profile of products intensifies, food businesses with an unhealthy portfolio risk losing investment, retail shelf space and ultimately sales, as well as negatively impacting the health of consumers.

Creating a food system that ensures adequate nutrition for all within natural limits is central to SDG 2: Zero Hunger, and in particular target 2.1, which aims to ensure access by all people to safe, nutritious and sufficient food all year round. Given that millions of consumers choose our products to feed their families each day, inspiring healthier diets, crafting healthier foods and enabling consumers to make informed decisions about what they eat is central to our nutrition and sustainability agendas and our purpose.

Our approach

We are committed to growing the healthier meal choices in our portfolio every year. Our Nutrition Manifesto sets out our eight key commitments to empower positive choices, while our Nutrition Policy specifically sets out our approach to labelling and product optimisation. Our Manifesto and Policy apply to all Nomad Foods brands, and our Nutrition Policy has been reviewed by

#3. We will grow the healthier meal choices in our portfolio every year

Our Nutrition Manifesto: 'Empowering Positive Choices'

1. Inspiring healthier diets – promoting a more plant-based diet for our growing population, and always making nutritious foods delicious

2. Creating responsible choices – applying external nutrition & sustainability initiatives and policies to develop a nutritious portfolio and impactful category ambitions

3. Crafting healthier products – working towards nutritional optimisation of our products while maintaining the consumer experience

4. Nudging healthier choices – applying behaviour change theory and models to drive healthier choices and increased consumption of healthy foods

5- Making the healthier sustainable choice

the convenient choice – democratising foods that are good for planet and good for our consumers, making them accessible for all

6. Embracing the joy of social eating – empowering positive choices by promoting family eating and the pleasure from eating together

7. Enabling informed choices – providing relevant nutrition information, including %RI & portion advice, and adopting local labelling schemes which are evidenced to positively impact health

8. Educating our people – keeping up to date on nutrition science, emerging nutrition research & external best practice, to ensure our colleagues, customers and consumers are well informed

our Nutrition Advisory Board: a group of leading independent nutrition experts from around Europe.

Nomad Foods is directly responsible for the nutritional profile of our food, from recipe creation and ingredient selection to communicating product information to our consumers. We apply stringent and objective nutritional assessment to all our recipes, based on an internationally recognised and independently verified method,

and regularly assess our products for opportunities to nutritionally optimise.

Our Nutrient Profiling Tool (NPT) uses an externally verified scoring system to assess the overall nutritional profile of products and determine whether they constitute a healthier meal choice. It assesses positive ingredients and nutrients, including fruit, vegetables, fibre and protein, as well as nutrients of public health concern such as sugar, salt and saturated fat. This provides an

overall score for each product, and those products scoring <4 are classified as healthier meal choices. All of our research and development experts, including all of our chefs, are trained in applying the NPT.

When developing new products, we operate a strict gate-keeping process whereby any product not classified as a healthier meal choice is automatically challenged and can be rejected and redeveloped before we allow it to launch.

Credible, easy to understand and relevant labelling is a powerful enabler for our consumers to make informed choices and choose healthier products. We use on-pack nutritional labelling across every market we operate in and adopt labelling schemes which are evidenced to positively impact health in relevant local markets. This currently includes traffic light labelling in the UK, the Keyhole symbol in Sweden and Norway, the Heart Mark symbol in Finland and Nutri-score labelling in France, Belgium and now Germany.

Our progress

In 2019, 90% of our total net sales came from healthier meal choices⁵. Excluding our new acquisitions, we have increased the total net sales from healthier meal choices within our retail business by €20 million compared to 2018. This achievement is the result of sustained efforts, both in renovating existing products and ensuring that new recipes lead the way. Our recently acquired Goodfella's Pizza business currently comprises a lower proportion of healthier meal choice products, so we are concentrating our efforts on optimising the portfolio to ensure that we meet our nutrition commitments.

We believe in the power of better food and nutrition to enable our planet and its people to thrive.

Lauren Woodley,
Senior Nutrition
Manager



Net sales from healthier meal choices⁶.

5, 6. Excluding Spain (owing to data reliability)

We delivered on our commitment to better ourselves year-on-year through a range of strategies. We created the research and development mantra 'Go for Green' to promote continual striving for a green score, equivalent to a healthier meal choice, on our NPT; whether through innovations, renovations or product roll-outs. This mantra was embedded through ongoing internal engagement with our R&D team. We also worked with developers to ensure that they understand the score boundaries of the NPT and are constantly on the lookout for opportunities to optimise products from a nutritional perspective.

This process highlighted the need for increased salt reduction efforts, which led to the creation of our Salt Reduction Working Group. This group is dedicated to driving and championing salt awareness and reduction, and to collaborating to provide the tools and support needed to enable R&D to successfully deliver the Nomad Foods Salt Strategy. We are focusing on salt reduction in our biggest selling products by volume, as this strategy will enable us to maximise our positive impact on public health.

We are extremely proud that in 2019, we achieved a perfect score of 100 on the Dow Jones Sustainability Index (DJSI) for Health and Nutrition: a first for Nomad Foods. This score is a testament to the healthiness of our portfolio, our ongoing commitment to nutrition optimisation, and the rigour of our policies and commitments.

Future plans

In 2020, we will strengthen our governance processes, intensify our focus on specific nutrients and continue renovating existing recipes to

drive continued delivery of our nutrition commitments. We will implement strong new governance procedures to make it easier to flag and reject recipes of concern, and continue to promote consumers increasing their fish and vegetable consumption. We will also continue to disproportionately invest in advertising and media for our healthier meal choice products and categories, to nudge healthier choices by driving consumer awareness.

With the aim of contributing to public health across Europe, we will launch a Nomad Foods Salt Reduction Toolkit, and will focus on increasing the fibre in our products.

Improving the healthiness of our overall portfolio requires focussing attention on areas of the business that are currently less high performing. From 2020 onwards, we will place renewed focus on our Foodservice portfolio, nutritionally optimising our biggest selling products and ideally making less healthy products healthier meal choices through product renovation. We are also working hard to onboard our new acquisitions through innovation, renovation and portfolio management. In our Goodfella's Pizza business, we are committed to implementing a nutritional optimisation programme across the portfolio throughout 2020 and beyond. This includes our ambitious pledge to launch only healthier meal choice vegan pizzas, to expand the range from our current two healthier meal choice vegan pizzas. We will also implement salt reduction in our gluten-free pizzas.

Finally, we will continue working to ensure that 100% of R&D employees are trained on applying the NPT.

Championing Healthier Products

Raising the bar on nutrition

To ensure we achieve our ambition of empowering our consumers to make positive choices, we apply our Nutrient Profiling Tool (NPT) to all of our products. Back in 2014, after a comprehensive selection process, we decided to adopt and minimally adapt the official UK government nutrient profiling model as our internal corporate nutrition metric⁷. This model was selected for a number of reasons: it was designed and validated by nutrient profiling experts from across Europe, it allows for an objective determination of the 'healthiness' of all our products, and it has been internationally adopted. Most recently, it has been used as the basis of the [Nutri-score labelling](#). While some of our markets do have local nutrition targets, our NPT provides a standard internal corporate nutrition metric for the entire Nomad Foods business. With this tool, we believe we can serve our consumers with better food; innovating and optimising products to continually improve our portfolio nutritionally.

Our NPT has been verified by our Nutrition Advisory Board; a panel of leading independent nutrition experts selected from each of our key markets in Europe, set up in 2013 to peer review our strategies and policies, as well as providing a platform for insight sharing and expert collaboration. The Board were instrumental in our selection of an internal corporate nutrition metric, and commended the adoption of our finalised NPT as "raising the bar" for the food industry.

Our Nutrient Profiling Tool

Our NPT comprises of a simple scoring system that allocates points on the basis of the nutrient content of 100g of the food. Points are awarded for:

'A' nutrients of concern:	Positive 'C' nutrients/ ingredients:
<ul style="list-style-type: none">• Energy (kJ)• Saturated fat• Total sugar• Sodium	<ul style="list-style-type: none">• Fruit, vegetable and nut content• Fibre• Protein

The total 'C' points score is subtracted from the 'A' points score, to give a final nutrient profile score. Importantly, if 'A' points total 11 or more, protein 'C' points cannot be subtracted, unless the food or drink contains >80% fruits, vegetables and/or nuts. This 'protein cap' is to avoid high protein contents masking high levels of nutrients of concern, ensuring we always develop products with integrity.

Nutrient profile scores are then allocated to categories:

Score	<4	4 – 10	11+
	Healthier meal choices		

⁷ UK Department of Health (Jan 2011), Nutrient Profiling Technical Guidance



Empowering Positive Choices

Behaviour change is necessary if we are to improve the life of our planet and the health of consumers.



At the heart of our purpose, serving the world with better food, is using our influence to empower consumers to adopt a more sustainable, nutritious diet. Research suggests that adopting a flexitarian diet, partly replacing red meat and dairy with plant-based foods, can significantly reduce food-related emissions⁸. Businesses have the ability and responsibility to increase awareness of the issues affecting food production and consumption, and deliver practical solutions for consumers.

Consumer behaviour change is also a critical part of reducing global food waste in line with SDG 12.3. In the European Union, households generate more than half of total food waste⁹. This wasted food exacerbates malnutrition and food insecurity whilst using vast quantities of water, land and energy to produce food that is never consumed.

Our products reach a wide consumer base across Europe, and we are determined to harness the power of our brands in helping more people to enjoy a balanced diet.

Our approach

Supporting a shift towards a more flexitarian diet is one of the central goals within our corporate purpose, and in particular our principle of 'Eating for the Planet'. We know we have a strong role to play in catering for demand for plant-based options, as we can build on our knowledge, expertise and consumer trust to create plant-based versions of family favourites with a lower carbon footprint than red meat. We are

⁸. World Economic Forum

⁹. European Commission

working actively to introduce more plant-based options to our portfolio, focussing on pea protein which has among the lowest carbon footprints of the common plant proteins.

As well as promoting flexitarian diets, we use the influence of our brands to help protect the health of our oceans. Through on-pack and in-store activations, online resources and promotion of the Nomad Foods [Fish Provenance Tool](#), we work to increase public knowledge about sustainable fishing and champion greater transparency around the origin of fish products.

As a frozen food business, we are in a strong position to empower consumers to reduce food waste. Freezing food enables food to stay fresh for longer and facilitates portion control, thereby minimising food wastage at a consumer level. Through our brands, we raise awareness about the scale and impacts of food waste and inspire consumers to change their behaviour. One example is the 'Findus Food Waste Promise' launched by Findus Norway, whereby consumers can pledge to reduce their own food waste through better planning of meals and increased use of the freezer.

We use our extensive digital reach to educate and inspire consumers in making healthier choices. Nomad Foods brands deliver campaigns to promote uptake of vegetables and we share creative recipe ideas through our brand websites to encourage consumers to incorporate more nutritious food in their diet.

Our progress

In 2019, we began the pan-European roll-out of our new Green Cuisine range of meat-free prod-

ucts, following a successful pilot in Sweden in 2018. We launched the Birds Eye Green Cuisine Powered by Plants range in the UK in March 2019, with the aim of providing consumers with nutritious plant-based products that are not made from soy. The range includes burgers, sausages and meatballs, and is designed to offer popular meat-free choices for consumers and empower both meat-eaters and vegetarians to make culinary choices that support planetary health.

We also launched our 'Follow the Fish' campaign in the UK, Belgium and the Netherlands to inspire the public to learn more about the origins of their fish. Through a multi-channel approach, including on-pack competitions, advertising on television and social media and an Ocean Explorer Passport for children, we built awareness of sustainable fishing practices, encouraging consumers to choose MSC and ASC-certified fish products. We offered a host of competition prizes, including freezer bags made from upcycled fish nets. Where we have results from the campaign, we can see that the number of people engaging with the campaign increased by 85% compared to previous competitions and the unique page views on our Fish Provenance Tool increased by 445%.

In addition, we continue to use our significant influence to promote healthier consumption. In the UK, Birds Eye participated in an advertising campaign to increase vegetable uptake among UK children. The campaign, "Eat Them to Defeat Them", was delivered in partnership with the Food Foundation's Veg Power alliance, national television channels, and a range of UK supermarkets. 38 million people saw the campaign, with 46% of children who saw it reporting that

it had made them try new vegetables. At the same time, we worked with children's newspaper First News to engage 80,000 children about the power of vegetables for their family's health. This is a testament to the power of positive advertising to drive healthy behaviour.

Findus Norway continued our national PR campaign to raise awareness of food waste, in partnership with food waste reduction charity Matvett. The 10-week digital campaign was shown over 7 million times. This led to over 4,000 consumers signing the Findus Food Waste Promise to better manage their own food waste, including the Norwegian Minister of Climate and Environment. This is a great achievement within our work to drive stakeholder collaboration on [food waste](#).



38m
people saw Eat Them
to Defeat Them

Future plans

In 2020, we will continue to lead a range of new campaigns to nudge consumers towards healthier and more sustainable diets. Following a successful launch at the end of 2019, we will expand our cross-market 'Eat in Full Colour' campaign to encourage people to add more vegetables to their diets, increasing uptake of vitamins and other essential nutrients.

We will build on the success of our existing campaigns, maximising their reach through wider roll-out. Our 'Follow the Fish' campaign will launch in Italy and Austria, as we continue to work to increase awareness of the importance of fish for maintaining a healthy diet. In the UK, we will continue our partnership with Veg Power to launch a second consecutive advertising campaign.

Empowering Consumers through Nutritional Labelling

Enabling informed choices

Providing transparent nutritional information that is easy to understand is a key element of our Nutrition Policy and Manifesto. To deliver our commitment to enable our consumers to make informed choices, we adopt widely recognised local labelling schemes with demonstrated positive impact on health, including traffic light labelling in the UK and the Keyhole symbol in Sweden and Norway.

Promoting the Nutri-score labelling system

Nutri-score is a voluntary front-of-pack labelling system that gives food and beverages an overall nutritional rating on a scale from A-E (from more healthy to less healthy), with corresponding colours ranging from dark green to dark orange.

By being among the earliest adopters of new labelling systems, we can harness our size and drive wider uptake of these systems within our markets. This is true of Nutri-score, which we first adopted in our French Findus business in 2018. We then built on this success, introducing Nutri-score in our Belgian iglo business, and engaging the German government to champion Nutri-score as Germany's voluntary front-of-pack labelling system.

Driving public opinion to influence regulation

Using our influence across the food sector to empower consumers is central to our strategy.

Throughout 2019, we engaged with the German government, political organisations and the media to champion Nutri-score as the nationally accepted nutritional labelling system in Germany, partly based on the evidence for its positive impact on consumer food purchase.

We faced challenges along the way, but remained firm in our belief that transparent nutritional information is critical for enabling better decision-making by consumers. Thanks to our public affairs activities, our stakeholder engagement and the enormous media attention we generated around this issue, we were successful. In October 2019 the German government announced that it will take formal steps to make Nutri-score Germany's voluntary front-of-pack labelling system.

We have now begun to apply Nutri-score on pack across our German iglo products, and already provide the Nutri-score for our products on the iglo website. Many other German brands are following our lead in introducing Nutri-score for their products.

We will continue to champion nutritional labelling across our markets, driving progress towards better and clearer on-pack information and challenging other food businesses to do the same. We are proud to have played an important role in helping German consumers, and those across Europe, to make informed, healthier choices.



“Our commitment to empowering our consumers to make positive choices is central to promoting better nutrition. We are championing nutritional labelling that is evidenced to positively impact health.

Stella Peace, Group R&D Director

Our Approach to Additives

Our consumers expect us to produce delicious meals without using artificial additives.

There are widespread concerns amongst policymakers, governments, civil society groups and the media about the use of certain additives and less familiar ingredients such as phosphates, e-numbers, MSG, artificial colours and flavourings. These concerns are particularly prevalent in the majority of markets where our brands operate.

Consumers expect food brands to lead the way in creating products from simple, familiar ingredients. Our ambition is to produce great tasting food from ingredients that consumers could find in their own store cupboard.

Our approach

Our target is for 100% of our portfolio to be free from flavour enhancers, artificial flavours and artificial colorants by the end of 2022.

We have been active in this area for over 15 years, and we keep spurring progress. We are directly responsible for the composition of our foods, and our responsibility stretches across our supply chain, from our choice of ingredients and recipes to the marketing and labelling of our products.

Our Clean Labelling Policy has been in place since 2003. As specified in this Policy, we categorise all ingredients into four categories, based on consumer research, to assess whether they

4. 100% of our portfolio to be without flavour enhancers, artificial flavours and artificial colorants by the end of 2022

meet consumer demand for familiar, natural ingredients. These range from 'Optimum' ingredients such as eggs, pasta and milk, to ingredients that we do not accept in any products, such as MSG and hydrogenated fats. We use these standards to determine our ingredient selection when developing new products or reformulating existing ones.

In 2018 we established a central Clean Label Steering Committee to monitor our progress and drive ongoing improvement. We have also instated a strong governance process to ensure that 100% of our new products are free from flavour enhancers, artificial flavours and artificial colorants.

Freezing is nature's way of preserving food as well as locking in nutrients and flavour without the need for preservatives. Therefore, we do not add preservatives when creating new products, except where these are necessary for food safety or where the traditional method of creating a product involves adding preservatives (for example, ham).

Our progress

At the end of 2019, 95% of our portfolio (including our new acquisitions, Goodfella's Pizza and Aunt Bessie's) was free from flavour enhancers, artificial flavours and artificial colorants. Through dedicated work towards our challenging target, we attained an increase from 2018 – despite acquiring new businesses that had not historically been subject to our rigorous clean label governance procedures. The proportion of our legacy brands that are free from flavour enhancers, artificial flavours and artificial colorants is even high-

er, at 96%. We are really proud of this achievement, which shows our determination to deliver products in line with consumer expectations.

Future plans

Due to the acquisition of two new businesses in 2018, we inherited recipes that do not yet meet our Clean Labelling Policy. Despite the progress we have made, we have therefore found it necessary to extend the deadline for our additives commitments. We are actively working to improve our portfolio, especially that of our new acquisitions, renovate existing recipes and maintaining a strict governance process for new ones. Through this work, we aim for 100% of our portfolio to be free from flavour enhancers, artificial flavours and artificial colorants by the end of 2022.

Products without flavour enhancers, artificial flavours and artificial colorants



Better operations

Our Emissions

Climate change is one of the defining issues of our time – in need of urgent and immediate action from all sectors of society.

Global heating is already having significant impacts, and these are likely to dramatically increase over the coming decades. Examples include changing weather patterns, extreme weather such as drought and flooding and the warming of our oceans – and these will have implications on how we operate as a business.

Emissions from food systems are one of the major contributors to climate change, estimated to contribute to between 20-40% of global greenhouse gases each year. Our global food supply is also at risk from the effects of climate change through decreased land availability, local water scarcity, soil health deterioration and ocean acidification.

Tackling climate change means changing the way businesses operate today. We know the solution requires action to protect the environment, end deforestation, safeguard biodiversity and ensure resources are used in an efficient way with a long-term focus. To achieve the transformational change needed, collaboration between business, governments and NGOs across the full supply chain will be key.

As a food business we have an important role to play in addressing these issues, and we are determined to play our part.

#5. We will reduce our greenhouse gas emission (GHG) year after year*

*per ton of finished goods

Our approach

We are committed to reduce our greenhouse gas emissions every year in line with recent climate science, as set out in our [Safety, Health and Environment Policy](#).

We measure and calculate our carbon footprint annually, by mapping all sources of emissions and converting them into equivalent tons of carbon dioxide. Our footprint covers our own operations (i.e. all factories operated by Nomad Foods excluding co-packers), all owned and third-party warehousing and our inbound logistics. This is then used to set annual reduction targets and identify key initiatives to deliver against those. Since a significant portion of our emissions are related to waste and energy usage, this is where our focus is.

We calculate and report our total Scope 1, Scope 2 and Scope 3 emissions (see table for more detail) in line with the GHG Protocol and have it externally audited. Key metrics for our business is carbon intensity, or CO2e per ton of finished goods, and absolute equivalents of carbon emissions.

We are applying a standardised operating model to drive improved performance within our supply chain alongside developing a performance management culture. We have implemented a network wide continuous improvement programme to drive resource efficiency of raw materials, packaging materials, water usage and operating lines to create more value with less impact on the environment.

We believe collaboration is key to drive societal change which is why we engage in initiatives such as UK WRAP C2025 and the UK Plastics Pact.

GREENHOUSE GAS EMISSIONS	
Scope 1	
Direct emissions from owned and controlled sources	<ul style="list-style-type: none"> Natural and biogas Diesel/Petrol Lubricating Oils Liquid CO2 & Dry Ice Propane Air Conditioning
Scope 2	
Indirect emissions from the generation of purchased energy	<ul style="list-style-type: none"> Purchased electricity District heating* Purchased steam
Scope 3	
Indirect emissions that occur in our value chain	<ul style="list-style-type: none"> Reused materials and waste Diesel/petrol from leased vehicles Liquid nitrogen Propane Fertiliser Fresh and effluent water Electricity in external warehouses Inbound logistics
*Added to scope as of 2019	



The reported total CO2eq emissions were confirmed with reasonable assurance by GUTcert, an accredited verification body and member of the AFNOR Group. The scope of GUTcert's verification includes scope 1, scope 2 and scope 3 of the Greenhouse Gas Protocol "A Corporate Accounting and Reporting Standard" and GUTcert's procedure is based on ISO 14064-3, taking into account ISO 14064-1 and ISO TR 14069.

Our progress

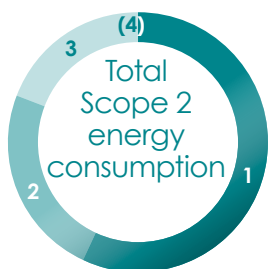
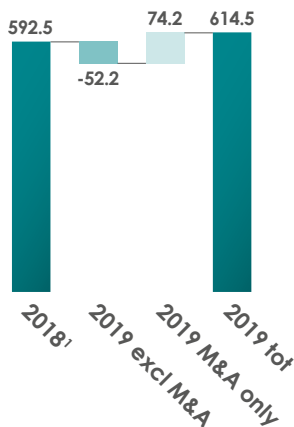
Recognising that more needs to be done, we signed a commitment letter to the Science Based Targets initiative (SBTi) in 2019, stating our intention to set new carbon reduction targets in line with limiting global temperature rise to 1.5°C. We were among the first 750 organisations globally to do this and will submit our first proposal late 2020. This will set out our plan for how we will achieve carbon reductions over the next 5-15 years with a long-term ambition to achieve net-zero carbon emissions by no later than 2050.

In 2019, our carbon emissions intensity increased to 614.5 kgCO₂e per ton of finished goods, due to the addition of two newly acquired brands, Aunt Bessie's and Goodfellas. The increase is mainly due to higher carbon intensity derived from animal product related waste. As the business grew, absolute emissions increased to almost 340 kilotons CO₂e.

Excluding the two new businesses, emissions intensity per ton of finished goods decreased by 9% due to our sustained efforts to drive efficiencies within those operations. To ensure continuous decrease in line with our commitment, we will extend our dedicated effort across all operations to reduce our emissions intensity for 2020 and beyond.

The largest proportion of our emissions occur as a result of waste and materials for re-use, of which the majority are sent for animal feed. As the business grew, the total waste volume increased to 51,521 tons. Excluding the two new businesses, waste and materials for re-use reduced by 8% compared to 2018. We expect to

kgCO₂e per ton of finished goods



1. 60% grid-supplied electricity
2. 20.8% renewable sources
3. 19.1% purchased steam
4. 0.1% district heating

continue to drive overall reductions as part of our improvement programme.

We know that partnerships and collaborations are essential to reducing food waste, which makes up two thirds of all waste generated. In 2019, we held a pilot workshop called "Opportunity walk" at our factory in Hull (UK) with waste reduction specialists from UK WRAP and FareShare, a UK based national network of charitable food redistributors. The aim of the session was to identify areas in which we can reduce or divert waste for repurposing. The workshop generated tangible ideas that are now being reviewed and shared with other factories.

Although we are taking steps to minimise food waste across our business, we do still have surplus edible food. We have long lasting relationships with local food banks across Europe, to ensure surplus food is redistributed to those who need it most. In 2019, we donated the equivalent of almost 490,000 meals across nine markets.

We are also working to optimise our logistics where possible. Following a successful pilot in 2018, we expanded our initiative to transport finished products from our existing production sites using rail freight instead of diesel road transport to further reduce transport-related emissions, saving 259 kg CO₂e per container.

Another major source of emissions is linked to electricity usage, and in order to reduce them,

¹ Aunt Bessie's and Goodfella's Pizza were excluded from our 2018 corporate carbon footprint as acquisitions were made midway through 2018

² Across our Scope 1, 2 and 3 corporate carbon footprint

³ Includes natural gas, propane and biogas

we are transitioning our factories to 100% electricity generated from renewable resources. During 2019, one additional factory moved to electricity from renewable sources and we expect another six to move during 2020. As a result, our proportion of electricity from renewables has increased to over 25% and we anticipate it to be around 50% by the end of 2020.

Reducing water usage is part of our continuous improvement programme. Last year, we reduced our total fresh water consumption to 4,741,312 m³ across the business, with ten of our sites reducing their water usage.



1. 47.1% Waste & Materials for Re-use
2. 18.8% Gaseous Fuels³
3. 10.8% Logistics & Warehousing
4. 10.2% Purchased Electricity
5. 6.5% Fresh & Waste Water
6. 3.2% Purchased Steam
7. 3.3% Other

Future plans

While we continue our efforts to decrease annual reductions in line with our current commitment, we will submit our first SBTi proposal late 2020 with a long-term ambition to achieve net-zero carbon emissions by no later than 2050.

Following the acquisition of Aunt Bessie's and

Goodfellas, our 2019 emissions data will serve as our new baseline going forwards. We have set an annual reduction target of 2% for 2020 across our full operations and, as part of our performance management programme, we will implement quarterly in year tracking which will allow us to review progress and take corrective

actions, if needed.

Food waste remains a focus area as does reduction of the impact from energy. We are looking at replicating the "Opportunity walk" across more sites and will continue our effort to reduce energy usage whilst moving another six sites to "green" electricity.



“We are delighted that Nomad Foods was amongst the first 750 companies to commit to set Science Based Targets in line with 1.5 degrees. We will need to make efficiencies across our value chain and embrace new technology to make sure we achieve this.”

Oliver Spring,
Group Sustainability Manager

Collaborating to Reduce Waste

The problem of food waste

Approximately 1.3 billion tonnes of food produced for human consumption is lost or wasted every year¹⁰. This is an enormous waste of the natural resources used to produce, process and transport food, contributing to global heating and exacerbating food insecurity and biodiversity loss.

Halving global food waste as specified in SDG 12.3 requires stakeholders from across the food industry and beyond to work together. We are championing progress towards this target: streamlining our supply chain, redistributing surplus food, driving cross-sector collaboration and promoting consumer behaviour change to ensure that less food goes to waste.

Minimising food waste in production

We are working to minimise food waste across all our markets and operating sites, using certain markets to lead the way and pilot new solutions. In Sweden, Norway and the UK, we have pledged to halve food waste by 2030. To achieve this ambitious target, we are harnessing new technology including an optical sorting machine that uses precise photographic sensors to sort edible food from waste, maximising our yield and reducing waste. We are improving our factory operations to streamline production and prevent spoilage, as well as partnering with retailers to sell vegetable offcuts at an affordable price rather than use them as animal feed.

Working together to generate solutions

Nomad Foods has a strong history of pushing for progress on food waste beyond our supply

chain. One example of our pioneering work is Findus Norway's partnership with food waste charity Matvett on a national campaign to showcase the volume of edible food wasted in Norway. To date, 4,000 people have signed our 'Findus Food Waste Promise' to reduce food waste through better planning and greater use of the freezer, including the Norwegian Minister of Climate and the Environment.

Using our influence to lead the discussion

Having laid the foundations for change through broad awareness raising, we are now driving understanding of potential solutions and promoting consumer behaviour change.

Across three lunches prepared using surplus food, Findus Norway and Matvett convened industry representatives, charities, campaigning organisations, schoolchildren and politicians to explore solutions to food waste. As a direct response, the Minister for Agriculture and Food announced that she will host a new meeting with food industry players and governmental agencies to further explore food waste reduction strategies at a national level.

We believe that our influence within the food industry, our wide consumer reach and our unique capacity to promote freezing as a solution to food wastage make us perfectly positioned to lead the way towards a less wasteful food industry. We are determined to continue harnessing our strong position to reduce global food waste for good.

¹⁰. UN FAO



“Cross-border cooperation is crucial if we are to succeed in halving food waste in Norway by 2030. Matvett is pleased to collaborate with Findus to raise awareness about food waste, with consumers, in the food industry, with the authorities and in the media.

Anne Marie Schrøder,
Matvett Communications Manager

Our Packaging

Packaging protects the safety and quality of our products, but we need to minimise its impact on the planet.

Our packaging protects the product against contamination, it is designed to optimise logistics, it helps with portion sizes, carries information for customers, and, by maintaining the quality of products for the duration of their shelf life, it also helps to reduce food waste.

However, packaging, in particular plastic packaging, has been in the spotlight because of its environmental impacts. Poor management of recycling or waste disposal of plastic packaging can result in plastic leaking from the waste management cycle into oceans, threatening the lives of sea birds and marine animals, and disrupting ecosystems.

We are determined to minimise negative impacts of our packaging on the environment – and this forms an important element of our sustainability strategy.

Our approach

We primarily design our packaging around food safety needs and environmental impact concerns, ensuring that the packaging protects the product but does not waste natural resources. Our sustainable design principles encapsulate our approach to packaging innovation: minimising packaging material use; driving circularity; minimising plastic waste and harnessing the future of sustainable packaging.

#6. 100% of our consumer packaging will be recyclable by the end of 2022



Packaging used that is recyclable



Our Policy on Packaging covers all our packaging elements, from the box or bag protecting our food to the packaging that transports our products. When virgin paper is used, it must be from sources that are certified in responsible forest management. We use recycled materials where possible (and where legally approved). All new packaging development is assessed for sustainability and not approved unless it meets our recyclability criteria or, rarely, by exception to ensure food safety.

The policy also stipulates how we can help our consumers to tackle packaging waste. This includes using labelling systems to raise consumer awareness of recycling and recovery systems across Europe (e.g. the On-Pack Recycling Label Scheme in the UK).

In some places, we do need to use flexible materials such as plastic. In these cases, innovation in material composition is required to minimise their environmental impact. We are actively working with suppliers as part of our Technical

Innovation Pipeline to develop new materials with full recyclability that will be suitable for our frozen food portfolio. In the UK, Birds Eye is also a founding signatory of the UK Plastics Pact. The Plastics Pact is a collaboration between businesses, NGOs and the UK government to eliminate unnecessary plastics and deliver against ambitious targets for increasing recycling and reducing single-use packaging.

Our progress

As of the end of 2019, almost 73% of our packaging portfolio was recyclable. This is a slight increase from last year, yet lower than initially expected. This reflects the complexity of introducing new recyclable flexible materials into our supply chain processes. In order to drive progress faster in this area, we need to focus resources and promote collaboration with other stakeholders across the full value chain.

In 2019, we updated our Policy for Packaging, as well as our Responsible Packaging Design

Code of Practice, which led to a series of pilot initiatives across our portfolio. One of these initiatives was a focus on reducing the size of packaging, which conserves raw materials and optimises transport logistics. We also investigated changes in materials, with an intensified focus on recyclability. As a result, we have switched all bowl packaging in the UK to non-black plastic to ensure they are detectable for recycling processes. Where packaging is not in direct contact with food, such as outer paper based packaging, we are switching to recycled materials where possible.

Reducing the amount of packaging used for our products is an important part of minimising our impact on the environment. In 2019, we renovated the packaging for our iconic Schemmerfillet fishbake range, which result in the removal of 90 tonnes of plastic on an annual basis.

Reducing packaging weight can result in reduced carbon emissions when transporting products. In 2019, we focused on our pizza portfolio, reducing the weight of plastic wrapping by 17%.

We are also developing and trialling new materials and alternative technologies. This year, we have also switched all paper-plastic laminated bags, which is a non-recyclable material, to a recyclable mono-plastic alternative.

Future plans

We aim to complete the transition to recyclable plastics across our leading product ranges. This will allow us to apply the learnings more broadly across both materials and packaging machinery. Our key objectives are switching to single

“Recyclability is just our first step. Our goal is to move to a circular economy for packaging across all parts of the Nomad Foods business, optimising our packaging formats wherever we can.”

Tim Matthews,
Head of R&D
Implementation

material plastics and ensuring our paperboard packaging is 95% paper-based as a minimum to ensure recyclability.

Helping consumers dispose of packaging correctly is fundamental to ensure more packaging can be collected and recycled, which is why we are continuing our work in developing front-of-pack guidelines for all markets.

We will further engage in partnerships and forums at a local level, to share learnings, influence policy making and push for structural changes to enable better sorting and collection of plastic packaging. As we continue to strive for a circular economy for packaging, we invited suppliers and experts to a Future of Packaging forum, preparing us for a more sustainable future.



Employee Health, Safety and Wellbeing

We know that great people make the difference, so we protect and promote the health and wellbeing of our employees.

Our people are integral to everything we do at Nomad Foods – it's embodied in one of our core values, 'Great People make the Difference'. We currently have over 4766 colleagues in 15 countries and if they're not a healthy, engaged and productive workforce, there is a risk to our ability to function as a business.

Our approach

One of our primary responsibilities to our employees is to ensure they are safe in their place of work. This is true for all our employees, but especially so for those in roles in our factories where workers may be exposed to risks from machinery, on-site transport vehicles and coolant chemicals.

This year we launched our [Safety, Health & Environment Policy](#), which covers all Nomad Foods manufacturing facilities, offices, operational locations and all employees. It also encompasses contractors, visitors, local communities, potential mergers and acquisitions, and any other third parties that may be affected by our business operations. Our Policy outlines our aspirations to use the best available technology, training and leadership to ensure safety is our priority, and we benchmark internally and externally to continu-

ously challenge ourselves to improve, learning from other industries.

We believe all accidents and incidents are preventable, and we track the number and rate of incidents per million hours worked each year in our factories. Our company leadership teams are accountable for the health & safety practices within our business, and we encourage our employees and contractors to take responsibility for the safety of those around them too. Our Group Health and Safety Manager is responsible for ensuring health and safety processes are in place throughout all of our systems and for continuing to raise awareness of clear processes for

reporting and escalating incidents and injuries.

The wellbeing of our employees is of huge importance to us. We offer employees a health and wellness programme under the framework of 'our well way'. This programme is designed to support all our colleagues' physical, mental and financial wellbeing. The programme consists of a global toolkit which is delivered across our markets by local champions. In addition, we provide a wide range of employee benefits, which vary according to the needs of specific markets and exceed statutory minimums, such as an employee assistance programme, life assurance and private healthcare to eligible employees in specific markets.

88%
employees participating in 'our voice' culture survey



We measure the satisfaction and sustainable engagement through our annual culture survey, 'our voice', which is open to all employees. It covers multiple topics across eight areas including Communication, Leadership, Learning & Development, My Job and Health, Safety & Wellbeing. Scores from 9 key questions are combined to an aggregated "sustainable engagement score" measuring our employees' overall connectivity with Nomad Foods.

Recognition is an important aspect of our culture at Nomad Foods, including our well established Nomad Foods People Awards. This scheme includes our 'People Award for Sustainability' which formally recognises colleagues that embed sustainability into their role and champion our sustainability agenda in their teams and departments. A person or team is awarded for an achievement related to our sustainability agenda each quarter, and every spring we celebrate the winners, as well as Sustainability Champion of the Year, at a gala event. We also have a group-wide learning and development programme for leaders and managers, as well as extensive online and face-to-face learning and development opportunities.

Our progress

In 2019, our Lost Time Injury Frequency Rate (LTI-FR) was 18.33 per million hours worked. We also saw 105 total recordable cases (TRCs), a 48% increase compared to 2018. This was in part due to the acquisition of new sites. Of these incidents, the majority were due to slips and trips, cuts,

moving or falling objects and workplace transport. Reversing this trend and accelerating company safety performance is a key priority for us. We have created a roadmap for 2020 that includes further training for line managers, establishing risk reduction standards and implementing behavioural-based safety programmes. These will ensure that our new Health and Safety policy is implemented so that all of our employees can enjoy safe working environments.

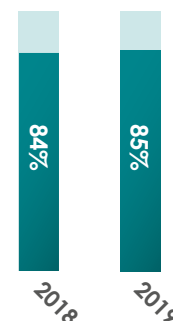
To support the wellbeing of our employees, we have continued to develop our wellbeing programme 'our well way'. In 2019, we raised visibility of the programme through our employee engagement portal, Nomad&Me, and through a network of employee ambassadors across the business. 'our well way' activities included sponsored exercise events across sites, healthy eating campaigns, financial education programmes, raising awareness of mental health and support services, and an employee assistance programme.

Results from our employee survey, 'our voice', demonstrated improvements across our major wellness indicators and high employee participation. Our sustainable engagement score of 85 is 6 points above the FMCG norm and 1 point higher than 2018, and we will continue to enhance our employees' experience further in 2020. We attribute this increase from 2018 to centrally led initiatives with local activities, and an intensified focus on leadership, learning & development, and communication with employees.

18.33

**Lost Time Injury
Frequency Rate per
million hours worked
(all employees)**

**Sustainable
Engagement
score**



Future plans

Our focus for 2020 is to set foundations for reducing risk and accidents, and establish proactive safety activities across our supply chain. We aim to build a culture in which health and safety reporting is a natural part of every employees' working day, especially for near misses, and standardise incident investigations so that we can better understand where risks occur and why incidents happen.

We will also continue to develop our colleagues personal and professional development through 'our well way' with key activities across 2020. The Nomad&Me intranet portal will hold new training resources, including function specific resources for those looking to broaden their skills.

Diversity and Inclusion

We believe a diverse and inclusive business makes us, and society, stronger.

Inclusion is at the heart of the sustainable development agenda and is central to many of the Sustainable Development Goals. Ensuring that employment practices reach out to a diverse range of people and creating a culture where colleagues feel involved, respected, and connected, regardless of their sex, gender, sexual orientation, age, race, ability, religion or ethnicity is of fundamental importance to all business, very much including our own.

A diverse workforce and inclusive employment practices is a central part of our strategy, and one where we are determined to keep moving forwards. It helps us retain and attract the best people, and better understand and engage the people who buy our products. Failure to act in this space carries risks to employee motivation and our ability to attract the best candidates.

Our approach

Our ambition is to create an environment where colleagues feel involved, respected and connected – where the richness of ideas, backgrounds and perspectives are leveraged to create business value.

Our approach is detailed in our Nomad Diversity and Inclusion (D&I) Policy. This is complemented by our D&I Framework, which outlines our approach to embedding D&I within Nomad



83

“Management supports diversity in the workplace” score

Foods and focuses on three areas that are key to a successful business model: talent, leadership and competitiveness. It includes guidelines around our recruitment processes, such as including female candidates in all professional, managerial and director roles and that all external recruitment processes should reflect a 50/50 gender split.

We have a Diversity and Inclusion Steering

Group, sponsored by members of our Executive Committee and made up of colleagues from various functions across the business. This committee supports and promotes the D&I agenda in the business, working with local champions at our locations across Europe.

One area of specific focus is gender balance. We want our Enterprise Leadership Team (made up of our top leaders across the business) to pro-

gress towards an equal balance of men and women, whilst never compromising on ensuring that we have the best talent in these roles.

We recognise that D&I needs to be integrated in all areas of the business, so we use multiple touchpoints to create a more inclusive environment. Examples of this include our learning and development offerings, highlighting success stories and sharing best practice, recruitment and retention focused on reaching top talent across diverse groups, and developing staff through mentoring across all geographies in our business. Our Women in Nomad Network runs several events throughout the year on various topics including role models, mentoring, emotional resilience and establishing your own personal brand. Our Early Career Network forum is an accessible and friendly network for colleagues to connect with their peers and more senior colleagues on key topics affecting those early in their careers.

We monitor our progress using several methods, such as measuring gender split at each work level within the business and employee perceptions through our annual culture survey, 'our voice'. The survey contains two questions relating to D&I, from which we can generate a score that demonstrates favourable answers to these statements.

Our progress

In 2019, the proportion of female employees increased by 1 percentage point at a total company level. At a senior leadership level, 26% of our Enterprise Leadership Team and Executive Committee was female, which is lower than last

“Our culture survey measure for diversity is up eight percentage points from 2018 – which we are delighted with.”

Rachel Young,
Nomad Foods
D&I lead and
ambassador



1. 64% male
2. 36% female

year. We are committed to doing more on this, and we are working with our recruitment partners to develop more gender-balanced candidate lists for senior positions and across the business. Internally, we have rolled out a series of initiatives across the business to put our D&I strategy into action, such as unconscious bias training and expanding our Women in Nomad network across UK sites and beyond. We established our Value Ambassador network, which is made up of local colleagues working with business leaders and teams to deliver engaging activities using the 'our way' values and tools to support business objectives. This community also have a role to play in supporting D&I through ensuring that it is reflected in their wellbeing activities. We also continued to celebrate International Women's Day, as well as International Men's Day with a focus on mental wellbeing in 2019.

Results from our annual culture survey, 'our voice', increased across both questions relating to diversity and inclusion in the workplace. We are proud that we are improving the working environment for all Nomad employees and will continue to drive progress throughout 2020.

Future plans

2019 was an important year for Nomad Foods in establishing its company purpose. In 2020, we will ensure that employees feel engaged with our purpose in everything they do, and our annual Culture Summit will focus on bringing the company purpose to life in our focus on sustainability, D&I and 'our well way' activities.

Solid foundations

Governance

Strong governance is essential in driving progress towards our sustainability targets.

To translate strategy into action, we need clear structures and procedures as well as strong governance in place across the business.

Our Executive Committee is ultimately responsible for Nomad Foods' sustainability strategy as well as its execution. The Executive Committee is informed by the Sustainability Steering Committee, made up of several executive members as well as representatives from different functions, markets and areas of expertise. The Steering Committee meets three times a year to monitor current progress, discuss gaps and agree further activity. Through this process, the Committee develops our sustainability strategy, targets and resource allocation, and works to continually influence our sustainability agenda.

Day-to-day, our group sustainability strategy is led and implemented by the Group Sustainability Director. The Director reports directly to the Chief Commercial Officer, who sits both on the Executive Committee and the Sustainability Steering Committee.

To ensure compliance with our sustainability strategy and communicate expectations across the business, we have a set of public and internal policies which lay out our approach. All material areas are covered in one or more business policies. Internal Subject Matter Experts (SMEs) are responsible for drafting policies, which are then approved by our Policy Review Group made up of senior representatives from Legal

and HR before being signed-off by our Executive Committee. Policies are supported by internal documents, such as a code of practice or procedure. We ensure compliance to policies through annual supplier questionnaires as well as risk-based audits. Compliance to topics that are material to our sustainability agenda are reported annually in our Sustainability Report.

Nomad Foods operates a Risk Heat Map which lists current and emerging sustainability risks. This covers areas such as environmental and ethical matters, as well as animal welfare. The Ethical Compliance Manager is responsible for maintaining the Risk Heat Map. The risks are scored according to their potential impact and probability of happening. These two scores are then multiplied together to give an overall risk exposure score, which indicates if a risk is red, amber or green. Red and Amber risks are assigned an owner, responsible for ensuring the required actions are completed within the agreed timescales. The Risk Heat Map is updated monthly and aligned with the Quality Standards Forum as a minimum 3 times a year, before being signed

off by the Sustainability Steering Committee.

As part of living our values, we operate a European network of Sustainability Ambassadors. These Ambassadors are Nomad Foods employees who champion sustainability throughout the business by initiating, coordinating and executing activities in their markets. The activities centre around three main focus areas: tackling food waste and plastic pollution, promoting healthy eating and championing ocean sustainability. Initiatives are shared across the business with an emphasis on inspiring others and building on each others' learnings.

We believe our new products should lead the way in achieving our sustainability targets. Therefore, we have put in place a strict governance model for assessing all new products in all markets according to our high nutritional, environmental and ethical standards. Products that do not comply are automatically flagged by the system and brought to the central decision forum to be discussed. Approval to launch might still be given provided certain criteria are fulfilled.



We embed sustainability throughout our business – from our core purpose as a company and our governance procedures to our network of employees.

Annelie Selander, Group Sustainability Director

Food Safety, Quality and Traceability

The safety and quality of our food is our top priority.

As a global food company, food safety lays the foundation for everything we do. Our customers deserve nothing less than the highest standards of food safety, and our business depends on upholding these.

We have implemented processes across our entire supply chain to ensure the safety and quality of our food. All products supplied by Nomad Foods are compliant with regulatory requirements in the EU and the country of sale as well as being safe for use with consumers and consistent in quality. Our Quality and Consumer Safety Policy outlines the steps required to iden-

tify, control and monitor points of potential safety risk. It covers every stage of the supply chain and applies to all operating sites and product categories, including anything manufactured by third parties.

When selecting new suppliers, we set high standards for food safety and quality. We conduct formal risk assessments on all our food and packaging suppliers, using an assurance scheme which complies with the Global Food Safety Initiative (GFSI). Following an agreed trial period, we reassess suppliers to make sure they are tackling any non-conformances we identified, and use this information to determine whether we continue to use the supplier. We expect all new suppliers to be accredited to the BRC Global Food Standard at A grade or a

66,000

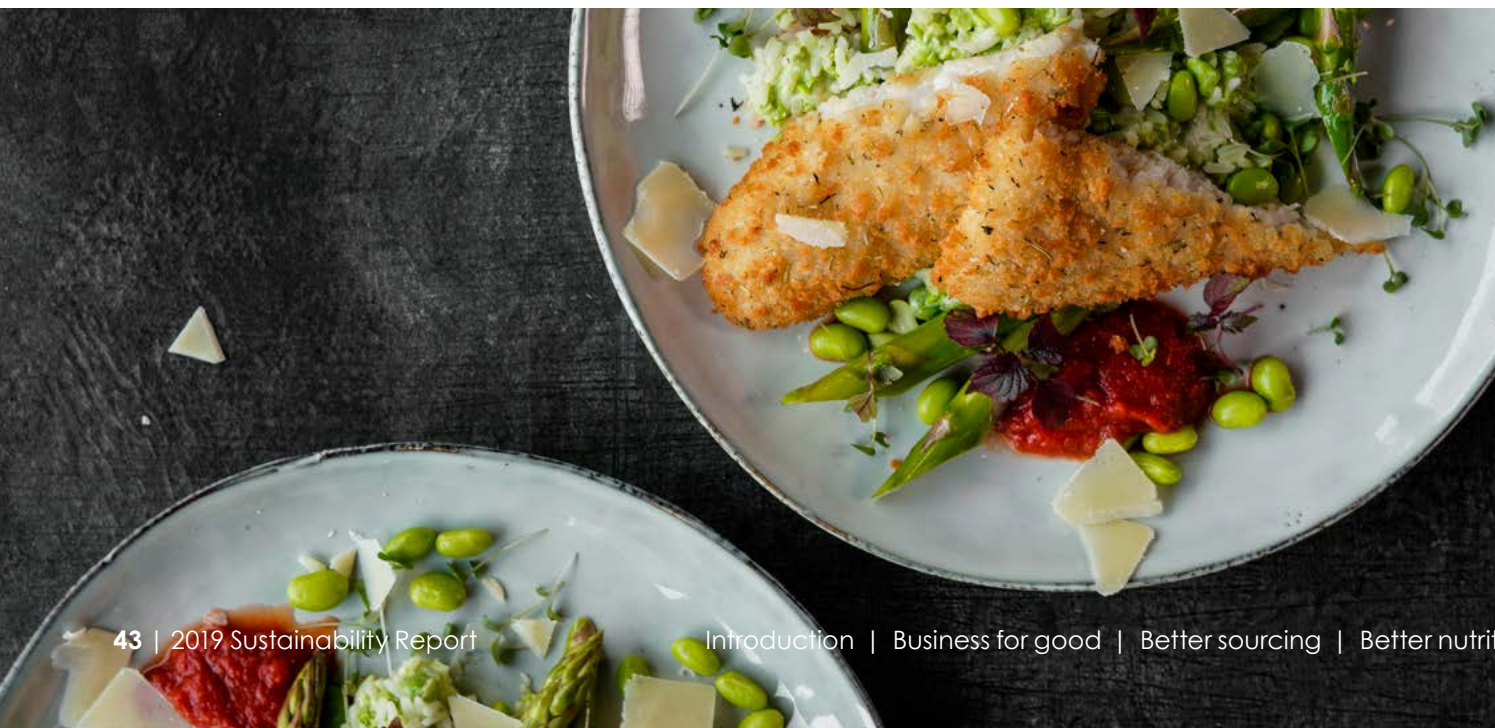
contacts to consumer care line

GFSI-equivalent standard, and we review their certification status every year.

As well as setting a high bar for new suppliers, we regularly scrutinise our supply chain to protect against possible risks. These include chemical, microbiological and physical contamination of materials, and could result in legal action, recall of products and damage to consumer trust. We demand that all raw material ingredients are provided with signed supplier specifications. We have an extensive Food Fraud and Adulteration Prevention programme that includes horizon scanning, intelligence sharing with other food business and laboratory testing of our raw materials. We also audit extensively within our supply chain, and carry out hundreds of traceability challenges every year. These results are used to work with suppliers on improving the quality of the products they deliver to us.

Making sure our ingredients are fully traceable is a critical part of food safety, as well as a legal requirement. It also enables us to respond to questions from customers about the provenance of food, ensure high-quality ingredients and promote sustainability in our supply chain. With certain key ingredients, we set an even stricter standard on traceability. Products such as our MSC- and ASC- certified fish, and our RSPO-certified sustainable palm oil are supplied through a chain of custody scheme, which guarantees that they have been sourced in a fully sustainable way.

Once food is placed on the market, we operate a Consumer Care Line to ensure we regularly receive and respond to feedback from our consumers.



Corruption and Anti-Competitive Behaviour

Corruption, bribery and anti-competitive behaviour are unethical, illegal and go against our ethics and values.

At Nomad Foods, we are committed to conducting ourselves fairly, honestly and lawfully in all our business dealings and relationships, and to preventing corruption and anti-competitive behaviour amongst our employees and suppliers at all operating sites. Corruption, bribery and anti-competitive behaviour run contrary to our belief that a level playing field provides more protection as well as choice to consumers. Non-compliance with laws and regulations would also carry significant risks for our business including long-term reputational damage; loss of shareholder and consumer trust; fines; legal action against Nomad Foods by private parties as well as public bodies and regulators; and negative impacts on our supply chain and on our access to third party financing.

We comply with all international and local legislation on corruption and bribery, and have strict policies in place to make sure we act fairly, ethically and in line with the law. These include our Anti-Bribery and Corruption Policy, Code of Business Principles, Gifts and Hospitality Policy, Conflicts of Interest Policy and Supplier Code of Conduct. Our Anti-Bribery and Corruption Policy applies to all Nomad Foods colleagues across all countries, including any contractors working on our premises or on behalf of Nomad Foods. It sets out our zero-tolerance approach to bribery

and corruption and our key principles for enforcing this, which include never giving or accepting valuable items that might confer an improper business advantage, avoiding situations that could create the impression of bribery and reporting any suspicions of bribery and corruption through our reporting process. Anti-competitive behaviour is covered in our Competition and Anti-Trust Policy and our Code of Business Principles, which sets out our commitment to protect consumers by following all applicable competition laws and regulations.

We have a range of control procedures to ensure that these policies are being followed. We aim to train all Nomad Foods employees regularly on corruption and bribery, to ensure that all employees, especially those involved in Sales, Marketing, Procurement or other commercial functions, are made familiar with applicable competition laws. With regard to corruption, we have enhanced controls in place around certain higher-risk functions. These include operating transparent and clearly documented hiring processes and prohibiting any payments to politicians or political parties. In our supply chain, we demand that all suppliers confirm compliance with our Supplier Code of Conduct and actively follow-up on any identified gaps. We also operate a helpline – SafeCall – for employees to share any concerns about misconduct. This is run by an independent third party and gives employees the option to speak out anonymously.

“As a result of our dedicated approach to compliance, in 2019, we are not aware of any breaches of any of our policies dealing with corruption or anti-competitive behaviour.”

Stephan Weber, Compliance Officer

Responsible Marketing and Labelling

Transparent marketing and labelling help consumers make informed food choices.

Consumers deserve and expect to be provided with clear information about the products they enjoy. Transparent marketing communications allow our customers to understand the nutritional content and ingredient profile of our products, empowering them to select the right product for themselves and their families. Certain labelling requirements, such as ingredient information, are also a legal obligation. Failure to clearly label our products risks negatively impacting the

health of our consumers, as well as exposing our business to criticism from NGOs and the media.

Our Nutrition Policy sets out our internal standards on the use of nutritional on-pack claims, which go above and beyond the law. We believe in helping consumers make informed food choices and use clear labelling on pack, including of all key nutrients. We use front-of-pack nutritional labelling where possible, to help advise consumers how much our food contributes to their daily reference intakes, and voluntarily label fibre to assist consumers in making sure they consume a balance of nutrients across the day. Where appropriate, we also adopt nationally recognised schemes to flag healthier meal

choices, making it easier for consumers to identify such products.

As well as providing clear information at the point of sale, we apply high ethical standards to all our marketing, PR and communications. We operate a strict policy for marketing to children to help parents and guardians make informed choices and discourage excessive food consumption. This policy specifies our intention to promote positive values and social behaviour through our product promotion. Before release, all advertisements and promotions that may appeal to children are reviewed by the project leader against our marketing policy.



“Given our wide reach and influence, we know it is essential to apply high ethical standards to all our marketing and communications.

Steve Axe, Chief Marketing Officer

Data



Data Tables

Data in this report includes all trading subsidiaries of Nomad Foods, including Aunt Bessie's and Goodfella's Pizza. As both acquisitions were made part-way through 2018, Aunt Bessie's and Goodfella's Pizza were excluded from all data (except palm oil) published in our 2018 sustainability report and listed here.

SCALE OF THE ORGANISATION

	Unit	2018	2019
Total employees in workforce*	People	4380	4,766
Employees working in factories*	People	2,500	>3,300
Total employees by region			
Austria	People	-	74
Belgium	People	-	35
Denmark	People	-	7
Finland	People	-	29
France	People	-	344
Germany	People	-	1401
Ireland	People	-	420
Italy	People	-	478
Netherlands	People	-	30
Norway	People	-	238
Portugal	People	-	27
Spain	People	-	276
Sweden	People	-	184
United Kingdom	People	-	1222
United States	People	-	1

* Includes full time and part time employees

BUSINESS FOR GOOD

	Unit	2018	2019
Markets where Nomad Foods is engaged in reducing food waste eg through donations to food banks or charities	Number	9	8

BETTER SOURCING

Our Oceans

MSC or ASC certified products across our global portfolio	Number	703	812
Nomad Foods sales volume that is MSC or ASC labelled	%	80	89
Purchased fish and seafood volume that is MSC or ASC certified	%	>90	95
MSC	%	-	96
ASC	%	-	75

Markets where Fish Provenance Tool has been implemented	Number	8	8
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Our Fields

Vegetables produced using sustainable farming practices	%	-	.*
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*As we transition to FSA, we are unable to report data until external audits have been completed on assessments. We plan to report a new baseline in 2020 once we have mapped all suppliers and completed audited assessments for bulk and co-pack volumes

Our Approach to Specific Ingredients

Purchased volume of palm oil which is verified by standard:	%	98.5	99.3
RSPO-Certified segregated	%	87.5	88.1
RSPO-Massbalance	%	11.0	11.2
Purchased volume of palm oil that is uncertified	%	1.5	0.7

Our Animal Welfare

	Unit	2018	2019
Purchased volume of animals by breed type	Tons	-	131,592
Fish and seafood	%	76	73.4
Poultry	%	16	16.4
Red meat	%	8	10.2
Purchased volume of poultry from non-cage reared animals	%	>95	100.0

Our Supply Chain Ethics

	Unit	2018	2019
Tier 1 suppliers registered with Sedex	%	60	76
New suppliers (including indirect suppliers) that were screened using social criteria	%	-	100

BETTER NUTRITION

Our Nutritious Profile

Percentage of total net sales from products assessed and classified as healthier meal choices (Excluding Spain owing to data reliability)	%	-	89.8
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Our Approach to Additives

Products without flavour enhancers, artificial flavours and artificial colorants	%	92.5	94.8
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BETTER OPERATIONS

Our Emissions

Scope 1 GHG emissions	kilotons CO2e	57.8	67.3
Scope 2 GHG emissions	kilotons CO2e	56.1	47.5
Scope 3 GHG emissions	kilotons CO2e	170.5	223.0
GHG emissions intensity	kgCO2e per ton of finished goods	592.5	614.5

Waste	Unit	2018	2019
Volume of waste materials by waste type	Tons	48,689	51,521
Edible food waste	%	41.2	38.8
Inedible food waste	%	29.9	28.6
Packaging waste	%	24.4	22.8
Rest of non-hazardous waste	%	4.3	9.5
Hazardous waste	%	0.2	0.3
Weight of hazardous waste	Tons	-	132.7
Weight of non-hazardous waste, by disposal method	Tons	-	51,388
Closed loop	%	-	42.0
Open loop	%	-	46.8
Incineration for energy recovery	%	-	8.5
Incineration without energy recovery	%	-	0.0
Landfill	%	-	2.7
Sewers	%	-	0.0
Meal equivalents of food given to food banks	Meal equivalents	337,420	489,579

Energy

Total fuel consumption from non-renewable sources, broken down by fuel type	kWh	267,621,332	314,386,613
Natural gas	%	98.7	95.7
Diesel	%	1.3	1.8
Petrol			0.0
Propane (owned or controlled by Nomad)			2.4
Total energy consumption from renewable sources, broken down by source*	kWh		51,742,829
Wind	%	-	77.9
Hydro	%	-	16.7
Solar	%	-	1.7
Biomass	%	-	2.9
Unspecified	%	-	0.9
Total electricity and steam consumption, by energy source	kWh	227,675,048	249,102,252

(Energy)	Unit	2018	2019
Grid-supplied electricity generated from a variety of fuel mixes	%	69	60.0
Renewable energy self-generated or purchased	%	8	20.8
Purchased steam	%	23	19.1
District heating	%	-	0.1

* Excludes biogas

Water

Volume of fresh water consumption, by source	m3	4,811,729	4,741,312
Well	%	71	63.5
Municipality	%	29	36.5
Volume of effluent water discharged	m3	4,045,593	4,058,960

Our Packaging

Packaging material that is recyclable	%	71	73
Packaging material that is renewable	%	-	35

Employee Health, Safety & Wellbeing*

Lost time injury frequency rate	Number of injuries per million hours worked	-	18.3
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* Our 2018 Sustainability Report published lost time injury frequency rate as 5.59 per million hours worked. This was published in error and should have been attributed to the high consequence injury frequency rate.

Total employees participating in engagement survey	%	79	88
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Scores in engagement survey

Sustainable engagement score	Number	84	85
Wellbeing, health & safety score	Number	82*	80

* Wellbeing, health & safety score in 2018 was based on a question set of 4 questions. In 2019, our Wellbeing, Health & Safety score has been updated to a question set of 5 questions, of which 3 were used in 2018.

Diversity & Inclusion

Gender distribution amongst employees			
Female	%	35.1	36.0
Male	%	64.9	64.0

(Diversity & Inclusion)	Unit	2018	2019
Gender distribution amongst employees by work level* - Female			
1	%	34.0	34.9
2	%	43.7	45.3
3	%	27.4	25.0
4-7*	%	28.6	25.7

Gender distribution amongst employees by work level* - Male

1	%	66.0	65.2
2	%	56.3	54.7
3	%	72.6	75.0
4-7*	%	71.4	74.3

* Examples of roles at each work level (WL): WL1 & WL2 = eg. administration, factory worker, professional junior manager; WL3 = eg. Manager, Head of; WL4-7 = Executive Committee and Extended Leadership Team.

SOLID FOUNDATIONS

Food Safety, Quality & Traceability

Supplying sites within Nomad Foods supply chain operating to an international food safety system	%	-	97
Incidents concerning food safety and quality	Number	-	12

Corruption & Anti-Competitive Behaviour

Confirmed incidents of corruption	Number	-	0
Confirmed incidents in which employees were dismissed or disciplines for corruption	Number	-	0
Confirmed incidents when contracts with business partners were terminated or not renewed due to violations related to corruption	Number	-	0
Public legal cases regarding corruption brought against Nomad or its employees	Number	-	0
Legal actions pending or completed during the reporting period regarding anti-competitive behaviour and violations of anti-trust and monopoly legislation	Number	-	0

GRI Index

GRI Standard	GRI re-requirements referenced	Description	Page nr.
GENERAL DISCLOSURES			
GRI 102: GENERAL DISCLOSURES 2016			
102-1	All	Name of the organization	Nomad Foods Europe Limited
102-2	a	Activities, brands, products, and services	5
102-3	All	Location of headquarters	5
102-4	All	Location of operations	5
102-5	All	Ownership and legal form	Annual Report (p. 45)
102-6	All	Markets served	5
102-7	All	Scale of the organization	5, Annual Report (p. 5, 36)
102-9	All	Supply chain	5
102-10		Significant changes to supply chain	Relocation of offices in Spain, France and Republic of Ireland
102-11	All	Precautionary Principle or approach	7, 42
102-12	All	External initiatives	5
102-13	All	Membership of associations	5
102-14	All	Statement from senior decision-maker	4
102-18	a	Governance structure	42
102-19	All	Delegating authority	42
102-20	All	Executive-level responsibility for economic, environmental, and social topics	42
102-22	a, v	Composition of the highest governance body and its committees	40
102-31	All	Review of economic, environmental, and social topics	42
102-40	All	List of stakeholder groups	6
102-47	All	List of material topics	6
102-48		Restatements of information	Health & Safety data was incorrectly reported in 2018, for further details see Data Tables p. 48
102-50	All	Reporting period	2
102-51	All	Date of most recent report	2
102-52	All	Reporting cycle	2
102-53	All	Contact point for questions regarding the report	51

GRI Standard	GRI req. referenced	Description	Page nr.		
102-54	All	Claims of reporting in accordance with the GRI Standards	2		
102-55	a	GRI content index	49, 50		

GRI Standard	GRI req. referenced	Description	Page nr.	SDG
305-3	a, d, g	Other indirect (Scope 3) GHG emissions	47	6, 7, 9, 12, 13, 17
305-4	a, b, c	GHG emissions intensity	32	6, 7, 9, 12, 13, 17
GRI 306: WASTE AND EFFLUENTS 2016				
306-1	a.i	Water discharge by quality and destination	48	6, 12, 14, 17
306-2	b	Waste by type and disposal method	32, 48	6, 12, 14, 17
GRI 403: OCCUPATIONAL HEALTH AND SAFETY 2016				
103-1	a	Management approach	37, 38	8.8
103-2	a, b, c.i, iii, vii			
103-3	a			
GRI 405: DIVERSITY AND EQUAL OPPORTUNITY 2016				
103-1	a	Management approach	39, 40, 42	5, 10
103-2	a, c.i, iii, vii			
103-3	a			
405-1	a.i, b.i	Diversity of governance bodies and employees	48	5, 10
GRI 414: SUPPLIER SOCIAL ASSESSMENT 2016				
103-1	a, b.i	Management approach	21, 42	8
103-2	a, c.i, iii, iv, v, vi, vii			
103-3	a			
414-1	All	New suppliers that were screened using social criteria	47	8
GRI 416: CUSTOMER HEALTH AND SAFETY 2016				
103-1	a	Management approach	42, 43, 48	2.1
103-2	a, c.i, iii, iv, v, vi, vii			
103-3	a			
G4 SECTOR DISCLOSURES 2013: FOOD PROCESSING				
FP2	n/a	Percentage of purchased volume which is verified as being in accordance with credible, internationally recognized responsible production standards, broken down by standard	19, 47	2, 12, 13, 14, 15, 17
FP9	n/a	Percentage and total of animals raised and/or processed, by species and breed type	20	2, 17

GRI Standard	GRI req. referenced	Description	Page nr.	SDG
OTHER MATERIAL TOPICS				
Our Oceans				
103-1	a	Management approach	13, 14, 42	2, 6, 9, 12, 13, 14, 17
103-2	a, b, c.i, ii, iii, iv, vii			
103-3	a			
Our Fields				
103-1	a	Management approach	16, 17, 42	2, 6, 8, 9, 12, 13, 15, 17
103-2	a, b, c.i, ii, iii, iv, vii			
103-3	a			
Our Approach to Specific Ingredients				
103-1	a	Management approach	19, 42	2, 6, 8, 9, 12, 13, 15, 17
103-2	a, b, c.i, ii, iii, iv, vii			
103-3	a			
Our Animal Welfare Standards				
103-1	a	Management approach	20, 42	2, 17
103-2	a, b, c.i, ii, iii, iv, vii			
103-3	a			
Our Nutritious Food				
103-1	a	Management approach	23, 24, 42	2, 17
103-2	a, b, c.i, ii, iii, iv, vii			
103-3	a			
Empowering Positive Choices				
103-1	a	Management approach	26, 27, 42	2, 12, 13, 14, 15, 17
103-2	a, b, c.i, ii, iii, iv, vii			
103-3	a			
Our Approach to Additives				
103-1	a	Management approach	29, 42	2, 17
103-2	a, b, c.i, ii, iii, iv, vii			
103-3	a			
Responsible Marketing and Labelling				
103-1	a	Management approach	42, 45	2.1
103-2	a, b, c.i, ii, iii, iv, vii			
103-3	a			

To find out more about Nomad Foods, visit nomadfoods.com

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It is our ambition to report accurate and truthful data and where feasible, we use actual data but in some cases we have to make assumptions and estimations. As data availability and quality improve, we might review and change the way we collect, calculate or report data in which case we will do our utmost to clarify this, should it be significant.

If there are any questions about the report, please contact Annelie Selander, Group Sustainability Director at annelie.selander@nomadfoods.com. We plan to publish our next report covering our 2020 activity in 2021.

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Version: 2019_v2



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