

# 2018 sustainability report



**Nomad Foods**

# Contents

## About this report

This is Nomad Foods' second annual sustainability report, covering the period from January to December 2018. Our first report was published in spring 2017.

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.



## Introduction

- 4 Our CEO's Message
- 5 2018 Sustainability Highlights
- 6 Our Sustainable Path
- 7 Governance
- 8 Our Supply Chain
- 9 Materiality



## Better Sourcing

- 11 Our Oceans
- 13 Our Fields
- 15 Our Ingredients
- 17 Our Supply Chain Ethics



## Better Nutrition

- 19 Our Nutritious Food
- 21 Our Approach to Additives
- 22 Our Influence



## Better Operations

- 24 Our Planet
- 27 Packaging
- 28 Our People and Communities
- 28 Employee Wellbeing
- 30 Employee Health and Safety
- 31 Diversity and Inclusion



## How We Do Business

- 34 Food Safety, Quality and Traceability
- 35 Corruption and Anti-Competitive Behaviour



Introduction



Better  
sourcing



Better  
nutrition



Better  
operations



How we  
do business



# Introduction



Introduction



Better  
sourcing



Better  
nutrition



Better  
operations



How we  
do business



# Our CEO's message

Welcome to Nomad Foods' second sustainability report. I'm pleased to share our progress over the past year and to introduce our new sustainability strategy, Our Sustainable Path.

Feeding a growing population sustainably, while protecting the environment and biodiversity, is one of the main challenges of our time. It is a challenge that our consumers are increasingly concerned about. They see the solution as a healthy and sustainable diet that is good for the environment and good for them too. It is a concern that I only expect to grow.

As Europe's largest frozen food company, we are determined to play a role in helping our consumers eat sustainably. In 2018 we took a step back to systematically assess our sustainability work and to determine our plan of action for the future.

This culminated in the launch of our new sustainability strategy, Our Sustainable Path. It is a European wide programme with the ambition of making a difference every day through affordable, sustainable food. We view what we do as contributing jigsaw pieces to the global efforts led by the UN and our new strategy focuses on where we can make a difference.

We created our strategy by mapping our environmental and social impacts against the UN's Sustainable Development Goals and by building on the foundations we have established over the last 20 years. We identified three key focus areas – better sourcing, better nutrition and better operations – and we have committed to six ambitious targets to provide a clear sense of direction as we move forward; from 100% fish and

seafood from sustainable fishing or responsible farming by the end of 2025 to 100% of our consumer packaging will be recyclable by the end of 2022.

Measuring our progress is how we ensure sustainability sits at the heart of our business on a day-to-day basis and I'm proud of what we've achieved this year as outlined in this report, as well as the targets that we have set ourselves. I know that Our Sustainable Path puts us in the best possible position to work towards a better future for both people and the planet.

**Stefan Descheemaeker,  
CEO**

***“We view what we do as contributing jigsaw pieces to the global efforts led by the UN and our new strategy focuses on where we can make a difference”***



Introduction



Better  
sourcing



Better  
nutrition



Better  
operations



How we  
do business

# 2018

## Sustainability Highlights



Launched  
our new  
sustainability  
strategy,

### Our Sustainable Path

to accelerate our  
sustainability agenda



**90%**  
**sustainably  
sourced fish**  
and seafood raw material



Joined the  
**Sustainable  
Agriculture  
Initiative**

to roll out  
sustainable farming  
practices across all  
vegetable sourcing



Co-hosted

### **SDG14 Life Below Water**

webinar to progress  
towards targets



**95%**  
of our new  
product launches are  
**healthier meal  
choices**



**2%**  
**decrease  
in carbon  
emissions**  
per ton of finished goods  
in own production



Scored  
**84**  
on

**sustainable  
employee  
engagement**  
in Our Voice Survey



Launched  
**Our  
Well Way**

a health and  
wellness programme  
to support  
our employees



Introduction



Better  
sourcing



Better  
nutrition



Better  
operations



How we  
do business



# Our Sustainable Path

In 2018, we launched our new sustainability strategy for Nomad Foods: Our Sustainable Path.

Through extensive work with internal and external stakeholders, we decided on three focus areas—better sourcing, better nutrition, better operations—with a clear ambition to lead in material areas such as fish sourcing, sustainable vegetable farming and nutrition. To ensure progress, we have set time-bound targets in the six most material areas. And across these three pillars, we hold ourselves to high standards on governance, ethics and food safety.

**Main UN Sustainable Development Goals that our strategy align with**





We spent 2018 embedding the strategy throughout the business, using internal engagement sessions and webcasts, including targeted sessions for our Enterprise Leadership Team, and developing action plans with dedicated teams. We will work with partners throughout our supply chain to achieve these commitments by 2025 at the latest. We will ensure that new products lead the way in sustainability and will also use our media presence and consumer communications to drive positive change.

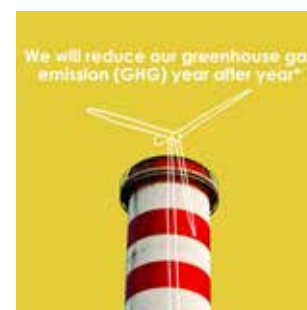
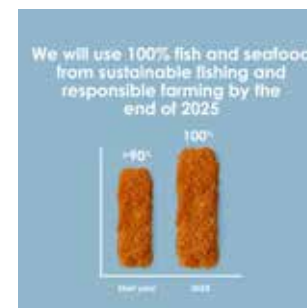
**“As the world population grows and the demand for nutritious, sustainable food increases, we need to transform the way we produce and consume food. We will play our part in that transformation and have shaped our new strategy to support the UN’s Sustainable Development Goals.”**

Annelie Selander,  
Group Sustainability Director

## Governance

Our Executive Committee holds ultimate responsibility for Nomad Foods’ sustainability direction. To guarantee that we meet the targets set out in Our Sustainable Path, we have a Sustainability Steering Committee: a cross-functional group chaired by our CEO, consisting of seven members of our Executive Committee and representatives from different functions and markets. Our Group Sustainability Director reports directly to the Chief Communications Officer, who sits on the Executive Committee and the Sustainability Steering Committee, ensuring that our business activities drive progress towards our sustainability strategy.

We want our strategy and commitments to be borne out in all new product development. Therefore, in 2018, we embedded detailed sustainability criteria into our NPD processes: a governance model for approving all new products in all markets. Products that do not comply with our strict environmental and social standards are flagged by the system, and an action plan for improvement must be developed in partnership with senior management.



\*per ton of finished goods from our own operations



# Our Supply Chain

Nomad Foods is a €2.2bn business bringing together some of the biggest European frozen foods brands, including Birds Eye, Findus and iglo.

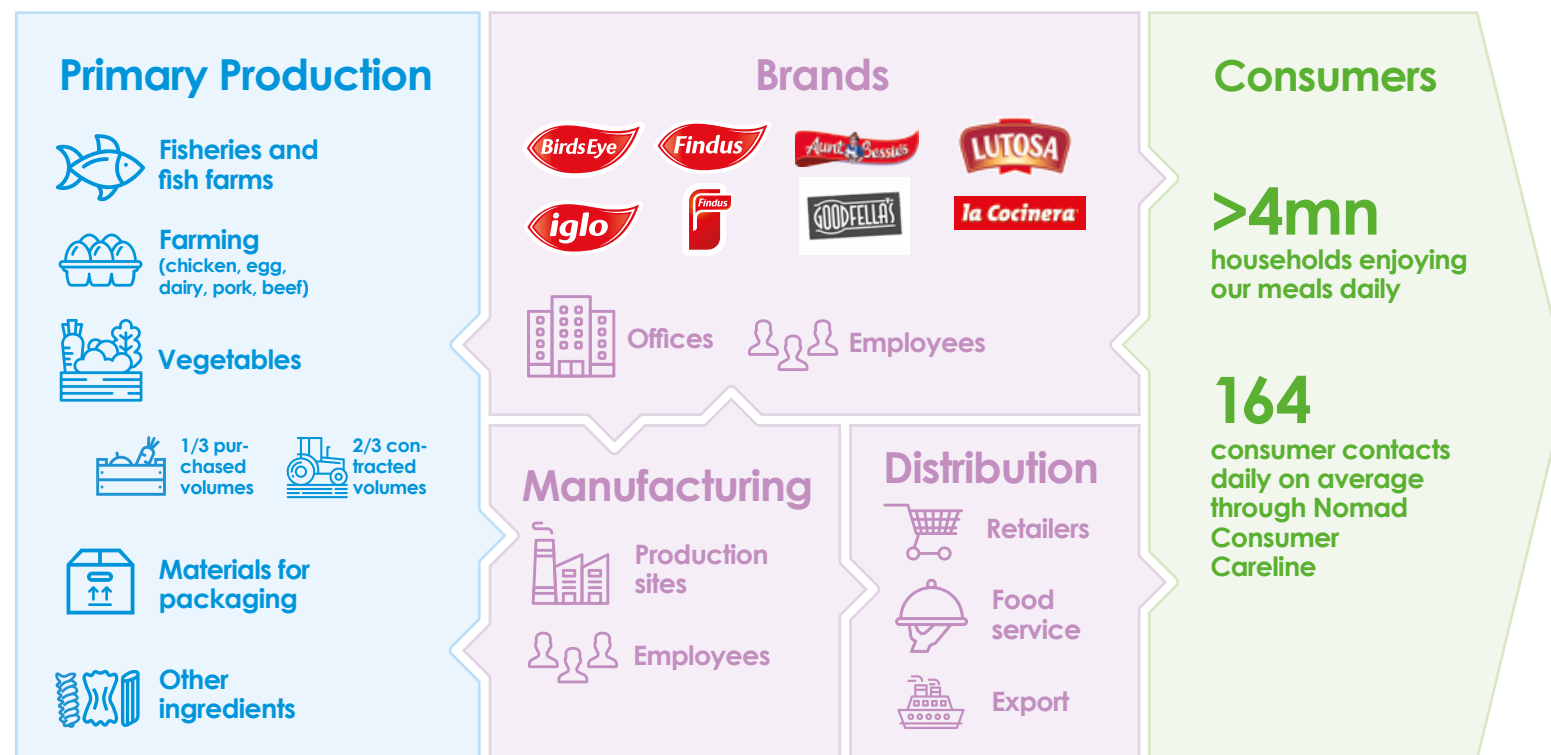
This year, we welcomed two new acquisitions to our brand family: Aunt Bessie's and Goodfella's Pizza<sup>1</sup>. We work across 13 primary markets, led from our UK headquarters in Bedford: Austria,

Belgium, Finland, France, Germany, Ireland, Italy, the Netherlands, Norway, Spain, Sweden, Portugal and the UK. As a global company with a varied portfolio of fish and seafood, vegetable, chicken and ready meal products, our supply chain starts with securing raw ingredients and ends with our tasty products on our consumers' plates.

We have direct operational control over many of the elements in our supply chain. This means we design and implement policies, procedures and processes to ensure that they meet all our requirements, including sustainability. Where we

have indirect 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. We also work in partnership with certification bodies, such as the Marine Stewardship Council (MSC), to maximise our impact beyond our supply chain.

*1. As we made both acquisitions in 2018, Aunt Bessie's and Goodfella's Pizza will be fully included in our 2019 sustainability report, when we can relate the development to a full calendar year of sales data. We make an exception for palm oil, as the acquisitions resulted in more significant changes in this area.*





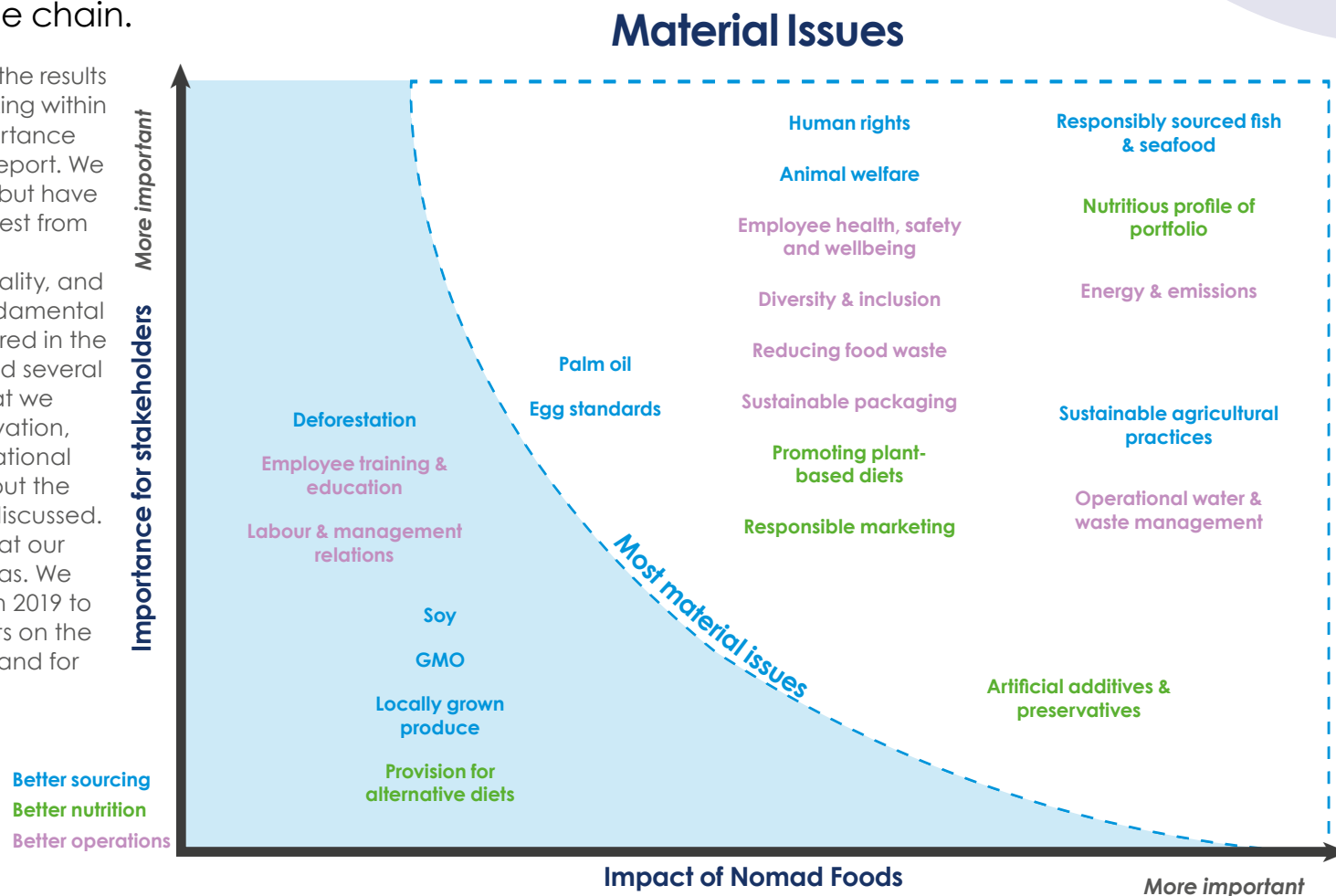
# Materiality

In 2018 we conducted a light-touch materiality assessment. We asked internal and external stakeholders—including representatives from within the company, customers and NGOs specialising in sustainable food, fishing and agriculture—to rank a range of sustainability issues in order of importance, and assessed their relative importance to our business and our ability to impact them through our value chain.

The chart is an illustrative representation of the results of our materiality assessment. All issues ranking within the top two thirds of both stakeholder importance and significant impact are covered in the report. We are not significant users of palm oil or eggs but have included them because of the level of interest from external stakeholders.

Some areas, such as food safety and quality, and legal and regulatory compliance, are fundamental parts of how we do business and are covered in the final section of this report. We also identified several key principles for operating responsibly that we apply to all aspects of our business—innovation, research, community impact and organisational transparency. These are covered throughout the report where relevant to the issues being discussed.

The materiality assessment confirmed that our new strategy covers the most material areas. We will conduct a full materiality assessment in 2019 to ensure that we continue to focus our efforts on the most important issues for our stakeholders and for the business.



# Better sourcing



Better  
sourcing



Better  
nutrition



Better  
operations



How we  
do business



# Our Oceans

Fish is an important ingredient to us—many of our most iconic and best-loved products are fish and fish products. Sourcing it responsibly is central to both the health of our oceans and the sustainability of our business.

As the risk of overfishing already poses a serious threat to the health of marine life, it is imperative that responsible management and sustainable fishing practices are used to meet the increasing demand of fish globally.

Aquaculture—the production of seafood in a farmed managed environment—is a growing industry and provides a way to reduce the pressure on wild fisheries. Although there is a need to ensure that the environmental impacts of aquaculture, particularly the use of wild fish stocks to create feed, are managed carefully, we believe that responsible aquaculture has an increasingly important role to play.

## Our approach

**#1. We are committed to sourcing 100% of our fish from externally certified sources by the end of 2025.** We are working towards this with long-term partners including the Marine Stewardship Council (MSC) and the Aquaculture Stewardship Council (ASC), as well as our suppliers.

Nomad Foods is the largest branded producer of eco-labelled wild-caught fish and seafood in

the world. For the last 20 years, our brands have been working with the MSC to protect our oceans from overfishing and ensure the environmental impacts of our operations are minimised.

Part of our approach is to increase awareness of the importance of choosing responsibly sourced fish amongst consumers and to make it easier for them to identify sustainably sourced fish when making purchase decisions.

## Our progress

In 2018, we further increased the proportion of certified sustainable fish in our portfolio, driven by both sales growth of existing products and new product launches. We doubled our sales volume of ASC-certified products across Europe compared to 2017 and launched eight new ASC-certified products in 2018.

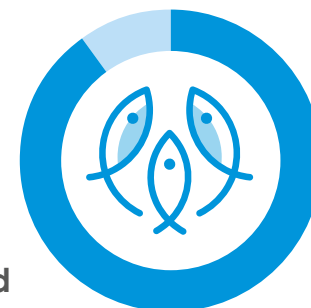


**“Our aim is to transform the market so that sustainable practices are standard, not the exception.”**

Andrew Papachrysou,  
Procurement Director

**>90%**

**of fish and seafood raw material is sustainably or responsibly sourced**



Better  
sourcing



Better  
nutrition



Better  
operations



How we  
do business

In 2018, MSC assessed 14 of the largest fisheries we source from and found sustainability improvements in all of them—from reducing the volume of bycatch (the unintended catching of other fish species) to improving fish habitats. This is largely due to the long-term commitments that fisheries have made to improving their operations and to increasing demand from producers and consumers for sustainable fishing practices.

We have been working to introduce front-of-pack eco-labelling to our certified products to underpin our commitment to only use responsibly sourced fish and seafood. As a result of this, 80% of our sales volume is now MSC- or ASC-labelled.

In addition, our brands support local activities to champion sustainable fish, such as Findus Norway participating in the annual Passion for

Ocean Festival in Oslo alongside the MSC to help consumers understand that their fish choices matter. Findus Sweden also joined the MSC at the Taste of Stockholm Festival.

Transparency is important to our consumers. Our Fish Provenance Tool, an online tool which allows consumers to trace where their fish is from, operates in eight markets and we are developing plans to expand this as a means of increasing knowledge.

## Future Plans

2019 will be a key year in terms of progress towards 100% sustainably sourced fish by 2025. We are working towards a step change in certified farmed raw material, in close collaboration with the ASC

and the farms we source from. In addition, we expect to see an additional one of our fisheries obtain certification as we continue to use our influence to keep raising the bar for sustainability standards.



## CASE STUDY

### SDG 14 Life Below Water webinar

Our oceans are suffering from a host of issues, many of them as a result of human impact. Finding a solution is complex and requires collaboration across the board. That's why, in November 2018, we partnered with the MSC and GlobeScan to host a global webinar, discussing how we can work together to accelerate progress towards SDG 14: Life Below Water. We brought together stakeholders from across the world

in an online forum, to advocate for ocean sustainability and promote collaborative partnerships in progressing towards the targets.

The webinar delivered a number of positive outcomes. Following discussions on the importance of farmed fish in meeting growing consumer demand for fish, we are developing an aquaculture roadmap for our business. We are also accelerating our efforts in

working with fisheries to achieve MSC certification, and we are setting out plans for group-wide initiatives to combat plastic pollution and support ocean clean-ups, which are key activities for SDG 14.1. A collaborative approach is key to drive progress towards SDG 14 as a whole, so we will continue to work with other partners to find solutions throughout 2019.



2. Compared to 643 products in 2017



Better  
sourcing



Better  
nutrition



Better  
operations



How we  
do business



# Our Fields

As the number one frozen vegetable brand in Europe, it is essential that we use nutritious vegetables grown in a way that minimises our impact on the planet.

Maintaining soil health, making selective use of pesticides and preserving biodiversity are key targets within SDG 2 and crucial for ensuring the future of our agricultural supply chain.

## Our approach

**#2. We are committed to sourcing 100% of our vegetables through sustainable farming practices by the end of 2025.** We are already working closely with our suppliers to continue driving progress. Approximately two thirds of our vegetables are produced through contracted relationships with individual farmers and growers across Europe, many of whom we have worked with for three generations. Our experienced Fieldstaff work with them to make crop management decisions around

when to harvest vegetables, minimising food waste and preserving biodiversity as well as monitoring quality and yield, and ensure adherence to our high standards on pesticide use. We contract with third-party suppliers to procure the remaining part of our vegetable portfolio, and we will work with them to ensure high standards across all vegetables.

## CASE STUDY

### Pea Breeding

Since the 1980s, we have been working to address various environmental challenges through our pioneering pea breeding programmes. Our agricultural experts are developing new pea varieties which are more resistant to disease and environmental stress, producing high yields without excessive water usage and fertilisers whilst maintaining high nutritional value. So far, we have developed several new varieties of high-performing peas, all with the same taste that our customers expect and enjoy.

Our current pea breeding programme is a key part of our work to secure the future of pea production across Europe and was expanded in 2018 to operate across several growing areas. This allows our team of scientists and experts to investigate new properties of peas in various environments, with the aim of developing a portfolio of genetically diverse pea varieties that will lead the way in the future of sustainable farming.



Better  
sourcing



Better  
nutrition



Better  
operations



How we  
do business

## Our progress

In 2018, Nomad Foods joined the Sustainable Agriculture Initiative (SAI): a network of food companies and retailers who share our vision and principles of sustainable agriculture. This represents the next step forward for our business and we are working hard to introduce all our farmers to the SAI Farm Sustainability Assessment (FSA). This will measure the sustainability of our agriculture operations, such as farm management, soil health and crop protection. We have successfully completed the pre-audit process and we are now working with our growers to implement the FSA into their practices. To aid compliance, we introduced a new policy to screen all new contracted agricultural growers across all markets according to the FSA's approach to sustainable agriculture.

**“In 2018 we extended our exclusive pea varieties further across the Nomad markets, and we continue to breed new varieties focussing on improved tolerance against diseases and increasing weather extremes.”**

James Young, Agriculture Director

## Future plans

We will continue raising the bar for sustainable farming practices amongst all our contracted farmers, leading the way with our hero crops such as peas and spinach. We have also started mapping the rest of our supplier base and will engage with them fully over the course of 2019 to understand what sustainable agriculture standards are currently in use. We want all of our vegetables to have the same sustainability credentials, whether produced by our contracted growers or procured from third party suppliers. We will continue to work with procured vegetable suppliers to ensure sustainable practices are put in place before 2025. We will also extend the screening of new suppliers to include this group.





# Our Ingredients

Although a large portion of our supply chain is focused on sustainably sourced fish, seafood and vegetables, we also use a range of other ingredients in our products.

We work with our global suppliers to understand and address the impact of issues such as animal welfare, human rights and deforestation through responsible sourcing of high-risk ingredients such as palm oil.

## Animal welfare

### Our approach

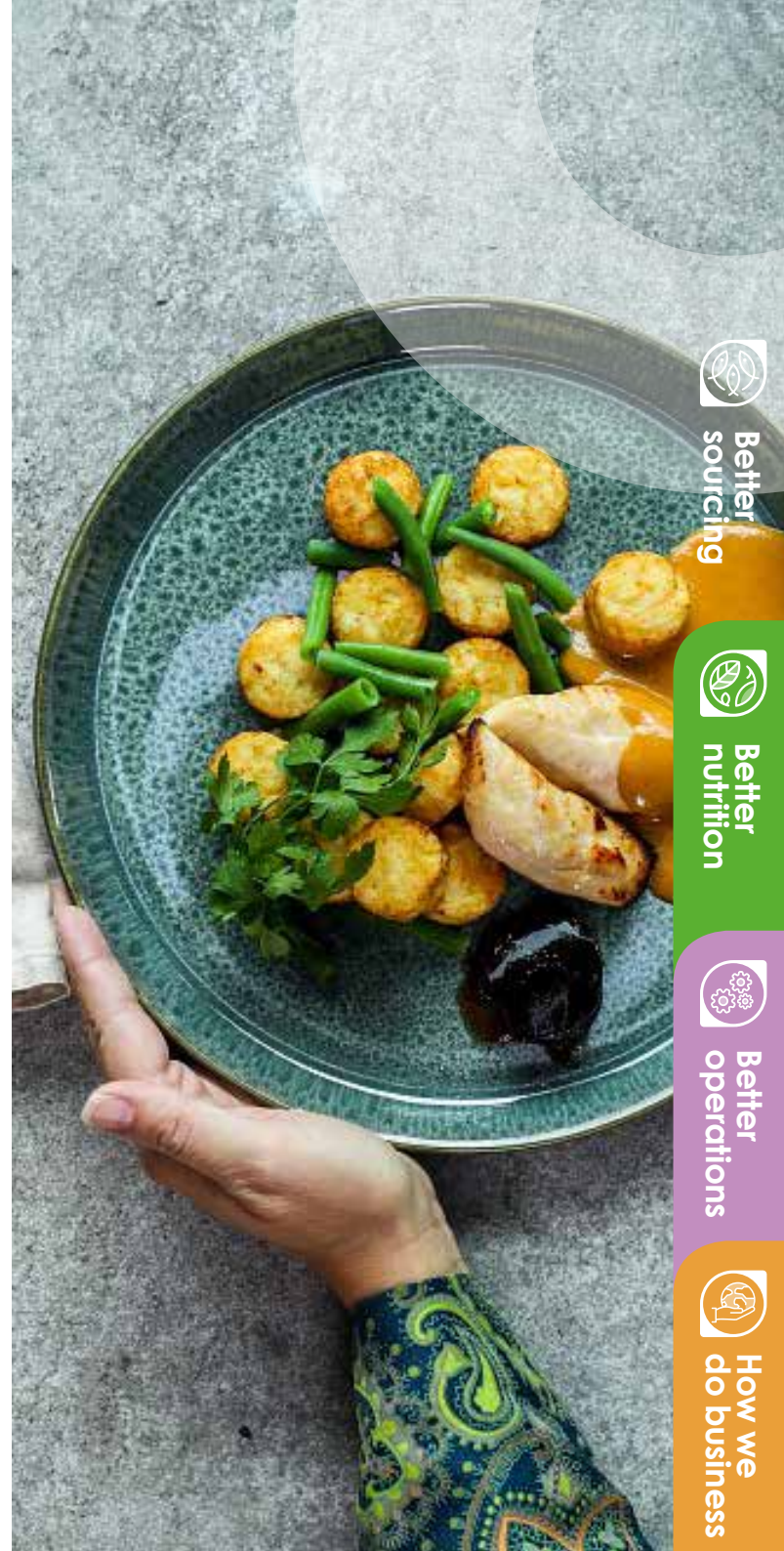
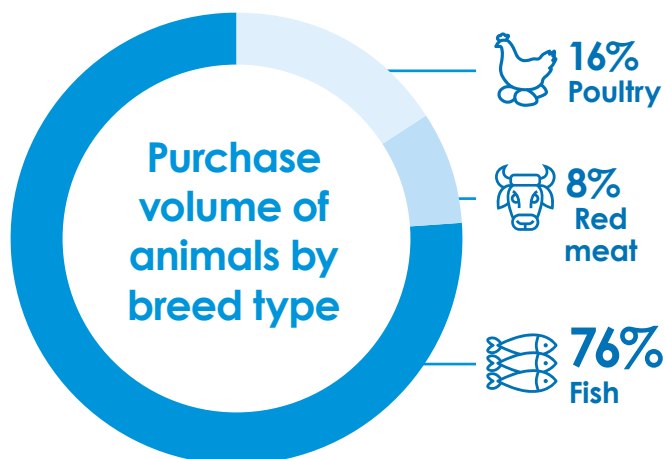
We support the development of safe, responsible and sustainable food production systems, encompassing traceability and animal welfare as well as environmental and ethical concerns, and we are committed to going above and beyond regulatory standards when sourcing animal products such as poultry and eggs.

In consultation with our suppliers, we updated our Policy on Sourcing of Animal Products to ensure 100% traceability, humane slaughtering practices, and the responsible use of antibiotics to prevent suffering. Critically Important Antibiotics, those that are listed by the World Health Organisation as important for human health, need to be monitored carefully. We are working hard to increase chicken welfare in our supply chain, thereby eliminating the need for these high priority antibiotics entirely.

### Our progress

Poultry is our second largest source of animal protein after fish and seafood. In 2018, we consulted with NGOs, suppliers and consumers to inform the development of a roadmap to increase chicken welfare. One focus is to eliminate cage-reared chickens for poultry meat and we are already making good progress, with over 95% of our chickens that are barn-reared rather than cage-reared.

Eggs are a secondary ingredient rather than the primary ingredient in most of our dishes and we purchase low volumes of eggs. Where we do use them, the majority of our eggs are from barn-reared chickens. We expect to transition to 100% barn-reared eggs by the end of 2020 at the latest. Currently, less than 0.5% of our total sales volume comes from products containing cage-reared eggs.



Better  
sourcing



Better  
nutrition



Better  
operations



How we  
do business

## Future plans

We have made good progress towards ensuring that all our poultry and eggs are sourced from barn-reared birds and will continue working towards eliminating cage-reared birds from our supply chain. We are also working with suppliers to remove all use of Critically Important Antibiotics across our entire supply chain. We will continue to build awareness amongst our suppliers of our new policy as well as work in partnership with key stakeholders to further develop our standards and understanding of animal welfare.

## Palm Oil

### Our approach

We are committed to sourcing 100% sustainable palm oil, as certified by the Roundtable for Sustainable Palm Oil. Although we are not a

significant user of palm oil, it is important that we minimise our impact on deforestation and respond to the demands of our stakeholders. A number of our markets, e.g. Findus Norway and Iglo Belgium, are already using 100% RSPO-certified palm oil and we are working to replicate this across all markets.

### Our progress

In 2018, 98.5% of our palm oil was sustainably certified: an increase of almost 3% from 2017, and we are proud how the business has progressed in this area. In addition, no non-conformances were found during RSPO supply chain audits across the business in 2018.

Following the acquisition of Aunt Bessie's and Goodfella's, our total use of palm oil increased. Due to differences in policies between the newly acquired brands and Nomad Foods brands, mass balanced RSPO-certified palm oil was re-introduced into our portfolio. This means that

although we purchase RSPO-certified palm oil, the palm oil is refined and processed with non-RSPO palm oil, therefore losing traceability to its origin. However, we have already initiated actions to replace all mass balanced palm oil in our supply chain with a segregated alternative, which is fully traceable and guarantees that only RSPO-certified palm oil is used. This process is due to be completed in late 2019 or early 2020.

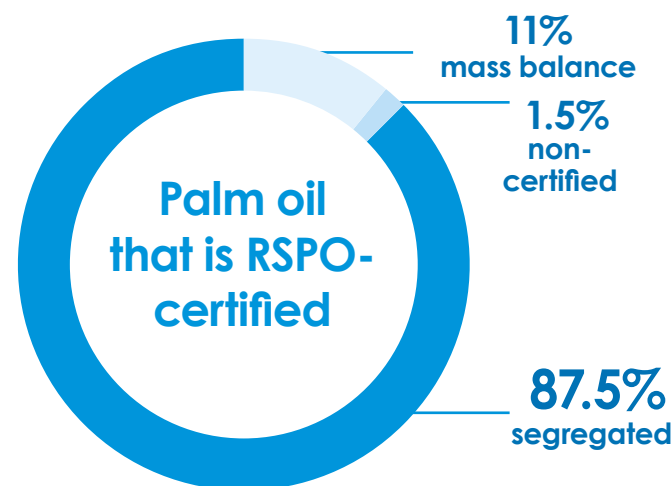
### Future plans

Our long-term goal is to use 100% RSPO-certified segregated palm oil in our products. We aim to achieve this for iglo Netherlands by the end of 2019, becoming the third market that is 100% certified, leading the way for others to follow. We will also continue to reduce our total volume of palm oil purchased by reformulating our products where feasible.



**“Deforestation needs to be addressed to halt climate change. Even though we are not a major user of palm oil, when we use it, we require it to be certified palm oil and are at 98% RSPO-certified already.”**

Annelie Selander, Group Sustainability Director



Better  
sourcing



Better  
nutrition



Better  
operations



How we  
do business



# Our Supply Chain Ethics

We recognise that the supply chain of food production and processing is one of the sectors which may be vulnerable to modern slavery, particularly due to the global nature of suppliers. The broad scope of our suppliers, which varies from small traders to large multinational companies located in all continents, requires significant efforts and dedication in order to manage ethical risk.

## Our approach

We work closely with our suppliers to implement our ethical policies and practices, and we continually evolve our approach to meet changing legislation in all our markets. In 2018, we rolled out our updated Supplier Code of Conduct (SCoC), which requires all suppliers to apply the same standards of ethics and behaviour that we apply to ourselves. This includes treating all workers with respect and dignity, supporting equal opportunities and taking all possible steps to prevent modern slavery, human trafficking or child labour in all areas of their supply chain. The code also requires suppliers to meet wider sustainability criteria covering areas such as the environment and health and safety.

## Our progress

We have created a three-stage plan to raise awareness of our SCoC to ensure compliance and continuous improvement of practices across our suppliers. In Phase 1, which was ongoing in 2018, we requested all direct suppliers to register with the Supplier Ethical Data Exchange (SEDEX) and complete a self-audit questionnaire. We increased the number of suppliers registered to 60% (up from 50% in 2017), however this was below our ambitious target of 80%. This is mainly due to the process being more time-consuming than we anticipated and the acquisition of two further businesses into the group, increasing our supplier base.

## Future plans

In 2019, the ambition is to have 75% of our suppliers registered with SEDEX, which is lower than the 2018 ambition, reflecting the learnings and the business changes resulting in the expanded supplier base. This will then allow us to move on to Phase 2 which includes conducting more regular risk assessments and addressing issues of non-compliance.

We have also recruited an Ethical Compliance Manager to increase our focus on responsible trading. Besides maintaining our ethical supplier database, our long-term ambition is to move from closing gaps to proactively addressing potential non-compliance issues in collaboration with our suppliers.



**60%**  
of suppliers  
registered with  
SEDEX

**Sedex**

# Better nutrition



Better  
nutrition



Better  
operations



How we  
do business



# Our Nutritious Food

We have seen increasing focus from governments, policy makers, NGOs, consumers and the media on combatting obesity and advocating balanced, healthy and sustainable diets.

We are committed to making it easier for consumers across Europe to enjoy food that is good for them and for the planet. Our responsibility stretches from our ingredient sourcing and recipe creation to our communication of nutritional information to customers.

## Our approach

**#3. We are committed to increasing the proportion of healthy meal choices in our portfolio every year, starting from 2017.** Nutrition has always been a priority for us and is a core focus area of Our Sustainable Path. Our nutrition strategy is peer-reviewed by our Nutrition Advisory Board: a group of independent nutrition experts.

We screen our products through our Nutrient Profiling Tool (NPT), which uses an externally verified scoring system to assess their nutrient content. Points are allocated for nutrients of public health concern including sugar, salt, saturated fat and energy. These are then weighted against the total points scored for positive ingredients, such as

fruit, vegetables, nuts, fibre and protein. The resulting score determines which meals constitute a healthy choice. We train all of our research and development experts in applying the NPT, including all our chefs.

## Our progress

By the end of 2018, we had increased sales of healthy meal choices in our retail portfolio by €62 million compared to 2017. We are proud of this achievement as we continue to strive for more. Reformulating old favourites with their nutrient profile in mind is key to our success, as it allows our consumers to enjoy healthier options without a big change in their behaviour. In addition, a healthy nutrient profile is always a priority when developing new products. In Sweden, for example, we launched our new Pease range in 2018, combining the goodness of pea protein with a blend of herbs and spices to create protein-packed, meat-free meals. Taken together, 95%<sup>3</sup> of new or reformulated products were healthy meal choices in 2018.

3. Excludes Food Service

**% of new or reformulated products for retail which are a healthier meal choice according to our Nutrient Profiling Tool**



Better  
nutrition



Better  
operations



How we  
do business

## Nutritional labelling

We know that labelling is a key part of helping customers to make healthier choices. We use on-pack nutritional labelling across all markets and adopt widely recognised schemes wherever they exist. This includes the Keyhole symbol in Sweden and Norway, the Heart Mark symbol in Finland, Nutri-Score labelling in France and traffic light labelling in the UK.

## Future plans

We're expanding the reach of our Nutrient Profiling Tool (NPT) to our Food Service portfolio and our new acquisitions. We are already assessing Aunt Bessie's and Goodfella's using the NPT and will further support customers to make healthy choices by introducing traffic light labelling to Goodfella's packaging in 2019.

We have also developed a Nutrition Retailer Engagement Toolkit to inspire and enable our marketing teams to engage with retailers on nutrition. This is due to launch in January 2019.

## CASE STUDY Nutriscore

In 2018, Findus France adopted the widely recognised Nutri-Score labelling system. Products now carry a colour-coded front-of-pack label which rates products on a scale of dark green to red according to their nutritional value. Over 89% of our portfolio is already rated green on Nutri-Score, and we want to increase this to 95%. We aim to have Nutri-Score labelling on 100% of Findus France products by the end of 2019.





# Our Approach to Additives

We know our consumers are concerned about artificial additives and preservatives.

They expect us to create delicious meals that allow our ingredients' natural flavours to shine through without requiring additional flavours, colours and taste enhancers.

## Our approach

**#4. We are committed to 100% of our portfolio being free from taste enhancers, artificial flavours and artificial colorants by the end of 2020.**

We are in a strong position, having had a clean labelling policy in place for over 15 years which sets out our internal standards on how to select ingredients when developing or reformulating products. Our standards already go above and beyond regulations, but in 2018 we went a step further, introducing a central Clean Label Steering Committee to drive improvements in our recipes and ensure that we meet our target.

Freezing is nature's way of locking in goodness without the need for added preservatives. When we create a new product, we don't add preservatives, although we do make exceptions for foods such as ham where ingredients are preserved in a traditional way, or where preservatives are necessary for food safety.

## Our progress

In 2018, we assessed each of our recipes across our entire product portfolio to establish our baseline, however we have been reducing additives in our products for over 15 years. Most of our progress has been made by renovating existing recipes, but we have also implemented a strong governance process to ensure that 100% of our new products are free from taste enhancers, artificial flavours and artificial colorants.

93%

of products without  
taste enhancers,  
artificial flavours  
and artificial  
colorants



## Future plans

Our main focus is delivering on our target to make 100% of our portfolio free from taste enhancers, artificial flavours and artificial colourants before our 2020 deadline. However, we also recognise that consumer tastes are constantly changing, and we want to be quick to respond. With this in mind, we are developing a vision for broadening our clean labelling policy, challenging ourselves to continually monitor and meet our customers' expectations.



Better  
nutrition



Better  
operations



How we  
do business

# Our Influence

We want to change consumers' eating habits for the better.

We use the wider influence of our brands to inspire people across Europe to enjoy a balanced diet, as well as making more sustainable choices.

## Our approach

The majority of our key marketing targets focus on promoting healthier options. To drive these forwards, in 2018 we articulated what our three largest brands, Birds Eye, Findus and iglo stand for: **'Helping the nation eat a little more goodness every day'**. This represents an important step in putting health at the heart of our most popular brands. We also provide consumers with up-to-date scientific evidence about healthy eating, collected by our in-house team of nutritionists.

We know that many of our products are enjoyed by families. We operate a strict marketing policy to help parents and guardians make informed choices, and we never use messaging that encourages children to 'pester' their parents about buying products.

## Our progress

We're constantly working to inspire balanced diets. For example, in 2018, Birds Eye UK used TV and digital channels to educate millions of consumers about the health benefits of peas, partnering with Buzzfeed to share creative recipe ideas.

We also use our position as an industry influencer to champion sustainability. Our Findus Sweden team participated several events throughout the Almedalen week—the leading event in Swedish

politics. In Italy, we launched 'Findus Green Camp', an online video collection of four young explorers discovering how to grow crops responsibly. The resources are designed to educate consumers of all ages about sustainable agriculture.

## Future plans

Plans are already underway to continue championing healthier eating in 2019. We're excited to be partnering with national television channel ITV and several UK supermarkets on Veg Power: a major campaign to promote vegetables to UK children and help tackle childhood obesity.

We have seen enormous growth in consumer demand for plant-based options as a more sustainable alternative to meat. Following the launch of our Pease range, we are launching our Green Cuisine range in four key markets in 2019. The range uses pea protein to create protein-packed, meat-free meals, inspiring both meat-eaters and vegetarians to make culinary choices that are better for the environment.



Better  
nutrition



Better  
operations



How we  
do business



# Better operations



**Better  
operations**



**How we  
do business**

# Our Planet

As a growing food business with 13 manufacturing sites, plus 3 additional sites following the acquisition of Goodfellas and Aunt Bessie's, Nomad Foods has an important role to play in cutting carbon emissions.

## Greenhouse gas emissions

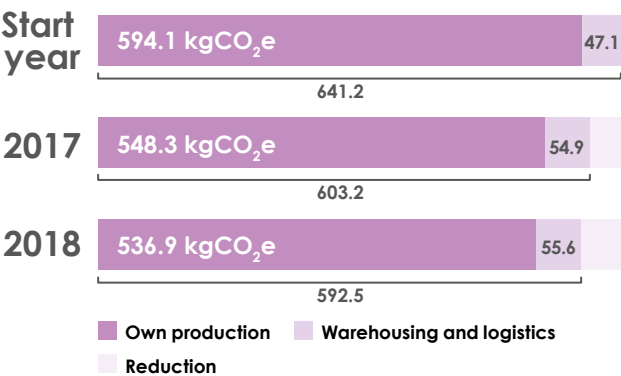
57.8	<b>Scope 1:</b> <i>Direct emissions from owned and controlled sources</i> <ul style="list-style-type: none"><li>Natural and biogas</li><li>Diesel/Petrol</li><li>Lubricating Oils</li><li>Liquid CO<sub>2</sub> &amp; Dry Ice</li><li>Propane</li><li>Air Conditioning</li></ul>
56.1	<b>Scope 2:</b> <i>Indirect emissions from the generation of purchased energy</i> <ul style="list-style-type: none"><li>Purchased Electricity</li><li>Purchased Steam</li></ul>
170.5	<b>Scope 3:</b> <i>Indirect emissions that occur in our value chain</i> <ul style="list-style-type: none"><li>Re-used materials &amp; waste</li><li>Diesel/Petrol (leased cars)</li><li>Liquid nitrogen</li><li>Propane</li><li>Fertiliser</li><li>Fresh &amp; effluent water</li><li>Electricity in external warehouses</li><li>Inbound logistics</li></ul>
284.4	kilotons CO <sub>2</sub> e total 2018

We also have a responsibility to ensure that water, energy and materials are used efficiently when making our products. Halving global food waste by 2030 is a key target of SDG 12, and we are determined to help make this happen.

## Our approach

**#5. We are committed to reduce our greenhouse gas emissions every year**, from our 2015 baseline of 641.2 kgCO<sub>2</sub>e emitted per ton of finished goods from our own operations. We know that reducing emissions begins with thorough, accurate data collection and analysis. We calculate our annual group carbon footprint by mapping out all sources of emissions and converting them into equivalent tons of carbon dioxide. The footprint covers our own operations, including factories operated by Nomad Foods (excluding co-packers, Goodfella's and Aunt Bessie's sites acquired in 2018), all owned and third-party warehousing and our inbound

## kgCO<sub>2</sub>e per ton of finished goods



logistics. We have been working hard to establish measurement protocols in order to understand our carbon footprint, and each site operates with policies in place to manage their impact. Now that we have a better understanding of the impact of our business as a whole, we are looking to create an environment policy that will manage and reduce our carbon footprint across our operations.

Our responsibility to manage our emissions, combat waste and safeguard environmental resources extends beyond our factories. As a food business, we need to carefully consider food waste, both within our operations and for our consumers. Freezing is a well-documented way to reduce food waste at home, offering longer shelf life and making it easy for consumers to control portion sizes. We work with retailers and consumers to raise awareness about food waste and promote frozen options. And we reduce food waste within our own operations through careful monitoring of our factories and donating our surplus food to food banks.

## Our progress

All our environmental data is independently verified by an external auditor and allows us to identify how and where best to reduce our environmental impact.\*

\*The reported total CO<sub>2</sub>e 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 the working draft ISO TR 14069 WD 1."





## Carbon Emissions

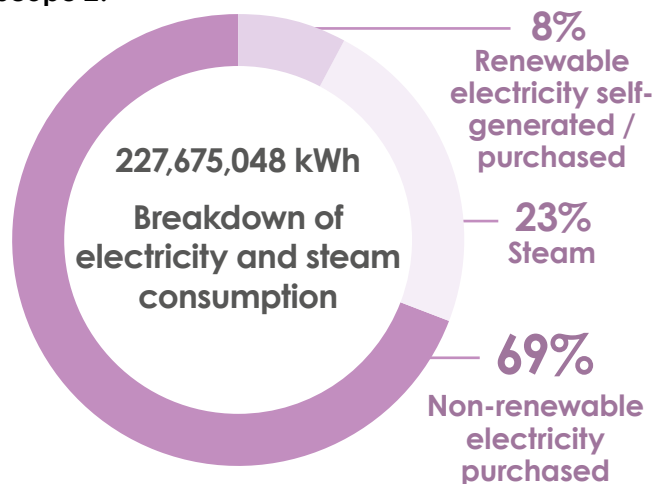
In 2018, we reduced our emissions per ton of finished goods by 2% compared to 2017. We're pleased that we have been able to increase our production volume by close to 10,000 tons whilst only minimally increasing our absolute carbon footprint (0.02%). Our total Scope 1 fossil fuel consumption is 267,621,332 kWh whereof 98.7% is natural gas.

Several of our factories have taken steps to reduce their environmental impact in 2018. Our reduction in scope 1 emissions is largely due to our Tønsberg factory in Norway which now uses half its gas supply with renewable biogas, saving approximately 2,000 tons CO<sub>2</sub>e. Our reduction in scope 2 emissions is partially due to our Lowestoft factory in the UK which switched to a 100% renewable energy supply in October 2018.

Our scope 3 emissions increased on a per ton basis compared to 2017. The increase is due to several factors. We saw an increase in waste derived from animal products, which partly accounts for this rise. The closure of one of our factory sites in Sweden meant that more raw materials and finished products were transported to external warehouses resulting in increased diesel road transport and more purchased electricity.

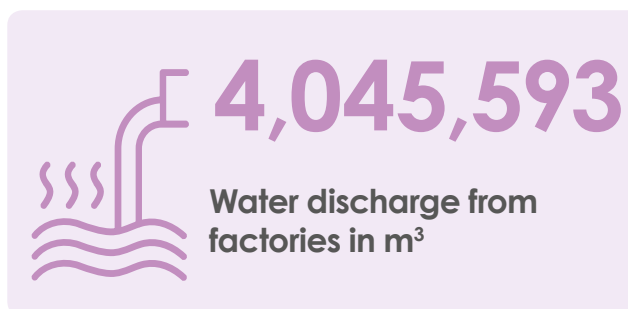
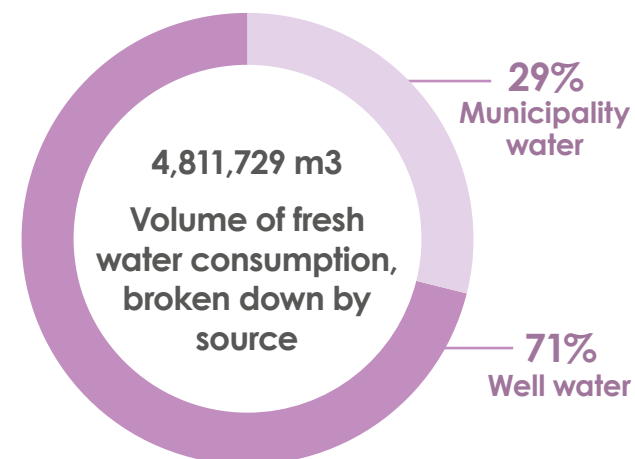
We are already trialling ways of tackling emissions associated with transport. In 2018, we conducted a pilot in which finished products from our existing production sites were transported using rail freight instead of diesel road transport, which avoided 271kg CO<sub>2</sub>e emitted per container. Due to these promising results, we will be looking to expand this in the near future.

### Scope 2.



## Water

Total fresh water consumption decreased by 5% compared to 2017 due to several factors, namely the closure of the Bjuv factory site, which saved 163,000 m<sup>3</sup> alone, water-saving initiatives at our Lowestoft site and reduced production volumes at our Tønsberg site.



## Waste and Materials for re-use

In 2018, the total volume of waste produced by our operations decreased by 5.7%. However, there is more to do as the volume of materials for re-use increased by 8%, the majority of which was used for animal feed.

### Food Waste

We work hard to minimise avoidable food waste in our factories and achieved a 5% reduction compared to 2017. We also optimised our planning processes to reduce the amount of edible surplus food we produced. Where we did have excess food, nine markets partnered with local food banks to ensure it went to good use, sending the equivalent of 337,420 meals to food banks.

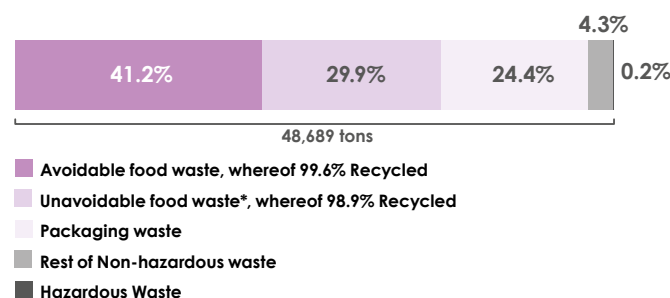
Unusually hot weather conditions in 2018 impacted the harvest of our crops in some markets, resulting in lower yields or smaller vegetables. This in turn affected our harvesting practices, the subsequent production of the vegetables, and the amount of waste generated. We will review this by individual sites to identify areas of improvement where we can work with the sites to reduce the amount of waste generated.

### Future plans

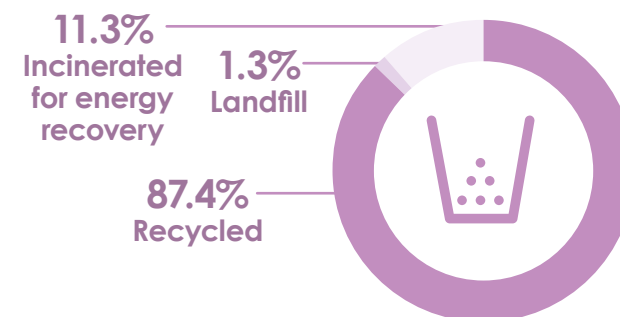
We are committed to continue reducing our carbon footprint year on year, and are currently developing a more detailed policy for reducing our environmental impact that will apply across the business. At the end of 2018, we submitted our proposed greenhouse gas reduction targets to the Science Based Targets initiative, to ensure that our reduction is in line with climate science and the 2015 Paris Agreement. We are also integrating our

newly acquired businesses and calculating their annual carbon footprint. Once this is complete, we will be able to set emissions reduction targets for them as well, to ensure that they align with our progress on sustainability across the board. We will continue addressing food waste and three of our markets have signed industry pledges to combat food waste.

### Split of waste materials (excl. materials for re-use)



### Packaging waste, broken down by disposal method based on tons of waste



## CASE STUDY Norway

Every ten minutes, over five tons of edible food is wasted in Norway. To raise awareness about this issue, Findus Norway mimicked five tons of food waste in a clear container and placed it in Oslo central station; one of the busiest locations in the country. Passers-by were invited to take a pledge to reduce their own food waste through planning their meals better and using their freezer more. The team also created a website for people to take the pledge online.

The campaign was featured on national television and the pledge has been signed by almost 1,500 people, including the Norwegian Minister of Climate and the Environment.



\*In the factories where we process our vegetables, our unavoidable food waste is higher due to the parts of the vegetables that are unsuitable for human consumption, such as leaves, pea pods and cabbage stems.



# Packaging

Packaging is crucial for ensuring the safety and quality of our food. But when it is not disposed of correctly, food packaging can have a disastrous impact on the environment, polluting oceans and damaging ecosystems.

In 2018, plastic packaging has come under intense scrutiny from consumers, governments and media.

## Our approach

**#6. We have committed to making 100% of our packaging recyclable by the end of 2022.** As part of reducing waste, we need to make it as easy as possible to reuse and recycle any packaging. We believe in using established on-pack labelling to help consumers dispose of packaging

correctly, and we participate in industry initiatives including the UK Plastics Pact and the Norwegian Plastinitiativet to find circular economy solutions to unsustainable packaging, working collaboratively across the value chain with packaging manufacturers, producers, retailers, consumers and disposal facilities.

We have a Responsible Packaging Design Code of Practice, which applies to all packaging we use. As well as setting stringent standards for food safety, the Code of Practice includes a protocol for avoiding excess packaging. We also request that all our suppliers source packaging materials sustainably, for example through the Programme for the Endorsement of Forest Certification (PEFC) and the Forest Stewardship Council (FSC).

## Our progress

When developing new products, we prioritise paper-based packaging materials over plastic, and over 80% of our paper packaging comes from sustainably managed forests.

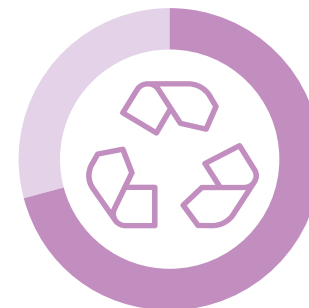
## Future plans

Our most recent forecasts indicate that by 2020 we will have achieved 90% recyclability of our packaging.

We believe that labelling has an important role to play in encouraging consumers to recycle or dispose of food packaging correctly, and are looking at strengthening our packaging policy by making labelling a mandatory requirement.

71%

of consumer packaging is recyclable



“Addressing plastic pollution whilst maintaining food safety and quality is a key focus for us. 100% recyclable is a first step, but we are committed to going beyond this.”

Stella Peace, Group R&D Director



# Our People and Communities

We know that great people make the difference, so looking after our employees' safety and wellbeing in both our factories and offices, and investing in the development of our colleagues is essential to making Nomad Foods a successful and sustainable company.

## Employee Wellbeing

### Our approach

In 2018, we launched 'Our Well Way': a health and wellness programme designed to support all our 4,380 colleagues' physical, mental and financial wellbeing. The programme consists of a global toolkit which is delivered across our markets by local champions. In addition to the programme, we provide a wide range of employee benefits, which vary according to the needs of specific

markets and exceed statutory minimums.

We also know that the strength of our business is highly dependent on the health of communities around us, so we regularly run and participate in activities for local people in all our markets.

### Our progress

The success of 'Our Well Way' was reflected in our annual employee engagement survey, Our Voice. The results show employee wellbeing up four points from 2017, much of which is due to employees'



4,015

Full-time employees



2,500

People working in factories

82

Sustainability score based on Our Voice Survey

82

Wellbeing score based on Our Voice Survey



Better  
operations



How we  
do business





enthusiasm in Our Well Way activities across our markets. A 'Run for Records' group run by iglo Austria combined getting fit with raising money for charity, whilst our 'Lunch and Learn' sessions rolled out across the business brought teams together to inspire healthy eating. We also accelerated the roll-out of our group-wide management and leadership programmes, and made our career management processes significantly more transparent, allowing employees to take active steps in their career development.

We are proud to see our markets actively participating in their local communities. In the UK, for example, more than 40 volunteers from our Bedfont-based Commercial Team went out into three local schools to run an hour-long 'Eat Well Grow Well' session. The initiative reached 810 children, helping them to understand the importance of eating healthily and asking them to make a pledge to do so more often.

### Future plans

We are proud that our employee engagement scores are significantly ahead of FMCG averages. However, our long-term target is to be in line with high-performing businesses in other sectors. Therefore, we are currently running local and functional workshops to identify our key areas for improvement and develop activities to drive progress.

**79%**  
of total employees  
participating  
in employee  
engagement survey



### Case study Sustainability Ambassadors

In 2018, we established a European network of Sustainability Ambassadors: Nomad Foods employees who are passionate about championing sustainability throughout the business. Our Ambassadors drive progress on Our Sustainable Path by delivering activities in their local markets. Together, they form Sustainability Action Groups on three key topics: saving the oceans by saying no to plastic pollution; fighting food waste and inspiring healthy eating, as well as a fourth group for sharing initiatives internally. Our Ambassadors have already launched a range of great initiatives, including our Belgian team's Nutritional Academy, and our Italian team's 'Our Vegetable Garden' programme inviting employees and their children to grow and harvest their own vegetables. Going forward, we will look at scaling up the most successful initiatives from 2018 to create business-wide employee action on sustainability.



# Employee Health and Safety

As our business grows, it is essential that we provide a safe working environment, particularly for the 2,500 employees working in factory roles.

## Our approach

We invest in having site safety personnel across our factories, and we have a dedicated central health and safety team which supports sites in implementing technical solutions. We are also reviewing all of our machinery and production

lines to ensure safety and environmental risks are identified and controlled, to minimise the risks across our factory network. We also identified an additional high-risk area that required attention, which is the use of ammonia in our cold-storage facilities. As a result, we have developed engineering processes and a tight maintenance schedule to identify any damage as soon as possible, alongside emergency plans in the case of gas leaks on site.

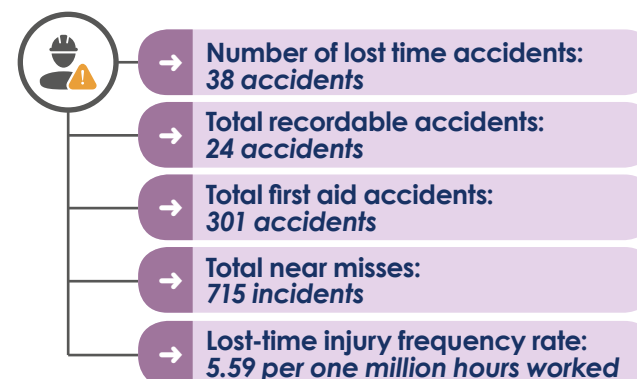
## Our progress

In 2018, we focused on improving our rate of lost time or recordable accidents, particularly within our high-risk areas of machine safety and

workplace transport, as well as setting the basics in place for the base business and acquisitions. As a result of these efforts, we achieved a 24% reduction in lost time accidents in 2018, going from 53 to 38 incidents and a 46% reduction in total recordable cases. We're proud that our Loftahammar site in Sweden has now achieved two years without a single lost time accident and we will continue to work with all our sites to achieve this across our entire supply chain.

## Future Plans

Our Occupational Health and Safety Policy was updated in 2018. However, with the acquisition of new brands, we need an updated policy to reflect the breadth and scale of our operations. Developing this policy is key focus for 2019, ensuring that we continue to uphold the highest standards of health and safety for our employees. In 2019, our Leadership teams will be focused on embedding safety throughout all of our systems.





# Diversity and Inclusion

Diversity and inclusion (D&I) is an increasingly important topic that cuts across all sectors of society and affects all our employees.

Embedding D&I within our structure and processes is creating a culture where colleagues feel involved, respected, and connected, regardless of their sex, gender, sexual orientation, age, race, ability, religion or ethnicity. In essence, it means that everyone can bring their complete self to work.

## Our approach

Our D&I focus is detailed in our Nomad Diversity and Inclusion Policy, developed in 2018. It is governed by a specific 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 65 leaders across the business) to progress towards an equal balance of men and women, whilst never compromising on ensuring that we have the best talent in these roles. This is an important ambition and we are already taking steps towards it. We have initiated the Women in Nomad Network (WINN) group, which runs several events throughout the year including speaker sessions on International Women's Day, panels and forums on various topics including role models, mentoring, emotional resilience and establishing your own personal brand. It's currently deployed in the UK with plans to be rolled out across the business.



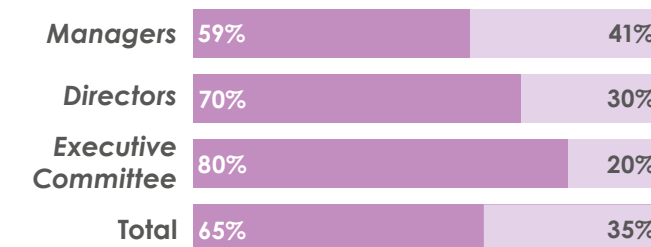


Another focus area is recruitment and development, where we have identified clear standards and ambitions. For example, recruitment shortlists for high level roles should contain candidates of both sexes and all external recruitment processes must respect this. We also run an international mentoring programme for male and female role models, starting at our Bedfont headquarters and being rolled out across the business 2019.

## Our progress

In 2018, 30% of our Enterprise Leadership Team was female—an increase by 5% from 2017, achieved by raising awareness and setting a long-term ambition. The proportion of women on our Executive Committee rose to 20% (from 11% in 2017), but we are committed to doing more on this. To raise awareness, all members of our Executive Committee and over 80% of our senior leaders have attended unconscious bias training—a great introduction to all aspects of D&I.

### Employees by gender



Key: ● Male ● Female

## Future plans

In 2019, our focus will be on rolling out successful our initiatives—such as the Women in Nomad Network and the Mentoring programme—across our different sites. By sharing best practice across our business, we can drive progress towards our target and expand the scope of our D&I programme. We also initiated a D&I Ambassadors Network, which is a great asset in supporting our ambition to create a truly diverse and inclusive culture.

We know that many of our employees in the early stages of their career value additional networking and development opportunities. Therefore, we will launch internationally an Early Career Network forum: an accessible and friendly network for colleagues to connect and engage with their peers and more senior colleagues on key topics affecting those early in their careers.

*“The power of diversified perspectives and insights is a great treasure to explore our sustainable and valuable business. Our people, based on different cultures, social roots, genders or professional careers, are a fantastic asset and it's our strategic goal to support their growth and careers.”*

Antje Schubert,  
Managing Director Western Europe





# How we do business





# Food Safety, Quality and Traceability

As a food business, the assurance of food safety and quality is our number one priority.

Everything we produce must meet our high standards, so that we protect the safety of our consumers. Ingredient traceability is a legal requirement and maintaining a transparent sourcing process enables us to ensure high quality products. At the other end of our supply chain, it also enables us to respond to customer requests for detailed information about the sustainability, welfare and provenance of our food.

## Our approach

All of our own manufacturing facilities operate to Global Food Safety Initiative equivalent standards and are audited by internationally recognised certification bodies. Our in-house experts work with research associations, industry groups and regulatory authorities to stay up-to-date with new regulations, and all our food safety and quality policies are designed in line with industry best practice.

To make sure our standards are met, we employ local quality management teams at all our manufacturing facilities. All raw ingredients must be provided with signed supplier specifications, which include details of where the ingredients were processed. We also audit and inspect

extensively within our supply chain, carrying out hundreds of traceability challenges every year, which are then used to run product quality improvement programmes with key suppliers. In addition, certain key ingredients are supplied through a chain of custody scheme, guaranteeing that they are sourced sustainably, including our MSC- and ASC- certified fish, and our RSPO- certified sustainable palm oil.

We carefully monitor the food that we place on the market and run a consumer care phoneline which handles over 60 000 unique consumer contacts each year. The feedback we get from these contacts is analysed and used across the business to push for even higher standards in food safety, quality and traceability.

PHOTO: MARK MEYER



How we  
do business



# Corruption and Anti-Competitive Behaviour

Corruption and anti-competitive behaviour are against our core business values and against the law. We believe in acting fairly and ethically so that our customers benefit from more choice and protection, and this is a core principle of operating as a responsible business.

## Our approach

Nomad Foods complies with all relevant international and local laws on bribery, corruption and anti-competitive behaviour. Our Code of Business Principles, Anti-Bribery and Corruption Policy, Gifts and Hospitality Policy and Supplier Code of Conduct all contain sections on bribery and corruption. We tackle anti-competitive behaviour in our Code of Business Principles and our Competition and Anti-Trust Policy. We also provide a helpline—SafeCall—for employees to speak out about any signs of misconduct. The helpline is managed by an independent third party, with the option of making reports anonymously.

In 2017, we updated our Code of Business Principles, and in 2018 we made it more accessible

for staff through a new easy-to-understand format. The Code of Business Principles sets out our commitment to do business in a transparent and ethical way. Through an e-learning programme we have trained more than 1850 staff in all our offices on the Code. We are in the process of providing specific training on anti-competitive behaviour to our sales team and have already started this training in our main markets.

To make sure that our suppliers also meet our standards, in 2018 we rolled out our updated Supplier Code of Conduct to our supplier base. The majority of our suppliers have now reconfirmed their compliance with our standards and requirements, and we are following up with suppliers who still have gaps.



How we  
do business



A close-up photograph of a bowl filled with frozen green peas. The peas are covered in a layer of white frost. Three white, stylized snowflake graphics are overlaid on the image, positioned in the center and slightly to the right.

# Nomad Foods

To find out more about our sustainability performance and our future commitments visit: [nomadfoods.com/sustainability](https://nomadfoods.com/sustainability)

This Sustainability Report is provided for information purposes only and does not constitute an invitation to invest. Any investment decision should only be made on the totality of information, including full details of risk factors, in our Annual Report. Nomad Foods accepts no responsibility or liability for any loss or damage, whether or not arising from any error or omission in compiling the information in this report or as a result of any reliance on or use of any such information. The targets stated in this report are targets only. Any estimates, expectations and other forward-looking statements are based on Nomad Foods' views and assumptions at the time of publication and the actual results, performance or events could differ materially.

If there are any questions about the report, please contact Annelie Selander, Group Sustainability Director at [annelie.selander@nomadfoods.com](mailto:annelie.selander@nomadfoods.com)

We plan to publish our next report covering our 2019 activity in 2020.

Nomad Foods Europe Limited  
Registered in England & Wales | Company No 5879466  
Registered Office: No. 1 New Square | Bedfont Lakes Business Park | Feltham | Middlesex | TW14 8HA | UK  
© 2019 Nomad Foods. All Rights Reserved.