



Serving the World with **Better Food**

Sustainability Report **2023**

Nomad Foods

Contents

About this Report

This is Nomad Foods' seventh annual Sustainability Report. It covers the calendar year from January to December 2023 unless otherwise stated and covers all trading subsidiaries of Nomad Foods excluding the most recently acquired business in the Adriatic region (except where specified). This report was influenced by the Global Reporting Initiative (GRI), and includes standards defined by GRI guidelines. It meets the requirements of the EU Directive on Non-Financial Reporting.

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CEO foreword

It is 100 years since Clarence Birdseye invented the fast freezing process and created a new industry. Since then, frozen food has played a critical role in bringing great tasting, nutritious, convenient and affordable food to consumers, while minimising waste.

At Nomad Foods, we are proud to be the current guardians of the iconic brands that pioneered the frozen food category – brands such as Birds Eye, iglo and Findus, that continue to set the bar as today's market leaders.

Our brands have been at the heart of family life for generations and we want them to be favourites for generations to come. That's why, across everything that we do, we are guided by our Purpose – Serving the World with Better Food – and focused on how we can make a positive impact on our performance, people and the planet to democratise sustainable eating.

Our "Appetite for a Better World" Sustainability Strategy is aligned to our purpose and the UN's Sustainable Development Goals with time bound commitments and action plans delivered across three key pillars – Better Sourcing, Better Nutrition and Better Operations.

Building a business that is resilient for the long-term is our collective priority and I am incredibly proud of what we have achieved in 2023. This includes significant progress in our two largest product categories – fish and vegetables – and on nutrition.

- In 2023, 99.5% of our sourced fish and seafood volume was Marine Stewardship Council (MSC) or Aquaculture Stewardship Council (ASC) certified and we remain the largest branded producer of MSC-certified and labelled fish and seafood globally. We also recognise the limitations in sourcing wild caught fish sustainably and are continuing to diversify our seafood portfolio by introducing species such as ASC certified pangasius.
- We are making strong progress towards sourcing 100% of our vegetables, potatoes, fruit, and herbs through sustainable farming practices by the end of 2025. In 2023, 92.3% of our suppliers were rated silver or above through the Sustainable Agriculture Initiative Platform's (SAI Platform) Farm Sustainability Assessment (FSA).
- We have also achieved a 100% score for Health and Nutrition in the Dow Jones Sustainability Index for the fifth year running. This is testament to our strong nutrition strategy and governance, with almost 94% of our sales from Healthier Meal Choice products in 2023.

These achievements and the many others – both global and local – outlined in this report are only possible thanks to the dedication of our teams and partners to driving positive action.

As we continue to build on Clarence Birdseye's legacy, I have no doubt that the next 100 years for frozen food will be even more exciting. They will also be challenging, as pressure to address the global food systems' contribution to climate change and its societal impacts intensifies, amidst a more complex legislative and reporting landscape for sustainability. Nevertheless, I remain confident that frozen food can be a key part of the solution.

We already have evidence that frozen food compares well against alternatives in terms of carbon footprint. In 2023 we published a landmark study that shows there is potential to further reduce energy consumption and carbon emissions by transporting and storing frozen food at a higher temperature – a change that could be transformational if delivered across the frozen "cold chain".

Thank you for your interest in our sustainability journey – I look forward to keeping you updated on our progress.

Stéfan Descheemaeker, CEO Nomad Foods



Nomad Foods overview

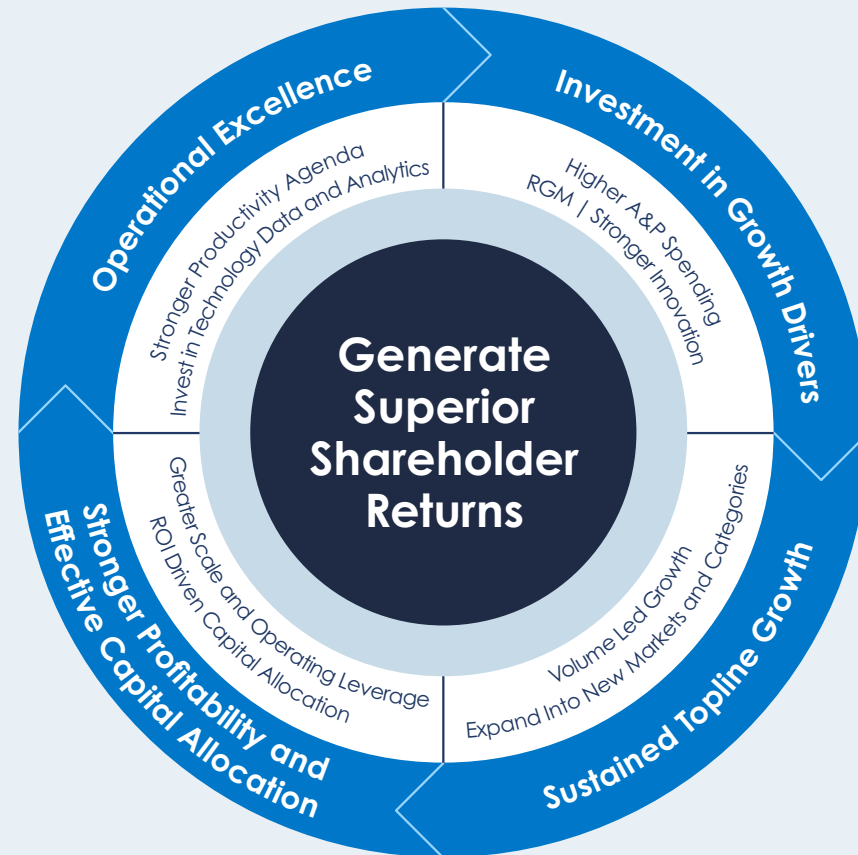
Nomad Foods at a glance

Nomad Foods is Europe's leading frozen foods company, with a portfolio of iconic brands, including Birds Eye, Findus, iglo, Aunt Bessie's, Goodfella's, La Cocinera, Ledo and Frikom.

Headquartered in the UK, we have over 7,800 employees, revenues of over €3 billion and operations in 22 key markets. Our products now feature in over 22 million meals a day across Europe.

We don't believe there has ever been a better time to be in frozen, and frozen food is perfectly positioned to deliver what consumers want – great quality, taste and nutrition, convenience, excellent value and reduced food waste which can help them save money.

Our brands have been at the heart of family life for generations, and we want them to be favourites for generations to come. That's why building a business that is resilient for the long-term by investing in our people, our brands and our growth is our collective priority.



Our Growth Model

Activating our growth plan, as captured in the flywheel above, is at the centre of our strategy to generate strong shareholder returns.

We are increasing our focus on driving greater efficiencies and productivity through our plants, logistics, and the entire supply chain. We are also investing in data and technology capabilities to simplify our operations to unlock additional costs savings.

Higher productivity will help us fuel investments in growth opportunities while protecting our margins. We are committed to raising our Advertising & Promotional spending to leverage our strong brands and at the same time we are upgrading our Revenue Growth Management toolkit and refocusing on innovation to deliver sustained attractive organic growth.

Markets in which we operate



- Nomad Foods offices
- Nomad Foods factories

Our global value chain



Fishing

Wild fish sourced from the North Atlantic and Pacific. Farmed fish sourced from Vietnam.



Farming

We work directly with **>800** farmers across **6** countries.



Consumers

100m consumers every year enjoy our food, across **22** markets.



Suppliers

1,200 packaging and ingredient suppliers and **177** third-party manufactures.



Nomad Foods

18 factories across **11** countries.



Logistics/ Distribution

Finished goods stored in over **70** warehouses and transported by truck over **25** million km.



Customer (retailer/ foodservice)

600 customers from grocery retailers to foodservice providers.

Our purpose

As a leading European food company, we play an important role in the lives of our consumers. Our brands have been at the heart of family life for generations, and 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 are determined to use our position in the marketplace to make a difference, and our purpose, Serving the World with Better Food, acts as both a compass and a call to action. This means focusing on food that is great tasting, good for people and the planet, affordable and available everywhere.

Our purpose has been built on three principles: Better Food, Food for All and Appetite for a Better World.

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 retailers across Europe and in homes 24 hours a day, ready to cook at your convenience. Our focus is on ease of use, and our products can be prepared using a variety of cooking methods.

Appetite for a Better World

We are striving to transform the food system, working towards a future where food is produced respecting the health of people and planet. Our focus is on healthy and sustainable diets. What is good for us and our consumers should also be good for the planet.

Our values

Our values have been developed with care and in consultation with colleagues from every corner of Nomad Foods, working through what was important to us as a business and the fundamental behaviours and actions that we need to embed so that we continue to be successful.

They align with our business direction, our purpose, and our growth ambition. They are key to our culture and importantly because we have created them together, are relevant to every location, every function and every role.



We get it done as one team



We love our food



We are humble and ambitious



We care



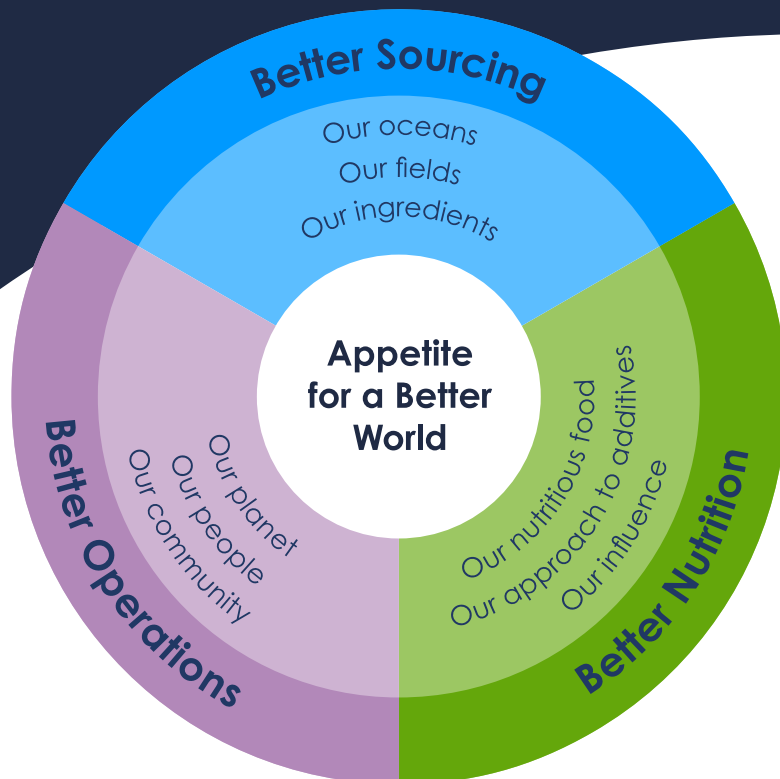
We are accountable



Sustainability strategy

The way in which food is produced, packaged, shipped, and eaten has a major impact on the health of people and the planet, accounting for over one-third of global greenhouse gas emissions,¹ 70% of global water usage² and being the number one driver of accelerating biodiversity loss.³

We believe the food industry has a pivotal role to play in transforming the food system to reduce pressure on resources and build resilience and inclusivity. This goes hand-in-hand with our purpose: to Serve the World with Better Food.



We know that consumers, retailers, and other stakeholders are increasingly asking for brands that are more sustainable, and we are very proud that our brands are for mainstream consumers because that gives us an opportunity to make a huge difference. Put simply, we want to democratise sustainable eating. We do this by working proactively and collaboratively to deliver strong, sustainable financial performance to help us grow and by making an impact across the three key pillars of our “Appetite for a Better World” sustainability strategy:



Better Sourcing

Improving the sustainability of the ingredients that go into our much-loved brands

- Fish and seafood
- Agriculture
- Animal welfare
- Social impact of supply chain



Better Nutrition

Making food that is nutritious and lower impact

- Health and nutrition
- Additives
- Alternative protein
- Responsibly marketing
- Food safety and quality



Better Operations

Producing our brands in a way that respects our people, the wider community and the planet

- Climate change and GHG emissions
- Waste and water
- Packaging
- Employee health, wellbeing and development
- Diversity, equity and inclusion
- Foundations of sustainable business*

*Foundations of sustainable business includes sustainability risk and resilience, policy and corporate governance, bribery and corruption and ESG regulation and reporting, and is covered in this introductory section.







We have set clear timebound targets, aligned with the UN's Sustainable Development Goals and focused on areas that have the largest impact on our business, employees and the communities that we serve, and where we believe we can make a meaningful contribution; working, of course, with our suppliers and other key stakeholders, some of whom we have worked with for decades and engage on an ongoing basis.

Stakeholder engagement process

Stakeholder group	Engagement mechanisms	Focus of discussion
 Investors	Calls with investors and investor relation firms	<ul style="list-style-type: none"> • Understand focus areas • Answer questions and explain strategy • Identify gaps
 Customers	Calls, meetings and collaboration sessions with strategic global customers and multiple local customers	<ul style="list-style-type: none"> • Understand focus areas • Answer questions and explain strategy • Discuss learnings and outcomes • Identifying opportunities for collaboration on key sustainability topics
 Suppliers	Strategic supplier meetings, supplier training	<ul style="list-style-type: none"> • Discuss areas of interest and focus • Upskill and explore specific areas • Explain the strategy and align on areas of shared interest
 Farmers	Annual event/s per growing region	<ul style="list-style-type: none"> • Explain the strategy and align on areas of shared interest • Gain feedback of specific initiatives
 Subject matter experts	'Future of' workshops with experts (NGOs, policy makers, etc.), webinars for employees, expert input on strategic positions and policy papers	<ul style="list-style-type: none"> • Challenge and future proof strategy • Build knowledge, understand concerns • Upskilling and horizon scanning
 Consumers	Regular consumer surveys and ad hoc consumer research studies	<ul style="list-style-type: none"> • Understanding consumer perception of our brands, and attitudes and behaviours towards food, including the role sustainability plays



Progress against targets

SDGs	SDG sub-targets	Our targets	Results	Status	Further information
Better Sourcing					
 	2.4, 2.5 12.2 14.1, 14.4 15.2, 15.5	100% fish and seafood from sustainable fishing or responsible farming by the end of 2025	99.5%	Ahead	See page 24
 		100% of our vegetables, potatoes, fruit and herbs from sustainable farming practices by the end of 2025	92.3%	On track	See page 31
Better Nutrition					
	2.1	Grow sales from Healthier Meal Choices year on year (% total net sales from HMC)	93.9%	On track	See page 48
		100% of our portfolio to be without taste enhancers, artificial flavours and artificial colourants by 2024*	99.4%	On track	See page 56
Better Operations					
	2.4, 2.5 12.2 14.1, 14.4 15.2, 15.5	Reduce our greenhouse gas emissions intensity across our operations by 45% from a 2019 baseline**	-28.6%	Behind	See page 71
		100% of our consumer packaging will be recyclable by the end of 2030	95.86%	On track	See page 83



We participate actively in external initiatives and membership associations to increase our impact across all three pillars of our strategy.

*This target was previously set for 2023 but has been extended to 2024 to give us time to work with new acquisitions.

**This reflects the reduction in emissions intensity for the Nomad Foods legacy business, as this is the business for which the target was set and which we have reported on in previous years. It does not include data from our new acquisitions: Findus Switzerland and our Adriatics business. This data is included in the GHG Emissions section of the report.

Approach to materiality

Our materiality assessment forms the foundation of our strategy and approach to sustainability. This ensures we focus on the social, environmental and governance issues that matter most to our stakeholders and long-term business success. The assessment is reviewed at least annually by our Group Sustainability team who engage both internal and external stakeholders in the process.

Our materiality matrix builds from the foundations provided by focused research we conducted in 2019. This included qualitative and quantitative research with consumers, employees, NGOs, retailers and suppliers. This work was updated in 2021 with additional diagnostics and research, and further integration with our Enterprise Risk Management process, as well as a cross-stakeholder workshop.

In 2023, in recognition of the continual evolution of the external sustainability context and the changes to our portfolio following recent acquisitions, we conducted a further refresh of our assessment. Our objective for this year's process was to reflect the changing context around us, and also to lay the foundations for a more in-depth process moving forwards as we look to implement the EU's Corporate Sustainability Reporting Directive (CSRD). The process we undertook this year was a lighter-touch approach to the 'double materiality' approach set out in the CSRD.

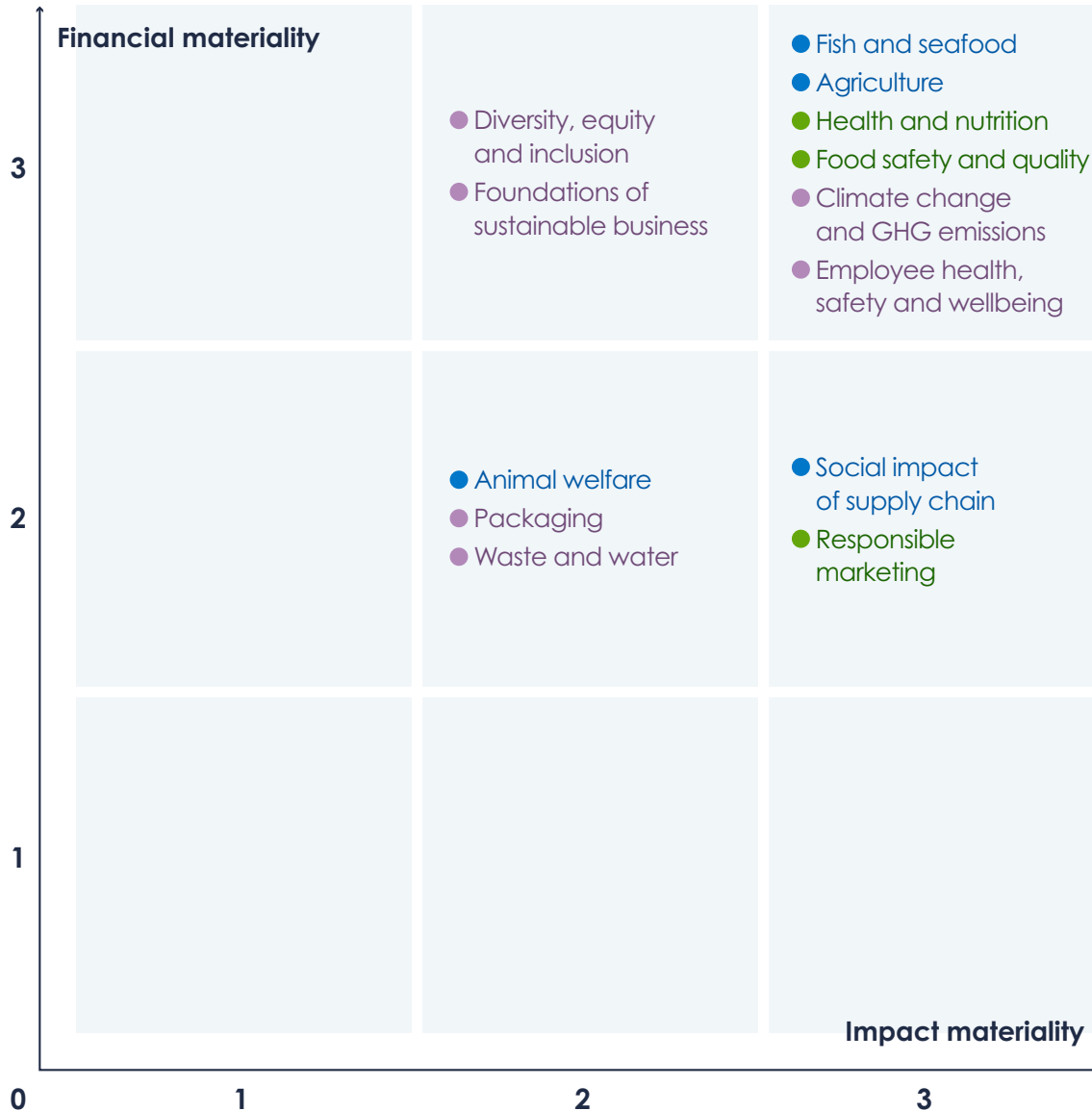
Our 2023 process included the following components:

- Peer and sustainability framework review, and futures insight research to identify any gaps in our impact list and explore how the impact and issues are evolving.
- Development of a revised and updated material issue list – this included some consolidation of issue areas as well as the addition of new sub-issues across the framework.
- Cross-functional double materiality workshop to score the issues for both impact and financial materiality. Stakeholders assigned a low, medium or high impact score to each issue, considering the scale, scope and likelihood of actual and potential impacts related to each issue.
- Working session with our external Sustainability Advisory Board to provide oversight on the results and ratify the framework.



Materiality matrix

The outcomes of this double materiality assessment are summarised in the diagram below.



- Better Sourcing
- Better Nutrition
- Better Operations

In addition to underpinning our sustainability strategy, our materiality process also informs our Group Sustainability risk assessment, which identifies key sustainability risks impacting or associated with our business, and our corresponding control measures. This feeds into the wider Enterprise Risk Management process overseen by our Risk Committee and ultimately feeding into the Audit Committee of the Board of Directors.



Foundations of sustainable business

Sustainability risk and resilience

Sustainability risks are now having material financial impacts on businesses through supply chain and operational disruptions, legal penalties, and reputational damage. This makes it particularly important that we have a robust and systematic way to identify and assess sustainability risk for our business. This is a crucial part of building a resilient and sustainable business that has the potential to deliver long-term growth.

Sustainability risk is assessed as part of our Enterprise Risk Management process, led by Internal Audit and managed by our Risk Committee, which meets quarterly and reports to the Executive Committee. We assess and monitor strategic, operational, financial, climate, and nature-related risks. To do this, we employ the common three-step risk management approach: identifying actual or potential risks; assessing these risks, and taking action to accept, mitigate or eliminate the risks.

As part of this process, the Corporate Affairs and Sustainability team is responsible for maintaining a sustainability risk and controls assessment, which identifies the key sustainability risks and the internal controls and assurance required to manage the risk in line with our risk appetite.

Our risk assessment is also informed by our sustainability materiality assessment; input from wider external partners, such as the Marine Stewardship Council (MSC); reviews of publicly available resources; the perspective of our customers, consumers and investors, and engaging internal business functions.

Some of the key risks we have identified through this process include:

- Physical and transitional risks of climate change
- Animal welfare
- Human rights
- Deforestation
- Non-sustainable sourcing of fish, seafood, and vegetables
- Water scarcity and responsible water management
- Biodiversity loss
- Waste generation

Given the complex and ever-changing nature of sustainability risks, we maintain a dynamic approach, regularly reviewing our risks and control assessment, and adapting and evolving our approach where necessary.

In the introduction to the different sections of this report, we identify some of our most material risks associated with the particular topic area and then go on to set out what we are doing to address them.

Further information on the key sustainability and wider business risks can be found within our 2023 annual report, [here](#).



Sustainability governance

Strong governance is essential for creating a resilient business and delivering on our sustainability strategy. Details of our governance structure, board composition, board independence, taxation and taxation risks, executive pay, conflicts of interest, compliance, and workforce governance can be found in our [2023 Annual Report](#).

We also have a robust sustainability governance model to ensure that sustainability matters including climate change, human rights, sustainable sourcing, packaging, water and waste are considered and embedded into our decision making and ways of working.

Board oversight

Our Nominating and Corporate Governance Committee is responsible for overseeing matters relating to corporate responsibility and sustainability affecting our business on behalf of the Board of Directors. They oversee, provide guidance, and periodically review our sustainability strategies and initiatives, including reports from management on our sustainability programmes, performance, and Environment, Social and Governance (ESG) disclosures, recommending changes as necessary. The Nominating and Corporate Governance Board Committee Terms of Reference can be found [here](#).

Management oversight

Managerial oversight of sustainability is provided by the Executive Committee of Nomad Foods chaired by the Group CEO. There are formal quarterly sustainability reviews with the Executive Committee where sustainability risks, strategies and performance are reviewed. The Group Corporate Affairs and Sustainability team, led by the Group Corporate Affairs & Sustainability Director who reports directly into the Group CEO, leads strategy development, compliance monitoring and reporting.

We also have an external Sustainability Advisory Board currently comprising of six highly regarded external sustainability experts from academia, the charity sector and wider industry, that provides an independent perspective on our strategy and progress and meets at least annually.



Operational oversight

At an operational level, sustainability is embedded into key business processes, forums, and functional leadership teams to lead the implementation of our sustainability activities through our innovation, sourcing, manufacturing, marketing, and sales activities.



Policies and approach

Our governance approach is underpinned by two codes: our Code of Business Principles and our Supplier Code of Conduct.

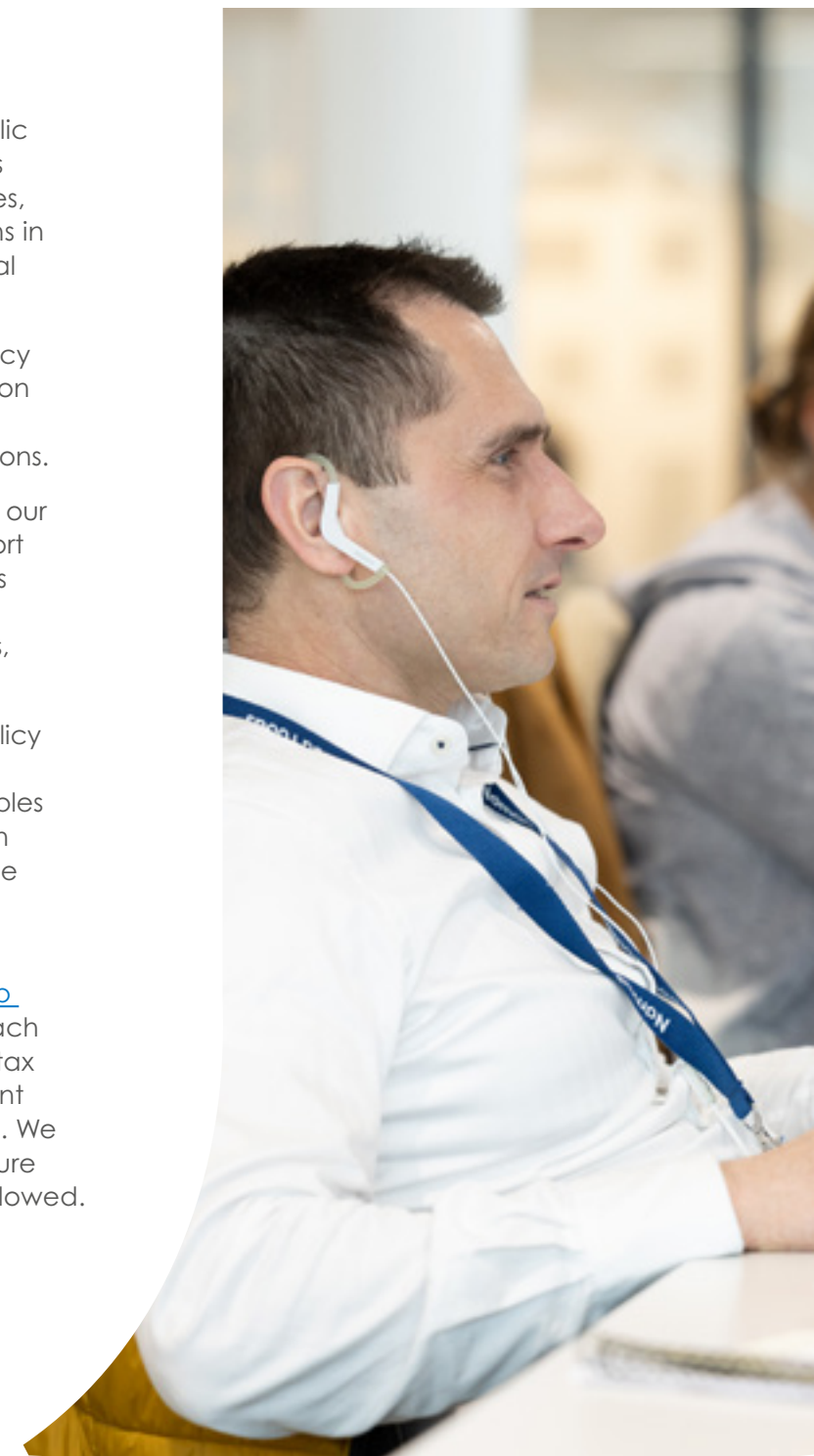
Our [Code of Business Principles](#) sets out our commitment to act fairly, ethically and in line with our purpose. The Code applies to all Nomad Foods employees and other staff, part-time and permanent, as well as the Executive Committee and the Board of Directors. All employees upon joining Nomad Foods are asked to complete the Code of Business Principles training and confirm that they have read and commit to operate in accordance with these principles.

Our [Supplier Code of Conduct](#) sets out the standards we expect from all suppliers of Nomad Foods, whether raw material suppliers, service providers, co-packers, contractors or agents.

These codes are supported by a set of public and internal policies. All material ESG areas are covered in one or more business policies, which are described in the relevant sections in this report. Specific policies to ensure ethical and lawful governance practices include:

- **Competition and Anti-Trust Policy:** this policy sets out our commitment to fair competition and to protect consumers by following all applicable competition laws and regulations.
- **Whistleblowing Policy:** this policy provides our employees with guidance on how to report suspected wrongdoing. It also emphasises that employees should feel safe to raise genuine concerns without fear of reprisals, even if they turn out to be mistaken.
- **Anti-Bribery and Corruption Policy:** this policy sets out our zero-tolerance approach to bribery and corruption and our key principles for upholding this. For more information on this policy and how we ensure compliance with it, see [Anti-bribery and corruption](#).

We also have a Gifts and Hospitality Policy and a Conflicts of Interest Policy. Our [Group Tax Strategy](#) sets out our policy and approach to conducting tax affairs and dealing with tax risk. We disclose lobbying in line with relevant government regulations on public websites. We have a range of control procedures to ensure that these codes and policies are being followed.



Anti-bribery and corruption

We have a zero-tolerance approach to bribery and corruption, whether this is to or from public officials or commercial third parties. This is outlined in our Code of Business Principles and our Anti-Bribery and Corruption Policy. We are committed to complying with all anti-corruption legislation in the countries in which we operate.

The basic principles that Nomad Foods requires all staff to be aware of are:

- Never accept, offer or give anything of value that is intended to result in an improper business advantage or reward a previously given improper business advantage.
- Be aware of what bribery is, the forms it may take, and situations where bribery or corruption may be prevalent. Seek guidance from the appropriate internal resources when necessary.
- Where you suspect bribery or corruption is happening or has happened, speak up and report these through our internal processes.
- Hiring processes must be transparent and clearly documented to show that a fair and unbiased approach was used.
- Accounting records must always accurately and clearly reflect the nature of a transaction.

We have a range of control procedures to ensure that these rules and principles are being followed:

- Compliance on topics that are material to our sustainability agenda is reported annually in our sustainability report.
- We raise awareness and train our colleagues, so they are able to identify possible corruption and bribery issues, especially those involved in Sales, Marketing, Procurement or other commercial functions.
- We have transparent and clearly documented hiring processes.
- We request that suppliers confirm compliance with our Supplier Code of Conduct and follow up on any non-compliances.
- We have a dedicated hotline in place (see [Speak Up programme](#)) to which employees and suppliers can report suspected non-compliances and breaches.
- Our zero-tolerance approach is underpinned by disciplinary actions in case of breaches, ranging from warnings to dismissal in the most severe cases.

We also have enhanced risk-management controls in place around certain higher-risk functions to protect against corruption. In addition to the principles and procedures above, these include prohibiting any payments to politicians or political parties and using supplier questionnaires and risk-based audits to protect against risks in our supply chain.



Speak Up programme

We operate a Group-wide reporting line – Safecall – for employees and external stakeholders to share any concerns about misconduct. Safecall is run by an independent third party and gives the option to speak out anonymously.

In 2023, we received 12 reports via the Safecall line. These reports were all reviewed and investigated to the satisfaction of our Group Compliance Committee. No employees were dismissed as a consequence of these cases. Our Group Compliance Committee assists the Executive Committee to oversee compliance with our Group Code of Business Principles and other group policies and coordinates the investigation and handling of compliance incidents and reports escalated internally or received via the Safecall reporting line. The Group Compliance Committee is chaired by our General Counsel who is a member of the Executive Committee.



ESG regulation and reporting

ESG regulation

There is growing focus on the social and environmental impacts of business from multiple stakeholders in society including consumers, employees, NGOs, the media, investors and regulators. At the same time, there is a greater understanding of the scale of the risks social and environmental issues pose to businesses and their long-term resilience and success. This has created an increased awareness of the importance of non-financial metrics, which in turn has resulted in demands for greater standardisation in the way these metrics are monitored and reported.

From consumers wishing to ensure the companies behind products and brands they buy are acting in line with their values, to employees prioritising working for organisations which create positive social and environmental change, to investors wanting to have a holistic understanding of the impact of an organisation – multiple forces are coming together to drive change in the corporate sustainability space.

In response, and against the backdrop of their own commitments around net zero emissions, human rights and biodiversity, governments and other regulatory bodies have put many new legislative requirements in place around non-financial reporting, such as the EU Non-Financial Reporting Directive, specific legislation around modern slavery and more recently more comprehensive reporting as outlined by the Corporate Sustainability Reporting Directive (CSRD) and EU Taxonomy.

ESG regulation is now going a step further, by requiring companies to conduct mandatory sustainability due diligence, such as the German Supply Chain Due Diligence Act and the recently passed EU Corporate Sustainability Due Diligence Directive.

At Nomad Foods, sustainability has long been at the heart of our business. This is why our brands have been working with the MSC since it was founded over 25 years ago to help build a sustainable fishing supply chain, we have taken significant steps to ensure our vegetables are sourced sustainably ahead of any legislation, and have always prioritised delivering healthy and nutritious food to our consumers.

We welcome the formalisation and regulation of ESG reporting. In our view, a consistent approach to ESG reporting will make it much easier for stakeholders to understand how companies are managing their impacts and make comparisons between them. It also ensures that businesses across the board identify and manage their ESG risks in a more structured and systematic way, which will lead to a greater focus on objectives, targets and pathways to change.

The regulation also elevates the profile and strategic nature of sustainability within businesses, which can help build further momentum around action and transformation.



As a New York Stock Exchange listed company with operations across Europe, we are committed to meeting applicable ESG regulations in the markets in which we are required. Some of the key existing and upcoming regulations include:

- UK Modern Slavery Act and Norwegian Transparency Act: Latest statement found [here](#).
- UK Equality Act 2010: Latest Gender Pay report found [here](#).
- German Supply Chain Due Diligence Act: Latest statement found [here](#).
- EU Corporate Sustainability Due Diligence Directive.
- CSRD: We will report in 2026 for the 2025 fiscal year.
- UK Climate-related Financial Disclosures: We will report in our 2023 Birds Eye financial report.
- EU Deforestation Directive.
- Securities and Exchange Commission (SEC) Climate-related Disclosures for Issuers.

Reporting

We recognise the need for investors, customers, consumers, and wider society to have greater visibility of how we are addressing sustainability matters. Consequently, we are committed to reporting transparently on our material sustainability risks, activities, and progress.

This report covers all trading subsidiaries of Nomad Foods excluding the acquisition of our new business in the Adriatic region in late 2021 (except where specified). Our data is reported for the year 1st January to 31st December 2023 unless otherwise stated.

We have relevant KPIs to measure the impact of our operations in line with our materiality assessment and our report has been influenced by the following sustainability reporting frameworks and standards:

- UN Sustainable Development Goals (SDGs) – We fully support delivery of all the SDGs; however, given the nature of our business and brands, we believe we can have the largest impact on the following: SDG 2 – Zero Hunger, SDG 12 – Responsible consumption and production, SDG 14 – Life below water, SDG 15 – Life on land, and SDG 17 – Partnerships for the Goals.
- Global Reporting Initiative (GRI) Standards – We have prepared our 2023 Sustainability Report with reference to the GRI Standards. A detailed GRI Index table can be found in the [appendix](#).
- EU Non-Financial Reporting Directive (NFRD) – Although we are not subject to the EU NFRD, we have prepared our 2023 report to meet the requirements of the NFRD.

Work is underway to integrate our business within the Adriatic region into our Sustainability reporting. Given the size of our Adriatics business and its fundamentally different product portfolio and go to market business model, this is a complex task and we anticipate updating our sustainability reporting to reflect this integration in subsequent reports.

Assurance

Third-party assurance is a crucial part of providing our stakeholders with confidence on the data we are publishing. Consequently, we have commissioned GUTcert, an accredited verification body and member of the AFNOR Group, to conduct reasonable assurance of our total CO₂e emissions. 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 2023 Assurance Statement can be found on [page 111](#).



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Fish and seafood

Fish and seafood have unique advantages from both a health and an environmental perspective. As the Director General of the United Nations Food and Agriculture Organisation (FAO), Qu Dongyu, puts it, they are “not only some of the healthiest food on the planet but also some of the least impactful on the natural environment.”⁴

Fish is a nutrient-dense source of protein and provides key nutrients such as iodine and Omega 3. Wild caught and farmed fish can also have a lower carbon footprint than land-based animal proteins such as beef, pork and lamb.

For more information on the benefits of fish, see [Health and nutrition](#).

Providing our consumers with fish and seafood is a key part of our mission to serve the world with better food. By adopting sustainable sourcing practices, we can help to safeguard against the depletion of marine resources while also improving the long-term stability and resilience of our supply chain.

The FAO estimates that over a third of global fisheries have been fished beyond sustainable limits.⁵ Overfishing poses enormous risks to current and future fish stocks, ocean ecosystems, and communities. These risks are compounded by the negative consequences of climate change, including rising sea temperatures and acidification.

Irresponsible fishing practices, such as the avoidable bycatch of non-target species and the polluting of oceans with chemicals and abandoned fishing equipment (known as Ghost Gear), are also damaging marine habitats. The poor management of aquaculture farms can also lead to negative environmental impacts such as the polluting of water systems and the overuse of antibiotics.

Fish and seafood supply chains may also be prone to poor human rights standards, including modern slavery, child labour, insufficient health and safety measures, poor working conditions and low pay.

As our understanding of these risks continues to evolve, it is ever-more critical for the world and our business that we work to minimise them.



Working with the MSC for over 25 years, we have led the way in protecting wild fish stocks for future generations. We now plan to apply this knowledge to drive higher standards across the aquaculture supply chain, as we grow our existing partnership with the ASC and increase the range of fish species we use for our products.”

Stéfan Descheemaeker,
Chief Executive Officer Nomad Foods

Approach

Our policy on [Fish and Seafood Sourcing](#) stipulates that we only source from suppliers that comply with either the [FAO Code of Conduct for Responsible Fisheries](#) or the [FAO Technical Guidelines for Aquaculture](#). We actively work with our suppliers to exclude any illegal, unregulated or unreported (IUU) wild capture fish from any of our markets, or fish stocks that are depleted or recovering. We are committed to sourcing 100% of our fish and seafood from sustainable fishing or responsible farming by the end of 2025.

We use independent third-party certification schemes with full end-to-end oversight to validate the sustainable fish and seafood sourcing credentials of our supply chain. All parties involved across our supply chain must be certified against the schemes' standard. In particular, we work closely with the [Marine Stewardship Council \(MSC\)](#) and the [Aquaculture Stewardship Council \(ASC\)](#). The MSC covers wild capture fisheries, while the ASC covers aquaculture practices for farmed fish and seafood. Certification for both schemes is carried out by auditors approved by the independent accreditation body Assurance Services International (ASI). For more information on the MSC and ASC Standards, see page 19 of our [2022 Sustainability Report](#).

To ensure that we have enough sustainable fish and seafood to meet future demand, we are accelerating our fish diversification strategy which is focused on three key areas:

- Continuing to source wild caught fish and seafood to the MSC standard
- Increasing the range of species in our portfolio, including additional sources of ASC-certified farmed fish and seafood
- Exploring innovation partnerships aimed at developing and scaling emerging food technologies in areas including cell-cultured fish and seafood and alternative proteins such as bivalves.

We have dedicated initiatives to increase transparency and minimise our impact on ocean ecosystems and have been members of the [Global Ghost Gear Initiative](#) since 2020. Our [Captain's Fish Finder](#)* tool (launched in 2010) also allows consumers in 11 markets to see the specific geographic regions from where we source fish and seafood, with Spain being the most recent market to join.

*The Captain's Fish Finder tool is available in 11 different markets via a country specific link, each having a different basket of fish and seafood species.

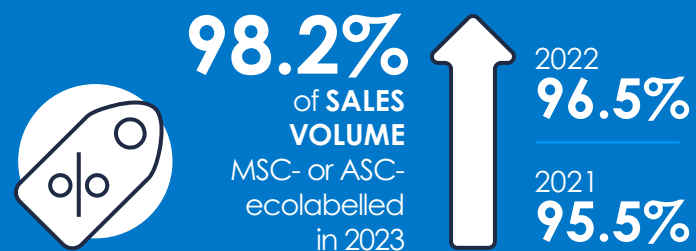


Climate change and overfishing transform ocean ecosystems and that is why reducing greenhouse gases and fishing sustainably are so important for ocean health. Food is an important part of total greenhouse gas emissions and major reductions of dietary emissions can be achieved by shifting from red meat to low-impact seafood, such as Alaska Pollock or farmed mussels, a shift that would also come with beneficial health effects."

Friederike Ziegler, RISE Research Institutes of Sweden, Member of Nomad Foods Sustainability Advisory Board

Progress

Targets: 100% by 2025



In 2023, 99.5% of our sourced fish and seafood volume was MSC- or ASC- certified, an increase of 0.6 percentage points from 2022. As a result, the proportion of our sales volume that was MSC- or ASC-labelled also increased from 96.5% in 2022 to 98.2% in 2023.

We remain the largest branded producer of MSC-certified and labelled fish and seafood globally, with 10* of our markets now reaching 100% MSC-certification of products. While there was no significant increase in the global availability of MSC-certified fish and seafood in 2023, we introduced some new products featuring MSC-certified silver smelt.

We also incorporated more ASC-certified farmed fish into our product range, including ASC-certified pangasius from Vietnam. As a result, farmed fish and seafood products are now 100% ASC-certified in 12** of our markets and farmed fish was introduced into our Irish portfolio for the first time.

Through this acceleration of our fish diversification strategy, we increased the number of certified fish and seafood species in our portfolio to 30 – excluding the Adriatic region – and the proportion of our products containing aquaculture fish and seafood from 2.06% in 2022 to 5.60% in 2023.

As part of our work on fish diversification, we continued to partner with universities and research institutes to understand whether and how bivalves (clams, mussels, scallops and oysters) could be used at scale as a healthy, sustainable alternative protein source. For example, we started a project with the [RISE Research Institutes of Sweden](#) to explore if currently available mussel concentrates could be used to create meat or fish substitutes, and we joined an international consortium led by [Wageningen University](#) focused on the development and implementation of the total use principle of the common mussel. Over the course of the four-year project, the consortium will work together to develop ways to use all parts of a mussel as each is rich in protein and health-promoting compounds. To complement this work, we have continued to collaborate with [Cambridge University](#), together partnering with the start-up [Acoustic Extra Freezing](#) (AEF) to explore new freezing technology that can elevate the freshness of frozen bi-valve products.

*10 markets = Sweden, the Netherlands, Belgium, UK, Finland, Portugal, Norway, Denmark, Germany, Ireland

**12 markets = Sweden, Austria, the Netherlands, Belgium, UK, France, Finland, Portugal, Norway, Denmark, Germany, Ireland

OGNI ANNO
SONO DISPERSI IN MARE
OLTRE 1.500 CONTAINER
E MIGLIAIA DI TONNELLATE
DI MERCE

Seascape

In January 2023, we launched our Seascape rooms in Milan to shine a spotlight on the issue of marine pollution. Over five days, the impactful installation took over 1,000 visitors on an immersive journey through marine litter so that they could experience what it is like to be a fish in our polluted seas. The project was a collaboration between Findus and [Ogyre](#), a global Fishing for Litter platform which aims to collect marine waste with the help of fishermen. Together, Findus and Ogyre aim to collect six tonnes of waste from the sea in 12 months, the equivalent of 600,000 plastic bottles. The partnership also involves a research project to analyse the composition of marine litter, identify the most common categories and explore how these can be reused or transformed in line with the circular economy.

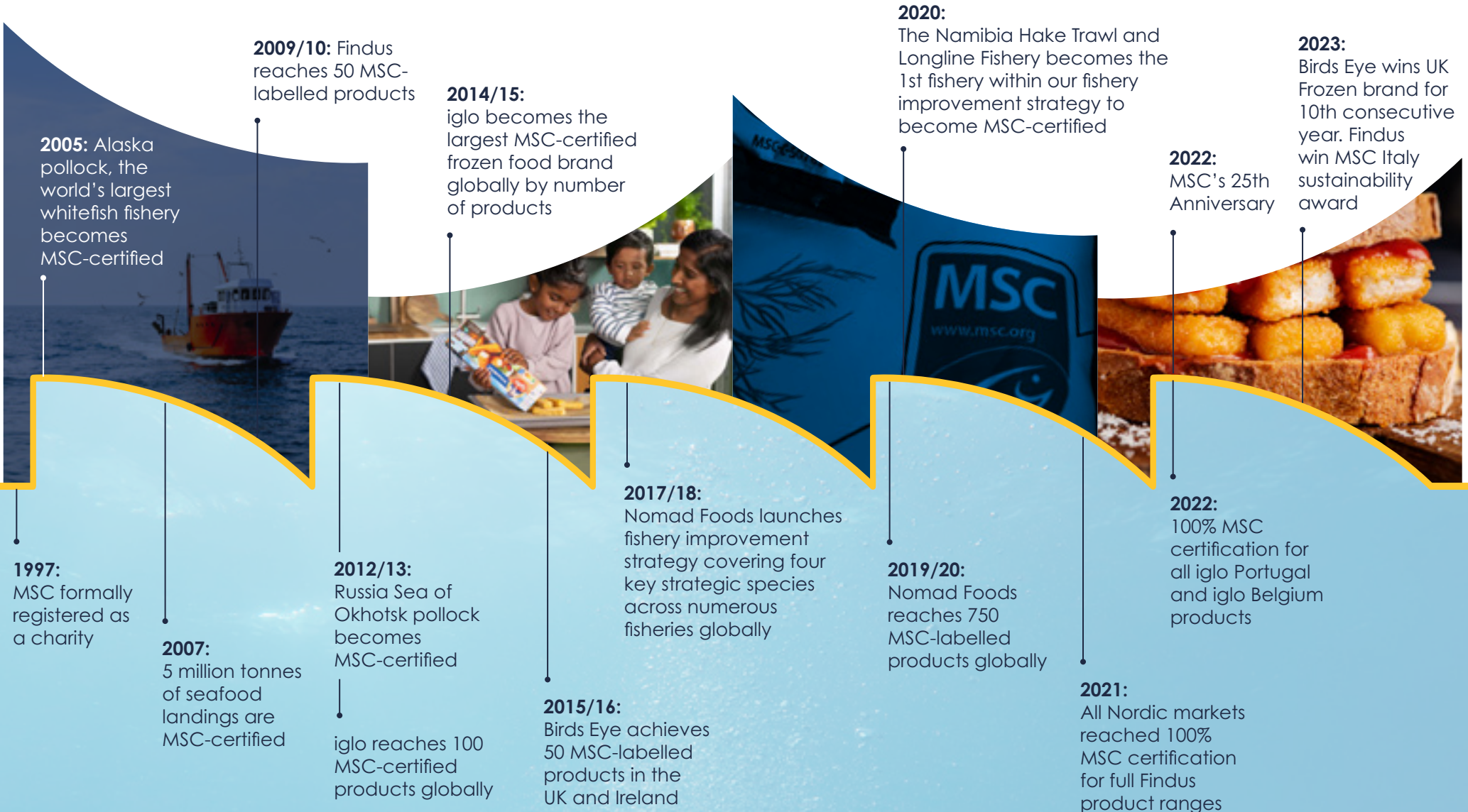
Future plans

Our focus for 2024 is on achieving our target to source 100% of our fish and seafood from sustainable fishing or responsible farming by the end of 2025. For example, in 2024, we plan to relaunch several of the vegetable and prawn products in our Findus Spain portfolio with certified prawns. We have robust plans in place to transform the remaining products in our portfolio and are excited about the prospect of achieving our ambitious target as we believe it demonstrates that it is possible to deliver sustainability on a large scale.

We also plan to continue to help fisheries on their pathway towards MSC certification through our participation in multi-stakeholder Fishery Improvement Projects. We believe these projects will help to increase the global availability of certified fish and seafood and encourage others to follow similar routes. In parallel, we are currently assessing our fish and seafood portfolio in the Adriatic region, and plan to develop a suitable transition strategy for any additional fish and seafood species it contains, which we believe could be in the region of 20.

We do not under-estimate the scale of the challenge facing the fish supply chain but remain confident that by building on our track record of success through partnership with the MSC – an expanding our partnership approach and principles to the ASC – we can continue to help the industry move towards a more sustainable future.

Deep dive: Our work with MSC





The world’s consumption of fish and seafood has increased significantly in recent years, and is expected to continue to do so, with the FAO estimating it will rise by 15% by 2030⁶. At the same time, a third of global fish stocks are currently being fished at unsustainable rates.

This makes Nomad Foods’ drive for sustainable fish and seafood more pressing than ever. We are committed to sourcing sustainably and using our influence to increase the availability of certified fish and seafood globally, and our goal is to source 100% of fish and seafood from sustainable fishing or responsible farming by the end of 2025.

Our brands have been working with the [Marine Stewardship Council](#) (MSC) since it was founded over 25 years ago to help build a sustainable fishing supply chain, looking at issues surrounding over-fishing and unsustainable fishing practices and helping to find solutions to overcome them.



Nomad Foods has placed sustainability at the heart of their seafood procurement for over a quarter of a century. Without doubt their leadership has brought new fisheries into the MSC assessment process and delivered real and lasting change in the way our oceans are being fished. They have taken a long term and strategic view that has resulted in nearly 100% of their seafood supplies coming from certified stocks and farms. An incredible achievement. We look forward to continuing to work together to ensure consumers will have sustainable seafood choices into the future."

Rupert Howes,
CEO of the MSC

The MSC is the leading international standard for sustainable fishing, used to assess whether wild fisheries are being sustainably managed through a rigorous certification process. We are currently the largest global purchaser of MSC certified fish with 99.5%* of our wild capture fish and seafood coming from certified fisheries. Some of the highlights of our long-running partnership are included in the timeline above.

In recent years, we have achieved significant milestones. For example, we have supported fisheries on their journey to certification, including the Namibia Hake Trawl and Longline Fishery, which gained certification in 2020, enabling it to expand its export in Southern European markets. It is also only the second fishery in Africa to achieve the accreditation.

In 2022 we achieved 100% MSC certification for all iglo Portugal and iglo Belgium products. We have also launched dashboards which provide an overview of key information for numerous species, including squid and pink salmon in 2023. These dashboards enable us to look at forecasted catch volumes alongside certification levels and insights from fishery audits to give us a deeper understanding of potential risks with future MSC fishery recertifications. In 2023, our efforts were recognised as Birds Eye became the MSC’s UK frozen brand of the year for the 10th year running, and Findus won the MSC’s Italy sustainability award.

*Excluding Adriatics business

Agriculture

Agriculture is a significant contributor to climate change and is also extremely vulnerable to its impacts. Accordingly, it is essential that food businesses like ours do all that we can to mitigate the negative impacts of agriculture and find new, more sustainable approaches.

Some agricultural practices also lead to additional negative impacts including soil degradation, water pollution, and biodiversity loss.

Crops such as palm oil and soy pose specific risks, including the deforestation of native forests and habitat destruction.

Food businesses today must provide nutritious food while protecting natural resources, ecosystems, biodiversity, soil quality, and the communities and workers connected to the agricultural system.

At Nomad Foods, we are committed to encouraging the adoption of sustainable agricultural practices so that we can reduce both the negative environmental and social impact of farming and the long-term risks to our business.





Approach

We have a target to source 100% of our vegetables, potatoes, fruit and herbs through sustainable farming practices by the end of 2025. Our [Agriculture Policy](#) covers the economic, environmental and social impacts of our agricultural practices. It also sets out our commitment to the responsible use of pesticides and fertilisers and ensures that we do not use genetically modified ingredients in our products. Our Agriculture Policy, as well as our work on agriculture more broadly, covers our own operations, our tier one suppliers, and all other suppliers in our supply chain.

Over half of our vegetables, potatoes, and herbs are sourced from farmers with whom we have a direct relationship and long-term contracts. This totals over 800 farmers. The remainder are sourced from trusted third-party suppliers. Ingredients covered by topic-specific sustainability schemes, such as palm oil or soy, are not covered in this scope, but we have separate certification targets for these commodities (see [High risk ingredients](#)).

The Sustainable Agriculture Initiative

We joined the [Sustainable Agriculture Initiative Platform](#) (SAI Platform) in 2018. We use the SAI Platform's [Farm Sustainability Assessment](#) (FSA) to measure our suppliers' and farmers' progress towards our target. The FSA framework covers ten fundamental components of sustainable agriculture, including soil management, water management, air quality and greenhouse gas emissions, biodiversity and labour conditions. Farms or farm management groups are awarded bronze, silver or gold depending on which threshold of requirements are met. To meet these requirements, suppliers must be externally verified either through a benchmarked assurance scheme or an independent FSA verification audit. Within our 100% "sustainable farming practices" target, we require minimum silver FSA verification. Work is already underway to ensure our suppliers have roadmaps in place and are driving progress towards our target. This process is managed by our cross-functional FSA project team which includes representatives from Sustainability, Research and Development, Data Management, Supplier Assurance, Procurement and Agriculture Operations. The team meets once a month to track progress and identify priorities. Our Agriculture Operations team of agricultural experts work closely with our direct growers to deliver continuous improvement.

Nomad Foods' Agricultural Purpose and Ambition (NAPA) Framework

Our NAPA Framework sets out how we work with our contracted growers to create a more sustainable and resilient agricultural supply chain. Through the framework activities, we provide growers with guidance on what we want to work with them to achieve, which is updated regularly to account for any internal and external developments. We also run on-farm pilot projects relating to key areas such as biodiversity, soil management and water management, which enable us to trial new technology and agricultural methods and provide baseline data to inform target development. Data from these trials also inform best practice guides, driving continual improvement. For more information on the NAPA framework, see page 21 of our [2021 Sustainability Report](#). Beyond policies and practices, we have specific initiatives to support biodiversity and carbon reduction, and we run pilot projects on regenerative agriculture. We are part of the SAI Platform's FSA Community and sit on the Crops Working Group (CWG), with a particular interest in the Regenerative Agriculture workstream. Through the CWG we can engage with others in the industry who share similar challenges to Nomad Foods.

Biodiversity

Reversing biodiversity loss is a key priority for us at Nomad Foods. That's why we work closely with our farmers and suppliers to ensure they are not only protecting biodiversity, but also promoting it.

Biodiversity is covered by the SAI Platform's FSA framework. By driving compliance with FSA silver or above, we support biodiversity protection at farm level. We further strengthen this through our NAPA framework, providing guidance to farmers on biodiversity and piloting new technologies and agricultural methods that tackle biodiversity loss. For example, our German Agricultural team maintains more than 65 km of flower strips along our farmers' vegetable fields to support the local biodiversity, with the 3m wide strips providing a retreat for bees and insects. We are also piloting a precision farming robot called 'Asterix' which has the power to target and remove individual weeds within a crop, with the objective of decreasing the need for herbicide application.



Progress

Target: 100% by 2025



92.3%
of our vegetables, potatoes, fruit and herbs produced using sustainable farming practices* in 2023



2022 **90.8%**
2021 **88%**

Target: 100% by 2025



100%
of our purchased volume of palm oil for in-house production was RSPO-Certified segregated in 2023



2022 **99.4%**
2021 **100%**



14%
of our purchased volume of soy was 'responsible' as per our policy in 2023**



2022 **24%**
2021 **17%**

*Defined as our suppliers (contracted, bulk and co-pack) that achieve FSA silver or above.

**Soy credits purchased to cover remaining volumes.

We are making strong progress towards sourcing 100% of our vegetables, potatoes, fruit, and herbs through sustainable farming practices by the end of 2025. In 2023, 92.3% of our suppliers were FSA silver or above, up from 90.8% in 2022, representing an increase of 1.5 percentage points. We have independently assured our performance figures annually since 2020, including our 2023 figure.

We recognise that closing the gap to 100% will be challenging, but we are committed to working alongside our suppliers to ensure programmes are in place so that by the end of 2025 all in scope material is FSA silver or above.

Following our acquisition of Findus Switzerland, in 2022 we included its suppliers in our programme and reported performance. Work is still underway to build visibility of the schemes and standards used by suppliers within this part of the business. Until the FSA status of these suppliers is known, we are reporting all of these suppliers as not meeting FSA silver. We will continue to engage suppliers to understand their FSA status and work to develop roadmaps where this is not currently being achieved.

To support our commitment to become net zero, we launched a pilot project with our partner, [PRé Sustainability](#), to better understand sources of carbon emissions at farm level with a view to take more targeted action to reduce carbon emissions in future. We believe that the insights gained from this pilot will help to shape our evolving carbon and sustainable agriculture strategy moving forward. For more information, see [Understanding carbon at farms](#).

In addition to our Group wide workstreams and targets, we have also been working at the local level with the farmers who grow directly for us. For example, we have been exploring the use of new potato varieties in Norway to help reduce our use of agrochemicals and as part of our precision farming project in Germany we have been piloting a self-propelled agricultural robot powered by solar energy. The 'Farmdroid' robot is designed to seed crops and weed the field mechanically and in a targeted manner. Tests are ongoing, but we hope this approach will inform future methods of more sustainable and climate-friendly farming.

We also have several pea-related projects underway in the UK this year, including a long-term study to further understand the positive benefits of vining pea cultivars to soil health in modern crop rotations. The ultimate goal of this “Power of the Pea” study, which is being conducted in partnership with Hull and Aberdeen universities, is to evaluate various methodologies of environmental strategy and to understand how changes in our farming practices will have an effect on key elements such as carbon footprint, land requirement, yield and cost of production. The foundation for the body of work will monitor 24 key soil health metrics over the course of the crop rotation to track the microbiological relationships, nutrition indicators and physical properties of the soil. The findings of the study will allow us to further develop our sustainable and cultural practices in partnership with the farmers.

Growing peas in the area for more than 60 years has led to an increase in soil pathogens termed ‘footrot’ rendering some land unviable. It is essential moving forward to monitor the health of our soil on an ongoing basis so that we can implement measures to improve it, such as longer rotations or resting the land for extended periods. Finally, through its Peas for Bees project, Birds Eye has been providing farmers with six species of wildflower seed to use on less productive land to help encourage biodiversity, including an increase in beneficial pollinating insects.

We also have several projects underway in Italy. For example, we have been trialling an automated pest monitoring system which can predict how an insect population is likely to develop on a given crop. Our current focus is on celery and the cotton leafworm due to its high potential damage risk, but we intend to extend the trial to other crops and pests in future to test the validity of the system. We have also been using the data we receive from the weather stations with soil moisture sensors that we installed last year to help drive efficient irrigation and water management practices. This approach is not only helping to reduce water use but also maintain our farmers’ profitability. Finally, in collaboration with nature tech company [3Bee](#), we planted 100 trees and installed five high tech beehives close to Cisterna di Latina, where we have a factory. The trees will host pollinating insects, while the hives will monitor and protect the bees, reducing the death of the colony by 30%. In addition, a sensor has been installed which provides real-time insights about the beneficial effects of the action implemented.



Understanding carbon at farms

Against a backdrop of growing regulatory requirements around carbon emissions and our target to ensure the top 75% of our suppliers by emissions set their own science-based targets by 2025 (see [Climate change and greenhouse gases](#) for more information), in 2023 we rolled out a pilot to map the carbon emissions of 30 of our direct vegetable growers. Our objective was to collect farm-level, crop-specific emissions data so that we could identify where in our agricultural supply chain to target our emissions reduction efforts.

Working with environmental consultancy [PRé Sustainability](#), we developed a bespoke life cycle assessment (LCA) tool that allowed us to collect robust primary data on a variety of crops, from peas and spinach to pumpkin and potato, across several countries. We are still in the process of analysing the data but have already identified fuel usage and fertiliser production and application as two hotspots we can explore moving forward. The results of the pilot will be used to inform the development of both our evolving carbon strategy and sustainable agriculture strategy beyond 2025.

Using primary data to build an accurate picture of carbon emissions at the farm level will help us to collaborate effectively with farmers to accelerate their reduction efforts, meet regulatory and consumer requirements and expectations across different markets, and ultimately build long term supply chain resilience.

High risk ingredients

We have specific policies governing our use of ingredients at high risk of causing deforestation. Our [Soy Policy](#) sets out our commitment to work towards using responsibly sourced soy across our supply chain. It covers all brands and soy used to produce our products, whether directly as an ingredient or indirectly through feed. We commit to verifying that the soy in our supply chain is not from deforested land (legally or illegally) and is sourced from relevant certification schemes wherever possible. Where this is not yet possible, we compensate through the [Roundtable on Responsible Soy](#) (RTRS) credit scheme, purchasing RTRS credits for the volumes of soy that are not yet 100% sustainably certified. In 2023, 14% of our purchased soy was responsibly sourced as per our policy, down from 24% in 2022. This decline is largely due to changes we made in 2023 to the way we calculate the volume of responsibly sourced soy within our supply chain. By improving the quality of the data we use for these calculations, we have been able to increase their accuracy. However, this has resulted in a lower percentage of purchased soy that is responsibly sourced compared to previous years.

Our [Palm Oil Policy](#) states that we will only purchase palm oil from [Roundtable for Sustainable Palm Oil](#) (RSPO) Segregated certified sources, meaning it can be traced back to RSPO-certified mills. In 2023, 100% of the palm oil we sourced for in-house production was RSPO-certified segregated. We worked to address the small volume of mass balance we reported in 2022 and are pleased to report 100% RSPO certified segregated for our in-house production.

Future plans

In 2024, we plan to collaborate with our Marketing and Procurement teams to begin to evolve our sustainable agriculture strategy for beyond 2025. As part of this process, we expect to develop plans to drive climate and biodiversity action at the farm level and define what regenerative agriculture means for Nomad Foods. We plan to explore how to decarbonise our agricultural supply chain and how we can enhance biodiversity by adapting our practices. We will also be developing a new deforestation strategy in 2024 to align our policies with the forthcoming updates to the EU Deforestation Act and UK deforestation legislation.

Animal welfare

We source a large part of our portfolio from animals, and that means it is crucial we do so responsibly, in a way that prioritises high animal welfare standards. Failure to do so could result in animals being subjected to inhumane living conditions or pose a risk to human health through the prophylactic use of antibiotics.

Growing consumer and investor awareness and concern around animal welfare, coupled with an increasingly stringent regulatory environment, also means that prioritising animal welfare is key for our success.

Approach

Fish and seafood is the largest animal protein source in our portfolio and is covered by specific policies and procedures (see [Fish and seafood](#)). Our Animal Product Sourcing Policy sets out our approach to sourcing other animal products, including meat (beef, lamb, pork, chicken), dairy products, and eggs. The policy covers all Nomad Foods products and brands, and our suppliers are required to comply with it. It ensures that all animals used for meat production are humanely slaughtered. It also states that Nomad Foods does not permit the use of antibiotics deemed critically important to human health (Critically Important Antimicrobials (CIAs) as determined by the World Health Organisation), prophylactic or growth-promoting antibiotics, or hormones in any animal protein products. Regarding eggs or products derived from eggs (which represent less than 1% of our portfolio) the policy stipulates they must be sourced from barn-reared animals at a minimum.

We are currently revising our Policy on Animal Product Sourcing and plan to replace it with a new Animal Welfare Policy that will be published in 2024. This policy will continue to cover general practice for all species we source, excluding fish, and also place a greater focus on broiler chicken welfare, to reflect it being the largest non-fish animal protein in our portfolio. In 2024, we will seek to define a wider animal welfare strategy, covering how we implement our policy, including setting KPIs and activity workstreams, in order to achieve our longer-term ambition of improving animal welfare.



Wherever we operate, all suppliers to Nomad Foods meet national legal requirements on animal welfare. We support the Animal Welfare Committee's (AWC) "Five Freedoms of Animal Welfare".

1. Freedom from hunger and thirst
2. Freedom from discomfort
3. Freedom from pain, injury or disease
4. Freedom to express normal behaviour
5. Freedom from fear and distress

We are also signatories of the [Better Chicken Commitment](#) (BCC)/European Chicken Commitment (ECC), a set of standards designed to drive higher welfare practices for broiler chickens. These standards were developed by animal welfare and animal rights organisations from across Europe, and significantly exceed regulatory minimums for animal welfare. We are committed to working closely with NGOs and wider industry partners to improve the welfare of broiler chickens.

We carry out an annual questionnaire with our poultry suppliers to understand their welfare standards. This provides insight into the areas affecting animal welfare and sustainability, such as ingredient composition, country of origin of feed, and where applicable, the total time and number of stops from supply to delivery at Nomad Foods. We also survey other animal protein suppliers, including pork, dairy and beef periodically in order to better understand practices within our supply chain and support policy and programme developments.

The poultry questionnaire helps us to reaffirm our supplier's compliance with certain requirements, including the specifications set out below.

- All animals will be humanely slaughtered – requiring pre slaughter stunning
- All animal products will be sourced from supply chains which meet all EU legislation applicable to farmed animal health and welfare, on-farm, during transport and at slaughter
- Nomad Foods does not permit the use of antibiotics deemed critically important to human health, prophylactic or growth-promoting antibiotics
- All egg products will be sourced from cage-free production systems
- All broiler meat will be from cage free production

In 2023, we commissioned an external consultant to conduct a thorough benchmarking exercise of industry standards, helping us to decide which welfare schemes we require from our suppliers. This informed a new Chicken Welfare Strategy, which will support our transition to higher welfare broiler meat, specifically our commitment to use 100% third party welfare assured broiler meat by the end of 2025. We accept a number of welfare schemes including but not limited to "Global Gap", "Red Tractor" and "Farm F1rst".



Progress



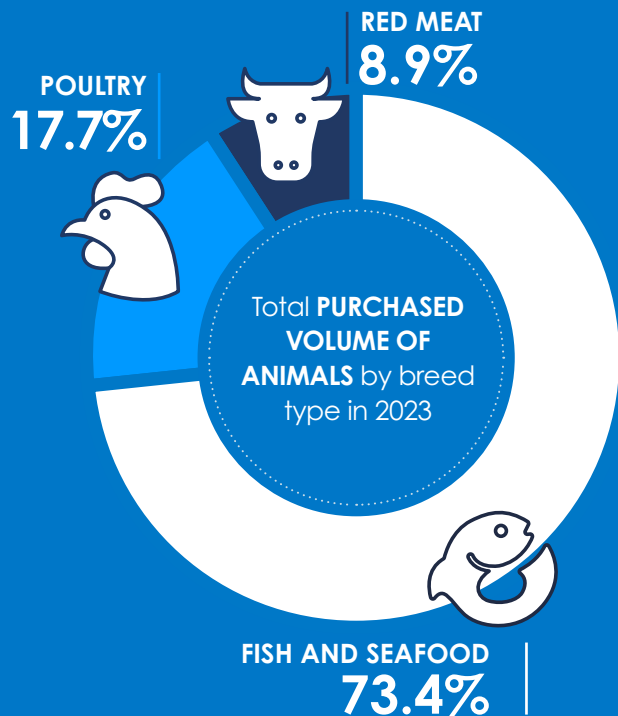
100%

Purchased **VOLUME OF POULTRY** from non-cage reared chickens 2023



100%

Purchased **EGG VOLUME** from non-cage reared chickens 2023



The results from our 2023 questionnaire* show that 100% of the chicken we source is compliant with EU welfare laws and regulations, in line with BCC/ECC standards, and no suppliers use prophylactics or growth promoting antibiotics.

The BCC/ECC standards also require that the industry meets improved environmental standards, including cage-free, daylight requirements and access to enrichment. Our 2023 survey shows that 100% of our birds are cage-free and free from multi-tier systems, 45% of our suppliers provide natural daylight to some of their birds and 35% provide more than 80% of their birds with access to natural daylight. Almost half (45%) of our suppliers also offer enrichment to their birds. For more information about our performance, see the [Better Chicken Commitment table](#) here.

Our survey results also show that all our birds are stunned before slaughter, with 35% of our suppliers using controlled atmospheric stunning in 2023. Whilst the BCC/ECC does not have specific requirements on travel times to slaughter, we are pleased to report that 60% of our suppliers have a maximum travel time of less than eight hours and over one quarter of our suppliers have maximum travel times of four hours or less. In practice we know that travel time is significantly less than maximum permitted. Next year we will look to amend the question to understand in more detail the proportion of birds with reduced travel times, below the maximum eight hours.

*Data reflects the percentage of suppliers supplying Nomad Foods, not the percentage of purchased volume of animals. In 2023, we had over 90% response rate to our survey, representing over 99% of the volume we procure. Where full transparency was not available from suppliers, we have assumed non-compliance, even if they have previously shown compliance.

Like many other signatories, we are facing challenges associated with meeting some of the other commitments defined in the BCC/ECC. Notably, the BCC/ECC requires suppliers to use more space to produce the same volume of meat. Specifically it requires suppliers to implement a maximum stocking density of 30kg/m² or less, so that birds have more room to roam. However, in many countries, planning permission rules often make approvals for new poultry units or the expansion of existing ones challenging, which limits infrastructure development. This has created a situation where demand considerably outstrips supply in the EU and makes it harder for suppliers to meet this requirement. In 2023, one quarter of our suppliers had stocking densities of less than 30kg/m².

The BCC/ECC also stipulates the adoption of slow-growing breeds. Some of our suppliers have the capabilities to transition stock to these breeds but at present, our supply is limited, and this remains a challenging area for us. Most of the broiler meat available in the EU, where these breeds are readily available, goes into the fresh market, leaving only surplus to fulfil the frozen demand. This leads to us sourcing chicken from outside the EU, where the availability of these breeds is limited.

There are also additional complexities to consider in sourcing these breeds as the feed conversion rate and longer lifespan can lead to increased carbon emissions. As an organisation committed to a transition to net zero and a signatory of SBTi, we are working to fully understand how our different sustainability requirements interact in order to get the right balance between transitioning to a more sustainable food system, whilst also ensuring good levels of animal welfare.

Given the systemic nature of these challenges, we remain committed to working in collaboration with governments, wider industry and NGOs to identify practical solutions.

Finally, the BCC/ECC requires that we demonstrate compliance with its standards via third-party auditing and annual public reporting on progress towards the commitment. Our survey shows that 45% of our suppliers are already compliant with one of our accepted third-party schemes. Our plan is to engage with remaining suppliers during 2024 to increase this proportion.

For a detailed breakdown of our performance against the BCC standards, please see [page 101](#).

Future plans

We plan to work with our suppliers to improve overall welfare of the chickens in our supply chain and remain focused on implementing our Chicken Welfare Strategy. In 2024, we plan to publish an updated animal welfare policy with more detailed requirements around broiler chicken welfare to drive further enhancements to animal welfare within our supply chain. We also plan to develop a wider animal welfare strategy to increase our proactive supply chain engagement activities for other animal-based proteins.

Bord Bia Grass Fed certified cheddar

In 2023, 100% of our cheddar cheese was sourced from suppliers with grass-fed cattle, certified by [Bord Bia](#). Bord Bia is an Irish, third-party scheme that ensures that a cow's diet comprises 95% grass, and that they graze for an average of 240–300 days annually.

Maintaining grass fed dairy herds enables cows to live in a herd setting, allowing them to demonstrate their natural behaviours in an outdoor space. There is also evidence to show that grass feeding herds improves the nutritional content of the milk produced with higher levels of unsaturated fat and lower levels of saturated fat.



Social impact of supply chain

Respecting the human rights of people across our value chain – from those who grow our food, to our employees, our consumers and wider society – is a key priority. The complex nature of global agricultural and seafood supply chains means that the workers we rely on can be exposed to human rights risks, including human trafficking, child and forced labour, poor working and living conditions, long working hours and low pay. These risks are greatest in countries with limited legal protections for workers, inconsistent enforcement of local laws, or sectors heavily reliant on unskilled migrant workers.

Taking proactive action to identify, address and remediate any human rights risk and taking steps to ensure workers have decent working conditions can improve our impact on the communities where we work, and is of critical importance to us.

Approach

Human rights are an absolute and universal requirement. We are committed to respecting those outlined in the International Bill of Human Rights and the International Labour Organisation's Declaration on Fundamental Principles and Rights at Work. We are also committed to implementing the UN Guiding Principles on Business and Human Rights.

Our [Code of Business Principles](#) and [Supplier Code of Conduct](#) set out our expectations for Nomad Foods employees and suppliers to respect human rights. The Supplier Code of Conduct also covers our requirements in relation to fair business practices, trade regulation, environmental impacts, supply chain responsibility and traceability. It applies to all our supply chain partners.



To enable us to identify and address any human rights shortfalls and monitor adherence to our policies within our supply chain, we have a risk-based monitoring programme in place, using the [Sedex](#) platform. The programme covers all existing and new direct suppliers including co-packers. It is managed by our Group Ethical Manager, who works in close partnership with our Procurement team and suppliers. The programme has four stages:

- 1. Engagement** – Both existing and new suppliers must comply with our Supplier Code of Conduct which includes registering, linking and completing the Self-Assessment Questionnaire (SAQ) on Sedex.
- 2. Self-assessment** – The Sedex SAQ gathers information on suppliers, through asking questions relating to labour, health and safety, environment and business ethics. Suppliers must complete the Sedex SAQ and ensure this is reviewed periodically to ensure the information is up to date. This is important as it feeds into the Site Characteristic score in the Sedex Risk Assessment tool, which is a key part of identifying risks within our supply chain.
- 3. Site risk assessment** – Site risk assessments consider site characteristics and the inherent risk to determine high risk sites requiring audit. The Site Characteristics score is primarily based on suppliers' answers to their SAQ. The Inherent Risk score uses country and sector risk indicators, based on third-party data.
- 4. Auditing and addressing non-conformities** – We conduct third-party ethical audits to ensure the requirements in our Supplier Code of Conduct and local laws are met. High-risk suppliers are required to complete a third-party ethical audit every two years which is uploaded onto Sedex. Our preferred format is a [Sedex Members Ethical Trade Audit](#), but we also accept specified alternatives. Suppliers that do not conform are expected to resolve this within given timelines and this will be verified by the auditor, either through a follow up audit or a desktop review.

We are also committed to reporting transparently through our annual sustainability report on our human rights impacts and activities, in order to have a positive impact on those within our supply chain. We also publish annually a [Modern Slavery Statement](#) to meet the requirements of the UK Modern Slavery Act and the Norwegian Transparency Act, along with a separate declaration as required under the German Supply Chain Due Diligence Act. These statements cover governance, human rights due diligence that has been undertaken, risk assessments, preventative measures, remediation, and grievance mechanisms.

The Introduction to Ethical Compliance training is an e-learning tool which is mandatory for existing employees and new starters in the Procurement, Supplier Assurance and R&D teams. It provides an introduction to ethical compliance, common issues, legal requirements and Nomad Foods' approach to ethical compliance.

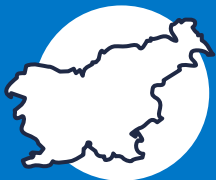
Progress



96%
of our tier one direct suppliers are registered and have completed the SAQ on Sedex



100%
of our new tier one direct suppliers were screened using social criteria in 2023

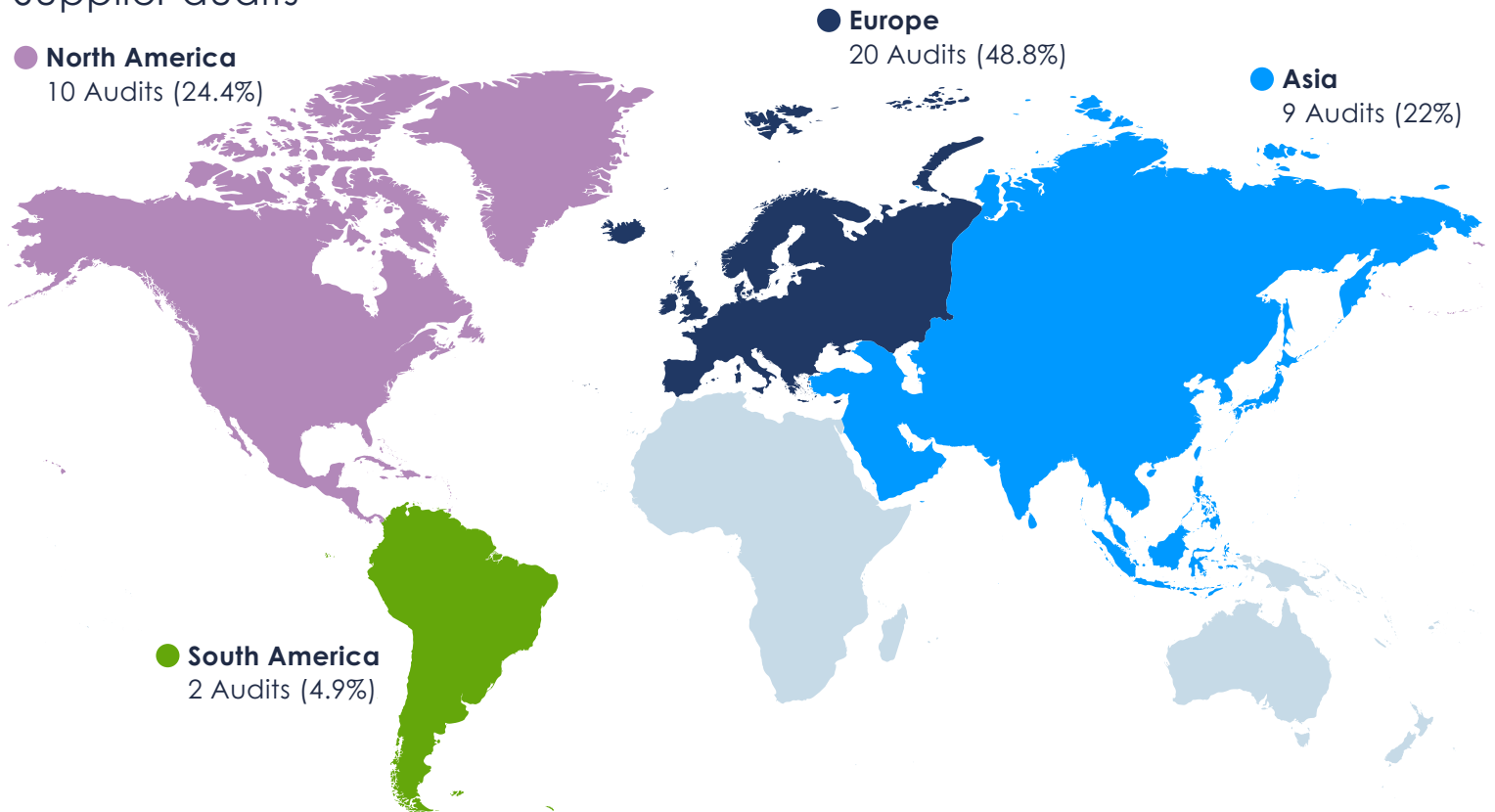


60%
of our tier one direct suppliers in the Adriatic region are registered on Sedex

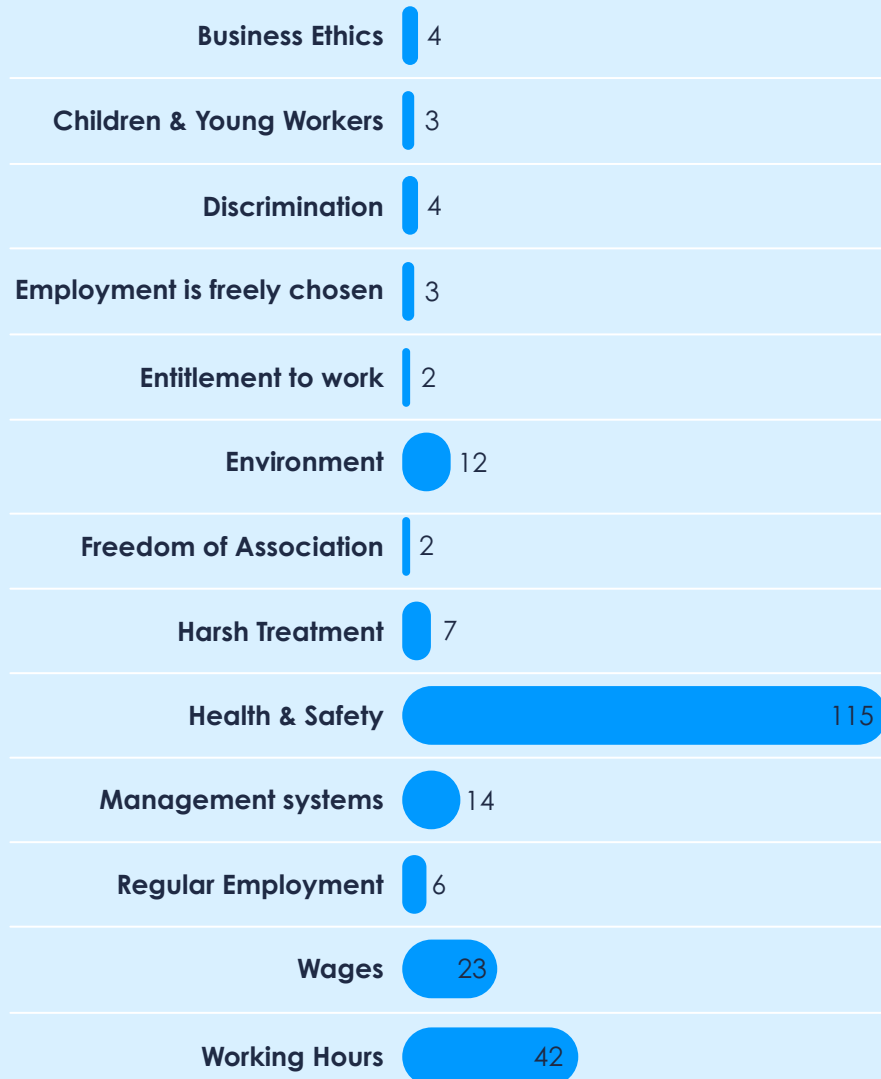
In 2023, 96% of our Tier one direct suppliers registered with Sedex, exceeding our 95% target. This increase from 2022 was a result of efforts from our Procurement team to assist non-registered suppliers in registering, as well as the exit of some non-registered suppliers from the business. All suppliers were risk assessed using the Sedex Risk Assessment tool. We also reduced the number of sites identified as high risk compared to the previous year.

In 2023, we completed third-party audits of 41 sites (seven co-packers and 34 raw material suppliers) covering 45,182 workers. This was a decrease in the number of audits conducted in the previous year, as we prioritised our focus on auditing high risk sites only. The audits identified 237 non-compliances of which 177 were successfully closed, and the remaining are pending auditor review. Of these 60 remaining non-compliances – nine are critical, 33 are major and 18 are minor. The most common drivers of non-compliance were Health & Safety and Working Hours, both of which are common in food supply chains and within the geographies we source from. We identified eight non-compliances across the categories of Child & Young Workers, Employment is Freely Chosen and Harsh Treatment. These were all minor policy and procedural issues rather than cases of poor treatment of workers.

Supplier audits



Areas of non compliance



Following the acquisition of our Adriatics business in 2021, our priority for 2023 was to onboard their supply chain into our monitoring programme. We partnered with the Sedex Engagement team for support and divided our engagement into two phases across the last quarter of 2023 and the first half of 2024. Through phase one, 60% of Adriatic sites registered on Sedex. The main challenges faced were associated with language difficulties, supplier maturity in this area and communications via traders. We have integrated these learnings into the second phase of engagement which is currently underway. Moving forward, all new suppliers within the region will go through our supplier approval process, ensuring all new suppliers meet our requirements prior to supplying us.

Seafood Ethics Action Alliance

In 2023, we were proud to join the [Seafood Ethics Action Alliance](#), an organisation designed to ensure seafood supply chains are ethical, through strengthening the human rights and due diligence processes carried out across seafood supply chains. As a result of joining, we are able to engage with likeminded businesses to develop an industry-wide solution in the face of ever-evolving human rights risks and share knowledge and due diligence best practice approaches.

Supplier risk dashboard

Embedding human rights awareness within the procurement function is key to delivering our programme. A recent example of working closely with our procurement team is the creation of an internal Supplier Risk Dashboard, which is a key tool used by our procurement team to aid sourcing decisions and strategies. Two human rights indicators were included within the supplier related managed risk, which were the site characteristic risk score and ethical audit grade. This is the first-time human rights has been included alongside commercial data in the dashboard and will be updated on a regular basis.

Future plans

We recognise that the human rights landscape is changing rapidly, and there is a need to evolve our policies, procedures and monitoring activities to strengthen our approach. Building on work started in 2023, our focus for 2024 will involve the expected completion of our strategic review of our human rights programme and the delivery of associated enhancements. This will include reviewing and updating our human rights policies and standards, enhancing our risk-assessment processes, expanding our audit programme, exploring how we can increase human rights due-diligence within our upstream fish supply chain, and scaling our engagement with collaborative initiatives such as the SEA Alliance to tackle systemic, industry wide issues.



Better Nutrition

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Health and nutrition

Promoting healthy diets and lifestyles, combatting obesity and making nutritious food affordable and accessible are all high on the agenda of governments, NGOs, the media and increasingly, consumers.

As a global food manufacturer, it's important that we respond to an environment of intensifying debate around key public health topics, seeking to understand and contribute to the discourse around these issues. We are well aware of the risks that changing consumer perceptions and trends could pose to our business and want to address these in a proactive and productive way. This supports our efforts to ensure that our portfolio showcases our strong and evolving nutrition credentials, product innovation and dedication to transparency.



Approach

Our Nutrition Manifesto sets out our eight key commitments to empower positive choices. These include crafting healthier products, providing clear and simple consumer nutrition information to enable informed choices, and making healthier and sustainable choices more convenient. Our [Nutrition Policy](#) outlines our approach to labelling and product optimisation and was reviewed by our former independent expert Nutrition Advisory Board. Both our manifesto and our policy apply to all Nomad Foods brands and territories. In 2024, we will publish an updated Nutrition Policy which will better reflect our manifesto and current approach to responsible product development, nutrition labelling and external reporting. This will be reviewed by our Sustainability Advisory Board, comprised of leading independent sustainability experts from around Europe, prior to publication.

Our Nutrient Profiling Tool

We assess all our products against our Nutrient Profiling Tool (NPT). This is based on the UK Government Nutrient Profiling Model, and so uses an objective and externally verified scoring system to assess the nutritional profile of products to determine whether they constitute a Healthier Meal Choice (HMC). A HMC product is non-High Fat, Salt or Sugar (non-HFSS) according to the UK Government Nutrient Profiling Model, while a non-HMC product is High Fat, Salt or Sugar (HFSS). Our NPT 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. All our research and development experts, including our chefs, are trained in applying the NPT. We operate a strict gate-keeping process for new products and rollouts of existing products. Any product not classified as a HMC is automatically challenged and may be rejected or redeveloped before we launch. For more details on our NPT, see *Our Nutrient Profiling Tool*.

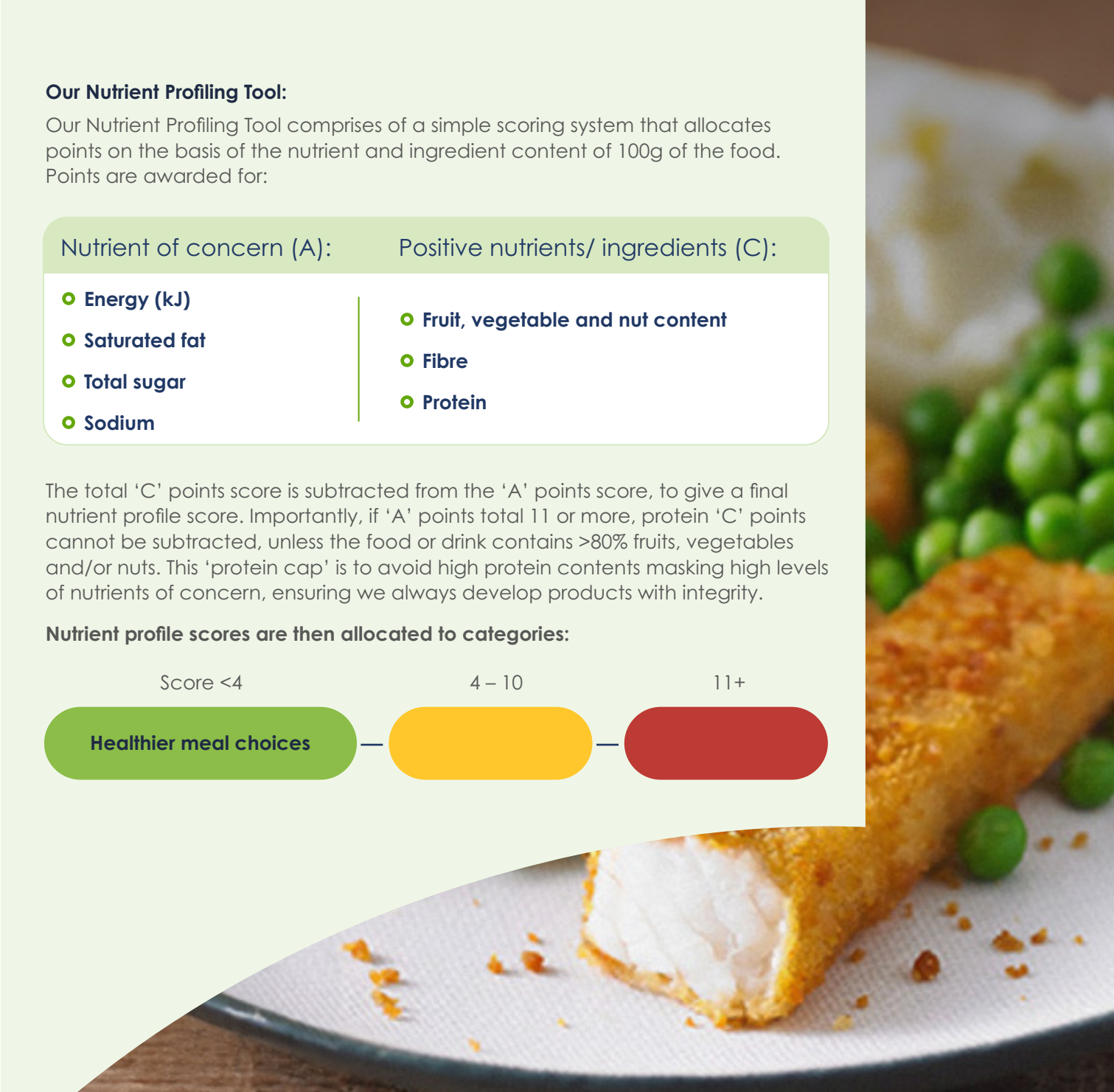
Our Nutrient Profiling Tool:

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

Nutrient of concern (A):	Positive nutrients/ ingredients (C):
<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:



Our Nutrition Strategy

Our Future of Nutrition strategy reflects the evolving nature of the Nomad Foods product portfolio, which now includes occasional foods, such as pizza and ice cream, alongside our core everyday food products such as vegetables, fish, plant-based foods and chicken. It broadens our commitment to both grow net sales from HMC products year-on-year, and to grow sales from nutritionally improved products year-on-year. It also includes a nutrition segmentation of the portfolio, into Everyday Foods, Occasional Foods and Special Purpose Foods, based on externally recommended frequencies of consumption of the food categories we offer. Everyday Foods are subject to our highest nutrition standards. For Occasional Foods, which may be inherently more indulgent, our priority is nutritional improvement with the goal of making these HMC wherever possible. Special Purpose Foods are suitable for consumers with specific nutritional needs such as sufferers of dysphagia, and thus need to be specially crafted to meet these. For more detail on our strategy, see the Deep-Dive on page 27 of our [2021 report](#). Our strategy includes a Responsible Sugar Strategy which is used to drive further sugar reduction and the avoidance of 'hidden sugars'.

In 2023, as part of our efforts to ensure we are delivering against our policy, we optimised our salt and sugar reporting and benchmarking processes. This involved a simplification of the process, to help drive action which supports the delivery of our objectives and commitments.

Our product nutrition governance ensures that nutrition directly links into the system we use to manage projects, using a rating system based on our NPT. For example, any non-HMC rollout is rated 'red' in the system. This in turn prompts a rejection of the project and leads to a process where the business case is weighed up against our nutrition commitments to decide the outcome.

We updated our nutrition governance in 2023 to include our ice cream products, which we split into kids' ice cream, non-kids ice cream and ice cream cakes categories. Our processes include an assessment of whether any ice cream product rollout is non-compliant with our Responsible Per Portion Guidelines (RPPG). Our Responsible Per Portion Guidelines consider portion size and are used to guide responsible product development. For ice cream products, these cover energy (kcal), saturated fat and sugar per portion, and are the basis of our new external targets. For more information about our approach to our ice cream products, see [Deep dive: Our nutrition approach to ice cream](#).

We have continued to work on the integration and onboarding of our recent acquisitions, seeking to understand the nutritional profile of these new portfolios, their use of claims and labelling, and adherence to our Codes of Practice for Nutrition Data Requirements and our Marketing to Children Policy.

Educating our people is a key component of our ability to deliver on our strategy. We have a Nutrition Training programme which is designed to ensure that all colleagues understand the health landscape where they are, know why nutrition is important at Nomad Foods and what our ambitions are for the future, and that they are aware of, and compliant with, our Nutrition Policy, strategy and objectives. The programme also helps us onboard new acquisitions and run induction sessions for new employees.





Action on Fibre

As part of this we pledge to bring new products to the market that are a source of, or high in, fibre across our three brand portfolios; to reformulate products to increase the fibre content; to provide positive fibre messaging and educational materials; and to support [Fibre February](#).

Green Cuisine

Our nutrition and sustainability strategy for Green Cuisine stipulates that all products must be HMC. This makes Green Cuisine our first brand to have a mandatory HMC requirement. This represents a step-change in how we weigh up sustainability versus nutrition for Green Cuisine and is central to us achieving our ambition to help the population shift to healthier and more sustainable diets.

Nutritional Labelling

We use on-pack nutrition labelling in every market we operate in to enable informed choices for our consumers. Where appropriate, we also adopt nationally recognised schemes to flag healthier choices, making it easier for consumers to identify such products. This currently includes traffic light labelling in the UK and Ireland, Nutri-Score labelling in France, Belgium, the Netherlands, Germany, Portugal and Spain, the Keyhole symbol in Sweden and Norway, the Healthy Living logo in Croatia and the Heart Mark symbol in Finland.

Progress

Target: Year on year improvement



Target: Maximisation



Progress against our targets

In 2023, our HMC innovations, HMC rollouts, nutritional improvements, and responsible marketing efforts resulted in our sales of HMC products increasing from 93.3% to 93.9%, delivering against our target of year-on-year improvement.

However, our net sales from branded nutritionally optimised products (which can be both HMC and non-HMC products that have been improved from a nutritional perspective) decreased from 8.4% to 7%, meaning we did not meet our target of year-on-year improvement. This is because we focused our resources on non-HMC nutritional optimisation, which is more challenging. As a result of this focus, our net sales from nutritionally optimised non-HMC products as a proportion of total non-HMC sales did significantly increase from 6.6% to 10.1%. Our nutrition improvement efforts focused on more indulgent categories including red meat, pastry, and snacking.

Product launches, renovations and rollouts to new markets are crucial opportunities to drive nutritional improvement. In 2023, despite 98% of our new product innovations for Everyday Foods being HMC, only 20% of our Occasional Foods innovations were HMC, bringing down our total of new innovations classified as HMC to 94%. We achieved strong performance in our Everyday Food rollouts, with 100% of them being HMC, for the 16th consecutive quarter.

Following our onboarding of our Adriatics business, 100% of Everyday Food innovation and rollouts in the Adriatic region were HMC, and 100% of Everyday Food renovations in the Adriatic region were nutritionally improved, demonstrating that we have successfully integrated our Adriatics business to our nutrition governance process.

For the fifth year running, we achieved a 100% DJSI Health and Nutrition score. This is testament to our strong nutrition strategy, business governance and transparency, as well as our extensive portfolio of Healthier Meal Choices, and approach to responsible marketing.

*2021 data excludes Findus Switzerland. Data also excludes the Adriatics business unless specified otherwise.

Improvements to the nutritional profile of our portfolio

In the UK, regulation around products that are high in fat, salt and sugar (HFSS) came into force in October 2022. This regulation applies to both physical and online retail spaces and restricts HFSS products from being placed in a prominent position for consumers. In 2023, 100% of our Birds Eye products from regulated categories were classified as non-HFSS. This means that we can act as a key supplier to UK retailers, helping them to meet their HFSS reduction targets. Future HFSS regulations are due to come into force next year to restrict the promotion of HFSS products from specific categories and to restrict the TV and online advertisement of all HFSS products. This means the nutritional profile of our Birds Eye portfolio futureproofs our ability to advertise, promote and prominently locate our iconic branded products.

Additionally, at the end of 2023, 100% of our Goodfella's pizza range was HMC (non-HFSS). This, again, enables us to advertise, promote and grow this range in compliance with HFSS regulations. We reached this achievement of having a fully HMC pizza range through healthy innovation and reformulation, including increasing levels of fibre while reducing the saturated fat, salt and energy in these products. We used sensory testing throughout the reformulation of pizza recipes, which enabled us to make these changes stealthily. 100% of Goodfella's pizzas are also now compliant with the UK government's 2024 maximum salt targets and we have launched new pizza variants which provide less than 600 calories per serving.

Our UK HFSS approach has been recognised externally and was referenced in an Institute of Grocery Distribution (IGD) Report on ['Reformulation by the food industry in the context of HFSS'](#). The report explored the reformulation actions that food businesses have taken in response to the UK HFSS placement restrictions and included case studies of our Goodfella's pizza range and Aunt Bessie's Apple Crumble. Our actions have demonstrated that developing non-HFSS versions of traditionally indulgent categories and products is possible.

In Sweden, we also renovated our popular Swedish meatballs prepared meal, Dagens Köttbullar, to make it HMC. This is a traditional meal, which includes more indulgent ingredients, but we were able to decrease the saturated fat and sugar content, while maintaining its taste profile.



Fibre February

2023 was our second year of taking part in Fibre February. We organised a range of educational events across four of our key UK and Ireland sites, including higher fibre product sampling, interactive educational sessions and setting up information hubs. We also developed and promoted consumer content designed to raise awareness of fibre and its benefits, and to inspire change through Fibre Hero recipe inspiration, across our social media and brand channels. We won the 2023 UK Food and Drink Federation Diet & Health Award for our actions related to fibre.

Nutri-Score process

The Nutri-Score front-of-pack labelling algorithm is evolving, and in 2023 we devised a clear process to re-assess all our market portfolios which currently apply Nutri-Score against the evolved algorithm to understand the impact on product scores. Following this, our Nutrition team, Product Development colleagues and Marketing teams collaborated to devise action plans for nutritional improvement for key products. These were signed off by the end of 2023 and will be implemented during the mandated evolved Nutri-Score implementation period of January 1st 2024 to December 31st 2025. We will work cross functionally to ensure we can meet this timeline, which will also include making changes to artworks and consumer communications.

Team initiatives

Making sure consumers can access high quality information on our products is important to us, and our Consumer Careline is central to this. This year our Careline provider changed, so we ran a nutrition induction for the entire new Careline team. This was followed up with bespoke sessions on specific nutrition-related topics. Working closely with the wider Research, Development and Quality (RDQ) team, we also devised a new process to improve the Careline team's access to accurate and enhanced product nutrition information. We now have monthly calls to support the team in developing the resources they need, and a new process which enables nutrition enquiries to be sent directly to the Nutrition team, improving response times.

Our Nutrition team has a long history of collaboration with our Customer and Sales teams, and across 2023 they worked together to boost our external engagement with our consumers and customers. Highlights included the nutrition team running a nutrition strategy deep-dive at the UK Sales Summit, upskilling our Nordic Sales team on the nutritional benefits of frozen foods as a category, and working with our Sustainability team to develop a toolkit to guide future strategic engagement with customers and inspire the development of shopper marketing plans that champion nutrition.



Salt Reduction Strategy

Our Salt Reduction Strategy guides our commitment to reduce the salt content of our products, in adherence to our RPPG and national salt reduction targets.

As part of this strategy, we carry out a biannual salt reduction report which captures all salt reduction activities that have been delivered in the past six months. We also deliver an annual salt benchmark of our bestselling products, allowing us to identify products that are high in salt, relative to our competitors and against our RPPG.

If a product is identified as high salt in the benchmark, we implement action plans to reduce salt levels and monitor our progress along the way. We reformulate product recipes and remove small quantities of salt over time, carrying out consumer tests alongside to ensure that the changes have no impact on the likeness and acceptability of the product.

Our Salt Reduction Strategy has resulted in the removal of over 220 tonnes of salt from our total portfolio between 2020 and 2023 alone, testament to our global efforts to reduce salt intake and support consumers in reducing their salt consumption, without removing the enjoyment of eating our products. Our Goodfella's pizza salt reduction achievements and compliance with the UK's salt targets was recognised in a report by [Action on Salt](#).

Food Data Transparency Partnership Health Working Group

In 2023, we were invited by the UK Department of Health and Social Care to join the Food Data Transparency Partnership Health Working Group, which has the objective of setting the industry standard for nutrition and health reporting in the UK. Our Group Nutrition Leader sits within this group, and is therefore involved in the selection, validation and verification of impactful reporting metrics for the food industry.



Sofficini

Sofficini, a battered pancake filled with sauce and mozzarella, is one of our best-sellers in Italy. Typically, they are pre-fried in oil but last year, we used a new patented technology to reduce the oil content of the Sofficini product range. Instead of deep frying the pancakes, the technology applies a lower and more precise amount of oil, resulting in a roughly 30% fat reduction, while still maintaining the same texture and taste of the product when cooked by consumers.

We also switched to lower fat cheeses, reducing the saturated fat content, and cut back the salt content in the sauce fillings, while also increasing the fibre in the products.

These changes improved the nutritional profile of our iconic range, while still ensuring that they maintain the same taste, texture and shelf life.

Nutritional profile of fish and seafood

Fish is uniquely nutritious, with each species providing a distinctive nutritional profile that delivers nutrients essential for human health, such as iodine, selenium and vitamin B12. Fish is also a key form of protein, and certain fish and seafood species are a great source of omega 3 fatty acids, which are essential for our health but cannot be made by our bodies. Through diversifying our intake of fish species, we can maximise the unique nutritional benefits fish can deliver, while also reducing our reliance on a handful of fish species, making it a more sustainable source of protein for current and future generations. The combination of nutritional value and sustainability means that national and international dietary guidelines recommend sustainable fish consumption as a way of accessing a variety of key nutrients that support our health.

Future plans

In 2024, we plan to start developing our 2026–2030 nutrition strategy. As part of this, we intend to review our existing corporate definition of health and nutrition segmentation to ensure our approach remains gold standard and fit for the future, and to evolve our approach to reporting to enable us to report more frequently across numerous external nutrition-linked definitions of health. We will seek to expand our network of external experts to ensure our approach is scientifically informed and critically reviewed, and to help us explore future innovation pipelines that champion positive nutrition.

We will also focus on educating our consumers on the nutritional benefits of frozen food, our brands, and of specifically fish.



Deep dive: Our nutrition approach to ice cream

Following the acquisition of the Ledo and Frikom brands, we needed to create a nutrition and responsible marketing approach which accounted for the addition of ice cream products to our portfolio.

Typically, we use our Nutrient Profiling Tool to assess the nutritional quality of our products, per 100g. This uses an externally verified scoring system to assess the nutritional profile of products to determine whether they constitute a Healthier Meal Choice (HMC). But for a product like ice cream, it's almost impossible to develop a HMC product. Ice cream is a treat.

In 2023, we therefore evolved our nutrition approach towards ice cream products, shifting our focus onto Responsible Per Portion Guidelines (RPPG). Unlike the Nutrient Profiling Tool, RPPG considers portion size and the maximum responsible levels of specific nutrients in a portion and is used to guide responsible product development in alignment with our external commitments. Our Nutrition team had already developed RPPG for our other product categories including savoury meals, meal centres and sides, as a tool to help guide product development. However, through introducing RPPG for our ice cream portfolio categories, and setting these as the key nutrition standard to meet as opposed to HMC, we're able to ensure that the ice cream products we sell are responsible treats when eaten as a portion, while still tasting great.

Category	Maximum calories (kcal) per portion target	Maximum saturated fat (g) per portion target	Maximum sugar (g) per portion target
Kids Ice Cream	110	3.5	10
Non-kids Ice Cream	300	10	25
Ice Cream Cakes	200	5	15



We developed our ice cream RPPG in alignment with external nutrition frameworks, setting out maximum thresholds for calorie, saturated fat and sugar content per portion in order for our ice cream products to qualify as responsible. We have set three ambitious headline targets, to guide our progress over the coming years:

- By end of 2024, 100% of our ice cream cakes are expected to provide ≤200 kcal per portion
- By end of 2025, 100% of our kids ice cream portfolio are expected to comply with our Created for Kids nutrition guardrails
- By end of 2026, 95% of our non-kids ice creams are expected to provide ≤300 kcal per portion

All new products developed should comply with the RPPG, and we have evolved our approach to nutrition governance in our Adriatic markets to ensure compliance.

Ring-fencing our kids ice cream portfolio and setting out responsible nutrition guardrails for these products, including industry-leading sugar RPPG, was particularly important. Going forward, we plan to ensure that both the designs of kids products, and their portion size, are appropriate for children. While not all our kids ice cream range currently meets the full RPPG, we are working towards our target of being 100% compliant by 2025. All compliant products are given the label 'Created for Kids'.

We have already started seeing exciting product developments in compliance with our RPPG. Our ice cream product development team created a new fruity ice cream multipack product called "Tropic Time", which is fully compliant with our non-kids ice cream RPPG. In our kids range, our Ledo Medo i Maličanstveni product is not only fully compliant with our 'Created for Kids' criteria, but also is a source of calcium and even contains hidden vegetables.



Ice cream is a more challenging category from a nutrition perspective given that it's inherently indulgent. However, I'm proud that our approach to ensure that our ice cream portfolio is nutritionally responsible when eaten as a portion enables us to continue to deliver our purpose of serving the world with better food."

Lauren Woodley,
Group Nutrition Leader



Additives

Consumers increasingly expect food brands to create products without artificial additives.

Using certain additives and less familiar ingredients (such as phosphates, E-numbers, MSG, artificial colours and flavourings) risks reputational damage with policymakers, governments, civil society groups, the media, and, ultimately, consumers.



Approach

Our Clean Labelling Policy, which has been in place in parts of our business since 2003, outlines our approach to ingredient selection. Based on consumer research, we categorise all ingredients into four categories to assess whether they meet consumer demand for familiar, natural ingredients:

- **A – Optimum:** Natural, unprocessed or minimally processed ingredients. Examples: Eggs, Milk.
- **B – Accepted:** Natural ingredients, perceived to be generated in a simple and/or traditional process. Examples: Egg powder, Skimmed milk powder.
- **C – Used by Exception:** Ingredients with a level of adverse perception, but which are natural in origin and/or traditionally used. Examples: Natural flavours, Yeast extract, Whey protein.
- **D – Unacceptable:** Artificial additives. Examples: MSG, Hydrogenated fats.

We use these standards to determine our ingredient selection when developing new products or reformulating existing ones. We aim to maximise our use of 'Optimum' ingredients, and do not allow 'Unacceptable' ingredients to be used in any of our products. Our target is for 100% of our portfolio to be free from flavour enhancers, artificial flavours and artificial colourants by the end of 2024. This target was previously for 2023 but has been extended to 2024, while we continue to work with new acquisitions on recipe improvements to remove artificial ingredients.

Our Clean Label Steering Committee monitors our progress and drives ongoing improvement. We have a strong governance process to ensure that 100% of our new products are free from flavour enhancers, artificial flavours and artificial colourants.

Freezing food delays spoilage, reducing the need for other preservatives. Therefore, we do not add preservatives to our frozen food products, except where these are necessary for food safety or where the traditional method of creating a product involves adding preservatives (for example, ingredients such as ham).

Progress



99.4%
of our branded products are without flavour enhancers, artificial flavours and artificial colourants



In 2023, 99.4% of our portfolio was free from flavour enhancers, artificial flavours and artificial colourants, an increase from 2022. This was a result of efforts by our new acquisitions to carry out recipe improvements in order to remove artificial ingredients where possible.

Progress was also made across our markets towards achieving our 100% clean labelled products target. In Spain, the Findus Marketing team achieved 100% clean labelled products following recipe renovations, and in Switzerland, the Findus Marketing team reduced the number of non-clean labelled products from 18 to 11.

Renovating our La Cocinera Lasañas y Canelones range

In 2023, we renovated our La Cocinera Lasañas y Canelones range, removing artificial ingredients and preservatives to make it compliant with our Clean Labelling Policy. We also improved the nutritional profile of the product range, through reducing the salt content by 5-7%, and replacing the milk protein in our bechamel sauce with skimmed milk powder, reducing the saturated fat content. We have also now renovated the packaging, creating a cleaner label, which has been positively received by our consumers.

Future plans

In 2024, we will continue to work toward 100% of our portfolio being free from flavour enhancers, artificial flavours and artificial colourants. Our focus will continue to be on clean labelling. Clean labelling is a requirement in all new and existing product development, and we will monitor our current product range to assess whether any products require a clean label upgrade. We also plan to conduct a review in 2024 to define our clean label approach for our Adriatics business.



la Cocinera[®]

DESDE 1960

RECETAS ARTESANAS

LASAÑA
BOLOÑESA
CON PASTA FRESCA



HORNO
40 MIN

CARNE
100%
NACIONAL

SIN
COLORANTES NI
AROMAS ARTIFICIALES

Alternative protein

The alternative protein landscape is evolving rapidly, as consumer demand grows and new products are launched throughout the sector. We continue to expand our portfolio of products and ensure they meet consumer preferences. This will also help us reduce our environmental impact, as sourcing and manufacturing alternative proteins typically requires less water, energy and land than conventional forms of protein.

Approach

At Nomad Foods, we believe in the long-term potential of alternative proteins and have therefore established a dedicated R&D team to work together with our Marketing team to explore future opportunities for the business.

Our current activity in the alternative protein space is spearheaded by our Green Cuisine product range which is designed to encourage consumers to shift towards plant-based options. Our goal is to take an active role in the design of a climate-relevant diet by offering a broad and diverse product portfolio.

We are also collaborating with universities and start-ups across Europe to explore new routes to innovation and identify potential opportunities for collaboration.





Progress

2023 was an exciting year for our Green Cuisine range, with Birds Eye Green Cuisine Battered Fishless Fillets winning the Plant-Based Meal category at the annual Product of the Year Awards, the largest consumer survey of product innovation in the UK. While in Germany, iglo's Veganosaurus Green Cuisine campaign won the "Excellence in Brand Strategy and Creation Award" from the German Design Council. The campaign used the dinosaur Veganosaurus to show consumers how much fun you can have with plant-based products.

Green Cuisine was also confirmed as an official partner of Team GB ahead of the Paris 2024 Olympic Games.

We have also been working closely with innovative start-ups to break down some of the barriers to alternative protein consumption, such as health concerns and taste. For example, we have been working with food-biotech start-ups to explore the use of animal-free egg white proteins produced through precision fermentation. The process creates a pure ovalbumin protein which is identical to its conventional counterpart. It also provides a 'clean label' alternative for methycellulose, an ingredient commonly used as a binding agent in plant-based product formulation. In addition, we are working with food technology start-ups to explore meat alternative products that better mimic the texture and sensation of meat.

We know that our alternative protein products need to taste great if we want consumers to choose them. Sometimes this poses challenges, such as those we faced in 2023 with the development of our uncoated vegan chicken pieces. We recognised that we did not have the capability in-house to deliver desirable consumer attributes such as chicken-like fibres, so we explored solutions with 12 external manufacturers but, in the end, could not find a suitable product that met all our requirements. Developing a clean label vegan cheese with the right melting and taste characteristics also posed a challenge, but this time we were able to find a supplier that could create a formulation with the desired characteristics. This vegan cheese has now been included in products which are progressing to factory trials.

Partnering to promote plant-based diets

In 2023, we partnered with the German supermarket chain [Rewe](#) for one week over “Erntedankfest” (German Thanksgiving) to show shoppers how easy it is to eat more plant-based food. Our goal was to demystify what a sustainable diet looks like and give flexitarians, who want to give plant-based a try, some mealtime inspiration. We adopted an integrated approach, reaching shoppers through social media, leaflets and Rewe’s consumer magazines, as well as instore at point-of-sale. Through a series of fun activations, we provided shoppers with simple recipe tips and tricks and showed how our Veg and Green Cuisine products could be the perfect solution for a healthy, climate-conscious dinner.

Future plans

Looking ahead, we will continue to evolve our approach to alternative protein innovation within Nomad Foods, as well as our exploratory work with external partners, to help unlock new scalable, affordable products that deliver on taste, sustainability and value for money.



Responsible marketing

Using transparent marketing and labelling is crucial to allow consumers to make informed choices when they buy our products. Marketing and labelling can also help to shift consumers towards a more sustainable, nutritious diet, increasing consumption of plant-based foods and promoting regenerative agriculture.

We understand the significant influence brands like ours can have, and the damage that can be done through irresponsible marketing and greenwashing. Our existing Marketing Policy ensures we practice positive marketing in compliance with relevant standards. We also recognise the need to be responsive to any future changes, particularly as calls for statutory regulation on food and beverage marketing towards children intensify.

Approach

Marketing and advertising help us to inform people about the benefits of our products and engage with consumers on issues that matter to them. At Nomad Foods, we are committed to responsible marketing and advertising as we believe these principles enhance the substance of our brands.

Our Marketing Policy provides guidance on the general principles of marketing at Nomad Foods and ensures our communications are truthful and not misleading. The policy covers, among other things, any nutrition or health claims we make and how we communicate our sustainability credentials. It also includes additional principles to ensure our marketing is representative of our diverse society, as well as principles for responsible marketing to children.

As a food company, ensuring we communicate nutrition information in a responsible way is particularly important. Transparent nutritional labelling is central to our nutrition strategy. Our [Nutrition Policy](#) sets out our internal standards on the use of on-pack nutrition labelling, which go above and beyond statutory minimums. We use nutritional labelling on pack in all our markets, which includes information on all key nutrients. We adopt front-of-pack nutritional labelling where nationally relevant, and we voluntarily label fibre.



In 2023, we worked to update our Nutrition Policy. This policy sets out our commitment to enabling informed choices through the provision of nutrition information in a consumer friendly and meaningful way. It stipulates the following:

- We go beyond the mandatory nutrition labelling requirements of the Food Information to Consumers Regulation and adopt the additional voluntary labelling of Reference Intakes (RIs) on front of pack in those markets where consumers are familiar with them.
- We adopt additional voluntary labelling of fibre across all markets we operate in.
- In all markets where legally permitted and familiar to consumers, we label the amount of each of the key nutrients (including energy, fat, saturates, sugars, fibre and salt) in a portion of a product. See [Health and nutrition](#) for more details.
- Where appropriate we adopt nationally recognised schemes to flag healthier choices, making it easier for consumers to identify such products. For example: Nutri-Score labelling in France, Germany, Netherlands, Belgium, Spain, and Portugal; applying the Keyhole logo in Sweden, Norway and Denmark; applying the Heart Mark logo in Finland; Multiple Traffic Light labelling in the UK and Ireland; and applying the Healthy Living logo in Croatia.
- We provide nutrition information for our products, including nutrition information per portion as mandatory, on our brand websites.

We also continue to use our influence as a leading European food company to call for mandatory and harmonised front of pack nutrition labelling (FOPNL) across Europe, and for mandatory FOPNL in the UK. If a harmonised FOPNL system is not feasible, we would support individual markets in mandating FOPNL. We believe that this is vital to ensure the industry enables consumers across the region to make informed food choices.

We continue to promote an approach to nutrition and health claims that goes beyond the Nutrition and Health Claims Regulation, requiring internal clearance to apply claims based on a product's nutritional profile. Our standard approach is that only Healthier Meal Choices (HMC) may bear nutrition and health claims. This is to avoid misleading consumers as to the healthiness of products in our portfolio.





In 2023, we worked to review and update our Marketing Policy. This included important updates to our approach to marketing to children. Key changes include:

- Defining the age of infants, children and teenagers in line with industry norms, whereby infant refers to 0 –5 years, child refers to 6 –12 years and teenager refers to 13 –17 years.
- Evolving the policy and approach to reflect our commitment to only market HMC products to children apart from edible ices. For edible ices, we will only market products to children that comply with our Created for Kids nutrition guardrails. This extends to the product itself (e.g., child-friendly shapes), as well as packaging design.
- We will also now assess any products featured in child-friendly campaigns against the [WHO Europe Nutrient Profiling Model](#).

For further detail on our current Marketing Policy, see our [2022 Sustainability Report](#).

New UK regulation which restricts the placement of High Fat Salt Sugar (HFSS) products in England came into force in 2022. We remain supportive of this regulation and also support the upcoming HFSS regulation on placement, promotion and TV and online advertising across the UK, currently planned for late 2025.

Progress

In 2023, we developed a workstream dedicated to ensuring that nutrition labelling on our ice cream packaging is as clear as possible, so that our consumers can make informed choices. Our agreed approach is that all products which have space to include a full nutrition information table will include one, to provide quick, at-a-glance nutrition information to consumers. In cases where there is insufficient space, such as packaging on small cones, other forms of nutrition information can be used instead. We plan to apply this to all new product developments and will also refresh the artwork of existing products in line with this.

Marketing to Children Encyclopaedia

In 2023, we developed a marketing to children encyclopaedia to create awareness and understanding of the existing restrictions across Europe and the ongoing debates. The encyclopaedia, which provides deep dives into relevant topics as well as best practice examples from non-European markets, has been shared with our entire marketing community.

Future plans

Discussions around marketing to children and the definition of products deemed healthy enough to market to children or advertise in general are ongoing. Our corporate definition of health aligns with the UK government definition of products healthy enough to market to children (i.e. non-HFSS). However, to ensure our approach is robust and accounts for differing definitions of health, in 2024 we plan to carry out a WHO Europe Nutrient Profiling Model assessment of all products across our portfolio.



Food safety and quality

The quality and availability of the food we source can be impacted by a range of external factors, including the effect of climate change on seasonal growth, the presence of pathogens, or the risk of possible contamination. Delivering safe, high-quality food is one of our paramount responsibilities as a producer.

By practicing transparency across our value chain, applying stringent standards, and remaining compliant with evolving regulatory standards, we are able to ensure that we prioritise the health of our consumers and our business.



Approach

Our Quality and Consumer Safety Policy outlines our commitment to ensure product safety, and the steps required to identify, control and monitor points of potential safety risk. This policy covers every stage of the supply chain. It 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 require all new suppliers to be accredited to the BRC Global Food Standard at A grade or a Global Food Safety Initiative (GFSI) equivalent standard, and we review their certification status every year. We also require that all raw material ingredients are provided with signed supplier specifications. These specifications ensure the absence of chemical, microbiological and physical contamination of materials.

With certain key ingredients, we set stricter standards on traceability. Products such as our MSC- and ASC-certified fish, and our RSPO-certified palm oil are supplied through a chain of custody scheme (see [Fish and seafood](#) and [Agriculture](#) for more details). This guarantees that they have been sourced in accordance with enhanced sustainability standards.

We take numerous steps to ensure compliance with our policies and specifications. We run an extensive Food Fraud and Adulteration Prevention programme. This includes horizon scanning, intelligence sharing with other food businesses and laboratory testing of our raw materials. We conduct formal risk assessments on all our food and packaging suppliers, using an assurance scheme which complies with the GFSI. If we identify instances where suppliers fail to meet our standards, we reassess them after an agreed period to ensure non-compliances are being addressed. We then use this information to determine whether we continue using the supplier. We also conduct regular product audits within our supply chain. Our audits cover a wide range of factors including: food safety systems; hygiene standards; traceability; operational procedures; maintenance; security; training; and food fraud prevention. Traceability is an important part of our audit process, and we carry out hundreds of traceability exercises every year. Our audits also test emergency response procedures to ensure product safety. Audit results are used to drive corrective action on the quality of the products suppliers deliver to us.

We train employees regularly on product safety. Our auditors and quality staff receive training in specialist subjects that include: hygiene design; food safety systems; allergen management; and microbiology. We view professional development as an ongoing process and assess individuals' training needs using our HR capability matrix tool. Once food is placed on the market, we also operate a Consumer Care Line to receive and respond to feedback from consumers.



Progress

In 2023, the number of sites within our supply chain operating in compliance with an international food safety system remained stable at 95%. This is a slight decrease from 98% coverage in 2021 due to an increase in the total number of suppliers in 2023. We saw a small increase in the total number of incidents concerning food safety and quality, from 14 to 17. The variable weather patterns within Europe were the main drivers for this increase, with both long wet and dry periods impacting the quality of our vegetables. In response to the increase in incidents of concern, we have developed a workstream, within our Technical Action Groups, dedicated to conducting root-cause analysis to identify issues within the supply chain and mitigate potential risks. Identified risks are classified as short, medium, or long term, with plans in place to manage a successful outcome. Our Incident Management Steering Group also meets regularly to review all incidents, including food safety and quality issues, to ensure any unresolved or required actions are completed.

In 2023, 16 of our Sourcing Units (SU) were accredited to the BRC Global Food Standard. Through this, central suppliers are guided through an onboarding and qualification process, ensuring that they meet the BRC Global Food Standard's scope for supplier management. Supplier performance is reviewed and measured against targets as laid out below:

1. Supplier approval with the successful completion of a GFSI equivalent or third-party audit
2. Unannounced BRC Audits of SU facilities targeting supplier and raw material approval
3. Measuring Complaints Per Million Units Sold (CPM) driving group quality improvement
4. Measurement of Quality Rejections – First Time Rejections driving specification compliance
5. Measurement of First Response Group (FRG) Incidents leading to improved systems



Future plans

In 2024, we plan to set a baseline for direct monitoring of the suppliers in the Adriatic region. We will also onboard suppliers onto our Ideagen internal audit platform, which enables suppliers to be monitored, risk assessed and audited. We will also develop our internal audit platform to identify and reduce consumer complaints.



Better Operations

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Climate change and greenhouse gases

According to the FAO, the food system contributes significantly to global greenhouse gas emissions.⁷ It is also vulnerable to the impacts of climate change through increased frequency of unpredictable or extreme weather events, decreased land availability, local water scarcity, social health deterioration, rising sea temperatures and ocean acidification.

Failure to mitigate the worst impacts of climate change not only threatens lives and livelihoods across the world but could materially impact our business. For example, physical damage to our factories because of rising sea levels and rivers flooding, reductions in crop yields and increased crop failure rates due to extreme weather events, and changes to fish movements and quality caused by rises in sea temperature and acidification, all pose a supply continuity risk to the business.

It is therefore critical we play our part and reduce greenhouse gas emissions across our value chain, and we recognise the need to act fast. We are also looking towards the opportunities the transition to a low carbon future may bring, given the advantages of our fish and vegetable focused portfolio.

For more detail on the risks posed to our business by climate change, see our [2023 annual report](#).

Approach

At Nomad Foods, we recognise that our business activities, products, and services have the potential to impact the natural environment. Consequently, we are committed to using natural resources efficiently and reducing the impact of our operations on the environment by preventing pollution, reducing waste and emissions to air, land and water. Our commitment is outlined in our [Environment Policy](#) and driven across our operations by our Safety, Health and Environment team.

To reduce our carbon footprint, we need to understand the carbon impact across our value chain. Therefore, in 2021, we calculated our 2019 carbon footprint, quantifying the emissions associated with our own operations (across Scopes 1, 2 & 3), as well as our wider value chain (Scope 3 beyond our operations). This showed that of our total value chain emissions, 21.7% were associated with our own operations (Scope 1 & 2 = 7.4% and Scope 3 = 14.3%), and 78.3% are Scope 3 outside of our operations.



Following this initial mapping of our carbon footprint, we decided to focus our annual carbon footprint measurement on the areas where we are directly driving activity to reduce GHG emissions, so that we can accurately measure the impact we are having. See [What we measure as part of our annual carbon footprint](#) for a full breakdown of what we measure across Scope 1, 2 and 3. Despite identifying raw and packaging materials as significant contributors to our carbon footprint, we decided not to include them in our annual calculation. This was due to the need to rely on external emission factors making it difficult to measure subsequent reductions taken by our suppliers without collecting primary data from them. To drive GHG emissions reductions in these areas, we focused our efforts on encouraging suppliers to join our journey to net zero. Through suppliers setting science-based reduction targets, we can have a direct impact on the emissions associated with our purchased goods and services.

Building on this, we also have a commitment to reduce our greenhouse gas (GHG) emissions. Since 2018, we have had a target to reduce our GHG emissions per tonne of finished foods each year and in 2021, we set ambitious emissions reduction targets approved by the [Science Based Targets initiative](#) (SBTi). By 2025, we are committed to reducing our Scope 1, 2 and 3 GHG emissions per tonne of product by 45% from our 2019 baseline, equal to a 25% absolute reduction. This target relates to our legacy business and does not include Findus Switzerland nor our Adriatics business, both of which we acquired in 2021. We are also members of the UN's Race to Zero campaign, the largest ever alliance committed to achieving net zero carbon emissions by 2050 at the latest. At Nomad Foods we have committed to achieve net zero carbon emissions well before 2050.

To assess progress against our targets, we measure our corporate carbon footprint annually by calculating our total Scope 1, 2 and 3 emissions in tonnes of carbon dioxide equivalent. The subset of areas included in this annual calculation cover our own operations (i.e., all factories operated by Nomad Foods, excluding co-packers), all owned and third-party warehousing, all inbound logistics of finished goods, outbound logistics in the Adriatic region as these are owned or controlled by us and the use of freezers leased to customers. Data is calculated and reported in line with the GHG Protocol, and externally audited and certified. Our 2023 footprint includes Findus Switzerland and our Adriatics business.

Through our Operational Excellence programme, we continually explore where efficiencies can be made across all our operations. In partnership with our Group Engineering, Safety, Health & Environment and wider Supply Chain teams, we develop site level project glidepaths to help reduce our emissions, as well as our water usage and waste generation. We set local site targets, conduct ongoing investigations into our water usage, waste generation, and energy consumption to reduce loss and improve efficiencies, and run regular in-year reporting to validate the impact of these activities on our emissions.

Recognising that our Scope 3 emissions account for over 90% of our carbon footprint, we are committed to proactively engaging with our suppliers and encouraging them to take action to reduce their own carbon footprint. We have committed to ensuring that the top 75% of our suppliers by emissions, covering purchased goods and services, develop their own science-based target by 2025.



What we measure as part of our annual carbon footprint

Scope 1

Direct emissions from owned and controlled sources

- Gaseous fuels: Natural gas, bio-gas, propane and LPG**
- Diesel / petrol
- Wooden pellets*
- Lubricating oils
- Liquid CO₂ and dry ice
- Air conditioning (refrigerants)

Scope 2

Indirect emissions from the generation of purchased energy

- Purchased electricity
- District heating
- Purchased steam**

*added to scope as of 2020

**added to scope for our Adriatics business only as of 2022

Scope 3

Indirect emissions that occur in our value chain

- Materials for reuse and waste
- Diesel / petrol / electricity from leased vehicles
- Liquid nitrogen
- Propane
- LPG
- Fertiliser
- Fresh and wastewater
- Electricity in external warehouses of finished goods
- Electricity to run freezers**
- Inbound logistics of finished goods
- Outbound logistics of finished goods**



Progress



-34.9%

reduction in Nomad Foods legacy absolute GHG emissions from 2019 baseline



-28.6%

reduction in Nomad Foods legacy GHG emissions intensity from 2019 baseline



Target: Top 75% of our raw and packaging materials suppliers by emissions to develop their own science-based target by 2025

19.1%

have set validated targets

19.0%

have committed to set targets



-13.8%

reduction in Nomad Foods Group* absolute GHG emissions in 2023 versus 2022



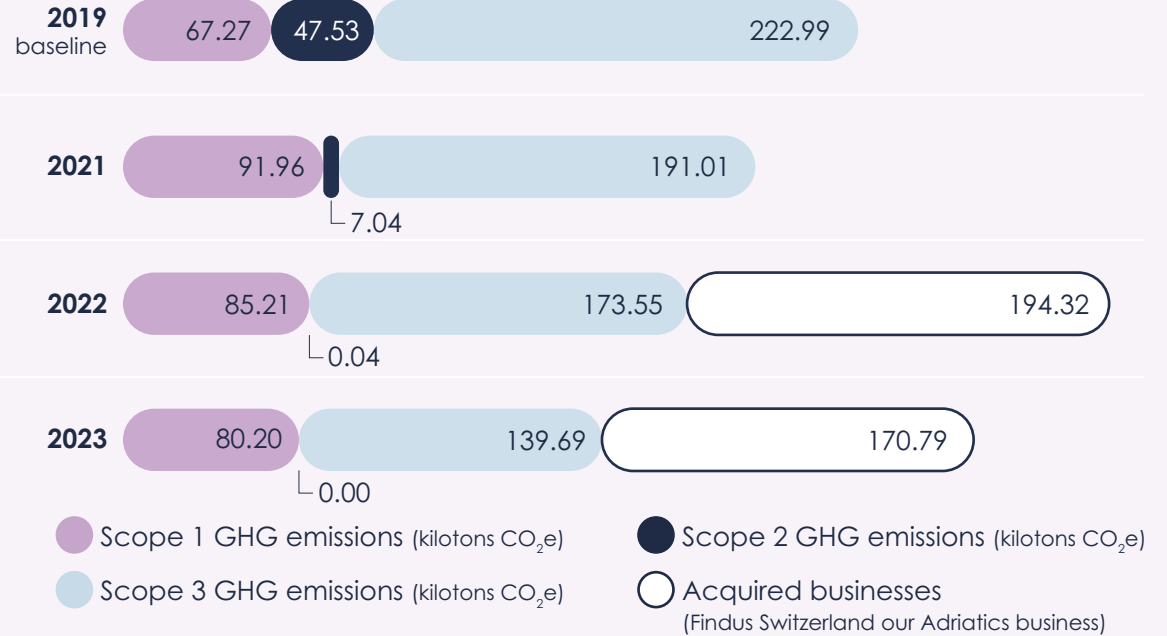
-5.1%

reduction in Nomad Foods Group* GHG emissions intensity in 2023 versus 2022



*Includes Findus Switzerland and our Adriatics business

GHG emissions



We report against our carbon reduction targets based on our Legacy business only, but we have also presented our 2023 GHG emissions encompassing our Legacy, Findus Switzerland and Adriatics business.

Nomad Foods legacy

In 2023, we reduced our total absolute market-based emissions (see the [GHG emissions table](#) for full details) by 34.9% from our 2019 baseline, meaning we have exceeded our target to reduce our absolute emissions by 25% by 2025. We also reduced our total emissions intensity (kgCO₂e per tonne of finished goods) by 28.6% from our 2019 baseline, which included a 6.3% reduction in 2023 compared to 2022. The pace of our emissions intensity reduction slowed in 2023 due to reduced production volumes resulting from lower consumer spending. With our currently lower production volumes and the impact of acquisitions we believe it will take longer to achieve the original 2025 target to reduce emissions intensity by 45%. The ongoing delivery of our pipeline of carbon reduction and energy efficiency measures, coupled with an expected return to volume growth in 2024, should deliver further incremental progress each year.

The overall reductions in our absolute emissions and emissions intensity were in part due to our continued focus and momentum in implementing carbon reduction and energy efficiency measures across our factory network. In 2023, these included the installation of an energy recovery refrigeration system at our Bremerhaven factory (reducing our emissions by 640 tCO₂e in 2023), the optimisation of our combined heat and power (CHP) system and boiler upgrades at our Goodfella's Naas factory (reducing our emissions by 832 tCO₂e in 2023), the implementation of a heat recovery system and the replacement of our Sofficini fryer at our Cisterna factory.

We also changed the way we clean our deep fryers at our Bremerhaven factory, switching from thermal afterburning – an exhaust gas cleaning system – to the use of a thermal oxidiser which does not require the use of gas. This change will reduce our emissions by an estimated 3,157 tCO₂e over 12 months.



Solar installation at Cisterna

In 2023 we were proud to install our first solar installation at our factory in Cisterna. The 4,064 panel, 2MW solar plant is expected to deliver an annual reduction in CO₂e emissions of 1,180 tonnes. The installation was made possible thanks to a Power Purchase Agreement between Findus Cisterna and Grastim JV.

Nomad Foods Group total

In addition to our legacy business, we also continued throughout 2023 to engage our recent acquisitions – Findus Switzerland and our Adriatics business – around our carbon reduction journey. Across the entire Nomad Foods Group, we reduced our total carbon footprint by 13.8% and also saw a 5.1% reduction in our total emissions intensity in 2023.

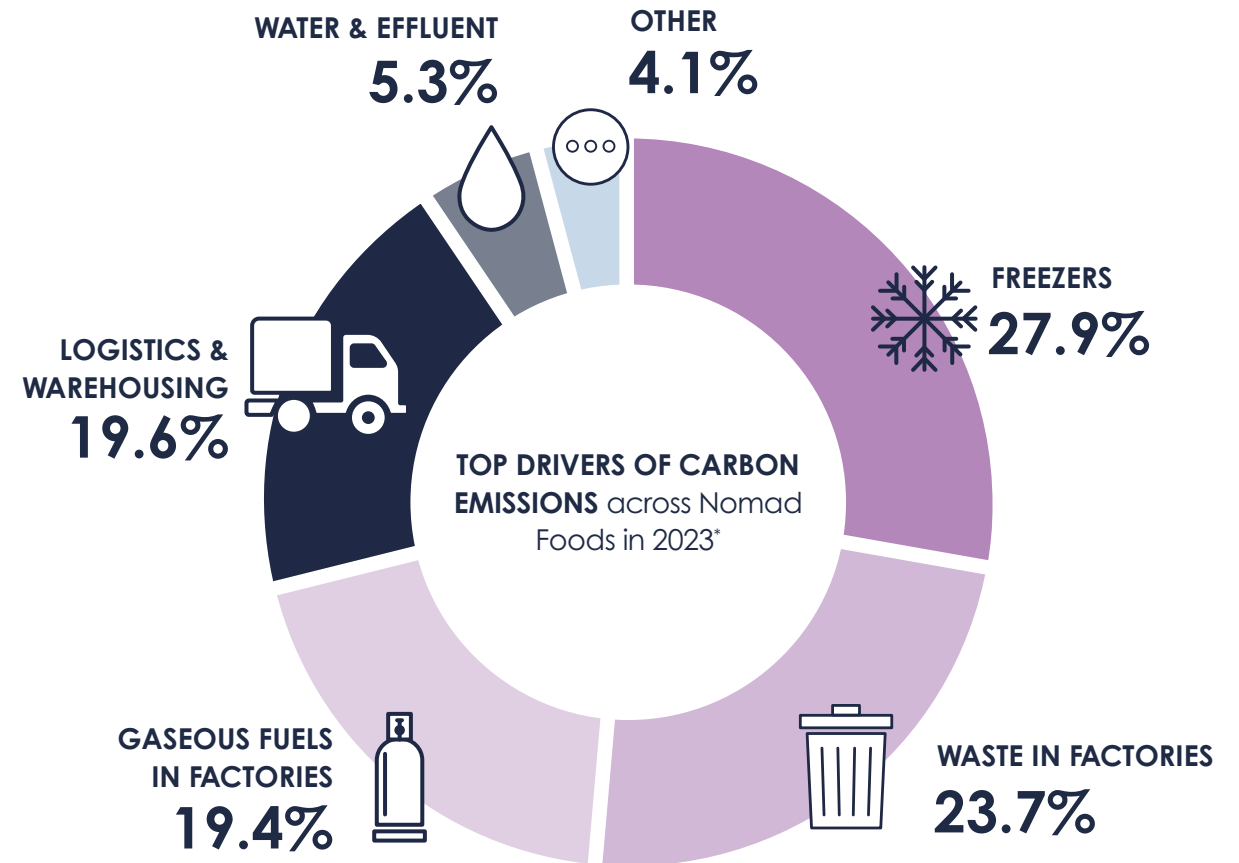
This reduction was driven by reduced production volumes as outlined above but also through the delivery of carbon reduction projects across our value chain. For example, by transitioning to 100% renewable electricity at four of our five factories in the Adriatic region, we were able to reduce our Scope 2 emissions intensity by 85.0%. This means that over 96.3% of our Scope 2 electricity supply now comes from renewable sources.

We also reduced our Scope 3 emissions intensity by 3.2%. This was the result of a reduction in our waste related emissions (-27.4 kgCO₂e).

Supplier emissions

We continued to proactively engage our top 75% of suppliers by emissions to encourage them to set validated SBTs. As of the end of 2023, 19.1% have set validated targets, while a further 19.0% have committed to do so. We will be increasing engagement in 2024 to continue to make progress towards our 2025 target.

GHG emissions in our operations



*Includes Findus Switzerland and our Adriatics business

Mapping the footprint of our freezers in the Adriatic region

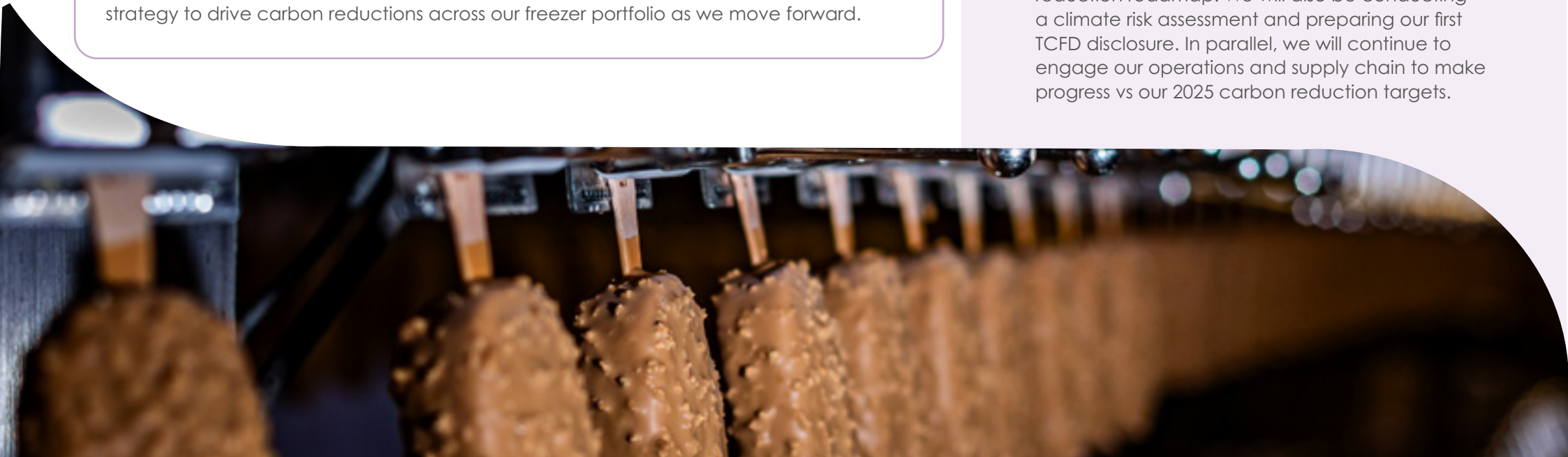
The acquisition of our Adriatics business had a significant impact on the profile of our carbon footprint, almost doubling our absolute emissions in 2022. This is because we are now directly responsible for all outbound logistics in the region, as well as nearly 120,000 freezers our customers use to store our products.

To gain a more accurate understanding of our carbon footprint in the Adriatic region and identify opportunities to reduce our emissions, we needed to gain better visibility of the specific freezer models we use and their corresponding electricity and refrigerant leakage. In 2022, we used a high-level approach to estimating the emissions associated with our freezers, mapping only 0.3% of our freezers with primary data and extrapolating data from a few main models with higher kWh usage. This resulted in an over estimate of emissions. In contrast, in 2023 we mapped 50.7% of the freezers used in our Adriatics business, giving us a much more accurate understanding of our freezer models, their manufacturing year, their refrigerant type, and their energy consumption, delivering a better overall estimate of their associated emissions.

This significant improvement in data visibility and quality will enable us to develop a strategy to drive carbon reductions across our freezer portfolio as we move forward.

Future plans

Over the last few years, the profile of our business has changed due to the acquisition of Findus Switzerland and our Adriatics business. Meanwhile, the reporting landscape has continued to evolve, with the launch of climate-related financial risk reporting (TCFD) and the SBTi's Forest, Land and Agriculture (FLAG) reporting requirements for land intensive sectors. To ensure that our efforts on carbon reflect these changes and remain ambitious, we have started to review and evolve our carbon strategy and will complete this work in 2024. This will involve reviewing our carbon boundaries, updating our baseline to capture recent acquisitions, setting new near and long-term science-based emissions reduction targets including separate targets for our forest, land and agriculture (FLAG) related emissions, and developing a clear emissions reduction roadmap. We will also be conducting a climate risk assessment and preparing our first TCFD disclosure. In parallel, we will continue to engage our operations and supply chain to make progress vs our 2025 carbon reduction targets.



Deep dive: Exploring the temperature at which we store frozen food

The global food industry is a significant contributor to climate change, and this makes reducing the impact associated with all aspects of the food chain critically important. There is increasing pressure on manufacturers and retailers to reduce the environmental impact of the products they sell, and when it comes to frozen food, a major contributor of carbon emissions during the product life cycle tends to come at the point of freezing and storage. Additionally, the growing financial strain from the cost-of-living crisis and uptick in energy prices, heightens the case for uncovering opportunities to reduce the energy required by freezing.

100 years on from the invention of flash-freezing by Clarence Birdseye, frozen food is still being stored at the industry standard of -18°C, which has never previously been challenged. Our appetite for exploring ways to reduce the environmental impact of our products, and forging ongoing leadership in the frozen sector, led us to pose the question of whether frozen food could actually be stored safely at higher temperatures.

In 2023, we embarked on a landmark project with Campden BRI, a leading food science and technology organisation, to investigate the impact of higher temperatures on both the quality of our products and the energy consumption associated with this part of the process. Across a period of 12 months, we tested nine products – ranging from fish and poultry to vegetables and Green Cuisine at -18°C, -15°C, -12°C, and -9°C. We assessed the impact of increasing the temperature on eight key testing areas, including microbiological, safety, texture, nutrition, oxidative rancidity, drip loss, energy use and packaging.

The results of our study showed that increasing the temperature caused no significant changes across these eight categories at -15°C. There were some minor sensory changes for mixed vegetables and salmon fillets, and a slight change in the Vitamin C content for vegetables at higher temperatures. Crucially, our results showed that each three degree increase in storage temperature results in a 10–11% energy consumption reduction.

We believe that our study has the potential to transform the carbon footprint of frozen food not just in Europe, but globally. It is an exciting build on the [LCA study we conducted in 2022](#), which showed that frozen food performs very well against alternatives in terms of carbon footprint, partly due to much lower levels of food waste. Storing frozen food at higher temperatures would help to reduce the emissions associated with the freezing and storage stages, making frozen food an even better choice.

The results of this study have the potential to deliver a step change for the frozen food industry, and we are very keen to maximise the potential impact that storing frozen food at higher temperatures can deliver across the entire value chain.



Frozen food already compares very well against alternatives in terms of carbon footprint. Our study shows there is potential to further reduce energy consumption and carbon emissions when storing or transporting frozen food, with just a simple temperature change. We are working to establish an industry alliance to put these findings into action and, hopefully in time, deliver widespread change. Clarence Birdseye created a new industry and we are very proud to keep improving on his inspiring legacy.”

Stéfan Descheemaker, CEO Nomad Foods



Waste and water

Waste is generated across our value chain and when not disposed of responsibly, can negatively impact the environment, from causing land degradation and soil contamination to water and ocean pollution, to its impact on biodiversity and the avoidable emissions associated with its manufacturing and disposal.

Producing waste of any type is a risk for our business as it reduces efficiency, increases operational costs, and could lead to legal action and reputational damage. For food companies, the number one source of loss and waste is food, with one third of global food intended for human consumption either lost or wasted, accounting for 10% of global greenhouse gas emissions.⁸ With 2.4 billion people experiencing moderate to severe food insecurity,⁹ we need to take action to reduce food waste across our value chain, which as a frozen food company is something we are well positioned to do.

Water is vital to the way in which food is processed and grown. As climate change increases, the prevalence of drought and changing weather patterns, local water scarcity and variability can impact our ability to reliably source and produce our products. Given 72% of all water withdrawals is used by agriculture and over 2 billion people live in water-stressed countries,¹⁰ we need to use water efficiently, reduce our water consumption, and ensure water leaving our operations is responsibly managed.

Approach

Our [Environment Policy](#) sets out our commitment to ensuring we maintain high standards for the protection of the environment, including the efficient use of natural resources such as water and the reduction of waste. The policy applies to all Nomad Foods Group entities, manufacturing sites and offices that we have direct control of, and to all employees, contractors and visitors.

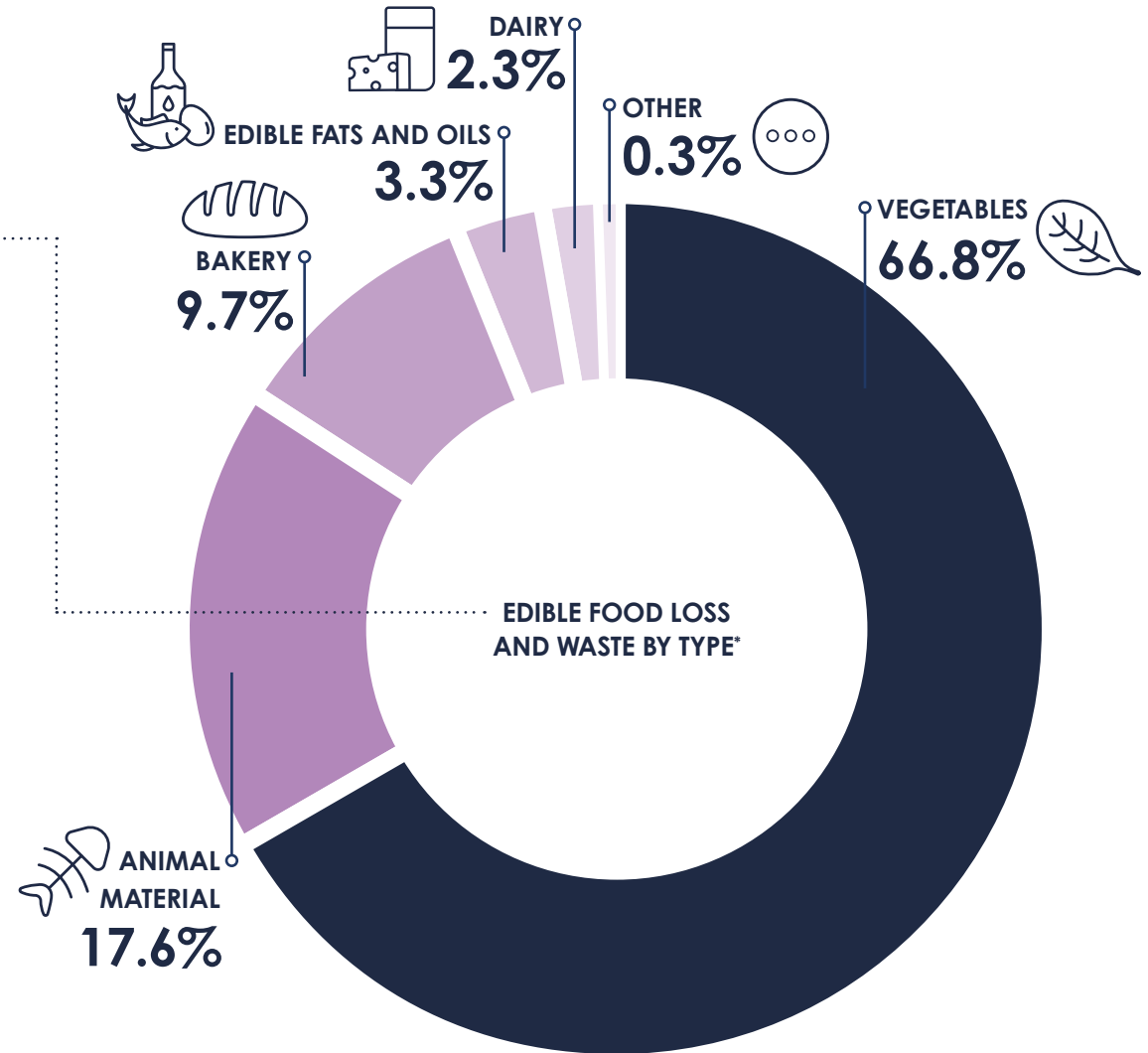
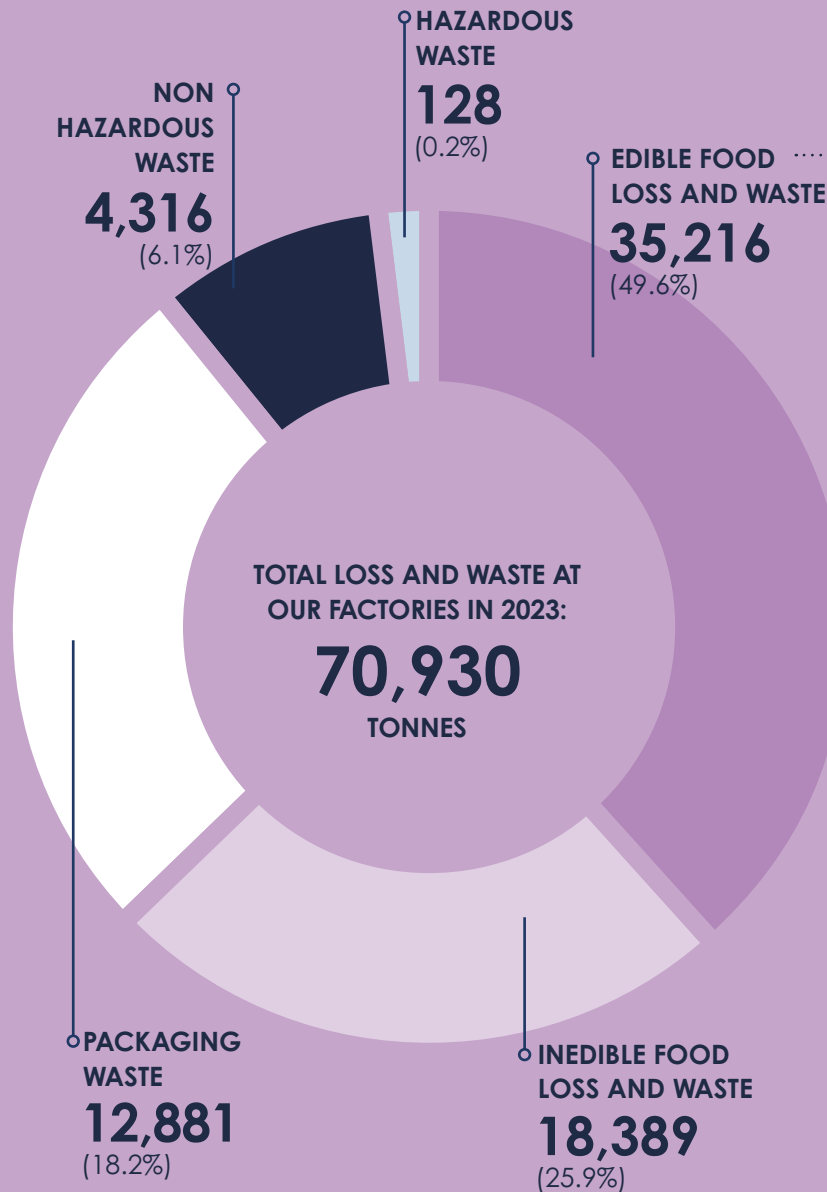
Our Group Sustainability, Engineering, Safety, Health & Environment, and wider Supply Chain teams proactively work to identify solutions to reduce water consumption and waste generation across our operations. This is supported with clear water and waste reduction targets that are tracked and reported to our business leadership to drive action.

We track and categorise the waste we generate in accordance with the European Waste Catalogue, a hierarchical list of waste descriptions established by the European Commission. We then manage the generation and disposal of our waste in alignment with the EU Waste Framework Directive. To track our fresh water, we measure the volume of well water and fresh water sourced and report the volume of wastewater produced from our factories.

We also collaborate with others to maximise the positive impact we can have. In 2020, we joined the global fight against food waste initiative, [10x20x30](#), which unites the world's largest food retailers and providers to reduce food waste. Each member commits to working with at least 20 suppliers to halve food loss and waste by 2030, in line with UN Sustainable Development Goal target 12.3. At Nomad Foods, we have committed to reduce our edible food waste by 50% by 2030 from our 2015 baseline. Some of our markets have also signed pacts or pledges on a national level to help reduce food waste.



Progress: Waste



*Data includes Findus Switzerland and our Adriatics business

Food loss and waste refers to any food (or drink) produced for human consumption that has, or has had, the reasonable potential to be eaten (edible), together with any associated unavoidable parts (inedible), which are removed from the food supply chain. Food materials that are sent to animal feed are classified as food loss, while materials sent to anaerobic digestion, composting, incineration or landfill are classified as food waste as per the as per EU Waste Framework Directive (WFD, Directive 2008/98/EC).

Across our business, we recycled 92.4% of our non-hazardous waste in 2023, a slight decrease from 92.9% in 2022, and sent 2.3% to landfill, a slight increase from 2% in 2022. Food loss and waste made up around 75% of all the waste and loss we produced in 2022 and 2023 and is therefore the primary focus of our waste reduction efforts. Since 2015, we have reduced our edible food waste by 29.8%. Our lack of progress in this area compared to 2022, when we had reduced our edible food waste by 33% from our 2015 baseline, is due to our Adriatics business being included in this calculation for the first time.

In 2023, we implemented a range of projects to reduce edible food loss and waste. For example, we implemented a new process to ensure that the fish shavings generated on our fishblock cutter can be captured and reused for human consumption, rather than used for animal feed. At our Cisterna factory, we made improvements to our courgette, Sofficini, fish and vegetable production lines, resulting in a reduction of food waste. Food waste reduction was also a focus for our Goodfella's Naas factory. See Reducing food waste at Goodfella's Naas to find out more.

We also explored ways to optimise the recyclability of our packaging waste as this also made up a large proportion of our loss and waste, comprising around 18% in 2022 and 2023. One area of focus was on improving the segregation of packaging materials to help ensure that any recyclable packaging waste is indeed recycled.

Reducing food waste at Goodfella's Naas

In 2023, our Goodfella's Naas factory implemented several solutions to reduce the food waste associated with the production of pizzas. The factory has put in place a process to capture cheese and topping losses so that they can be reused, whilst also optimising the adhesion of toppings to pizzas to reduce topping loss during packaging. To ensure we can capture and distribute all edible pizzas that do not meet manufacturing specifications (for example, as to size), the factory installed a small in-house cold store to the production line to avoid them being stored at incorrect temperatures.

Food waste has been a key focus for our factories as shown by the Goodfella's Naas factory which from 2021 achieved a 15% year on year reduction of food waste containing animal protein versus shipped volume, equating to 73 tonnes of pizza saved from waste streams. This achievement is the result of an improved waste reduction strategy which has focused on gaining deeper insight into our production process and tracking the waste across it, as well as improved communication throughout the team.



iglo Netherlands & Wageningen University PhD partnership

Consumers in Europe often tend to ensure they have plenty of food at home, just in case. While this approach means they have the food they want when they want it, it often results in considerable food waste. The huge amounts of food wasted in society highlights the need for a system change in food provisioning.

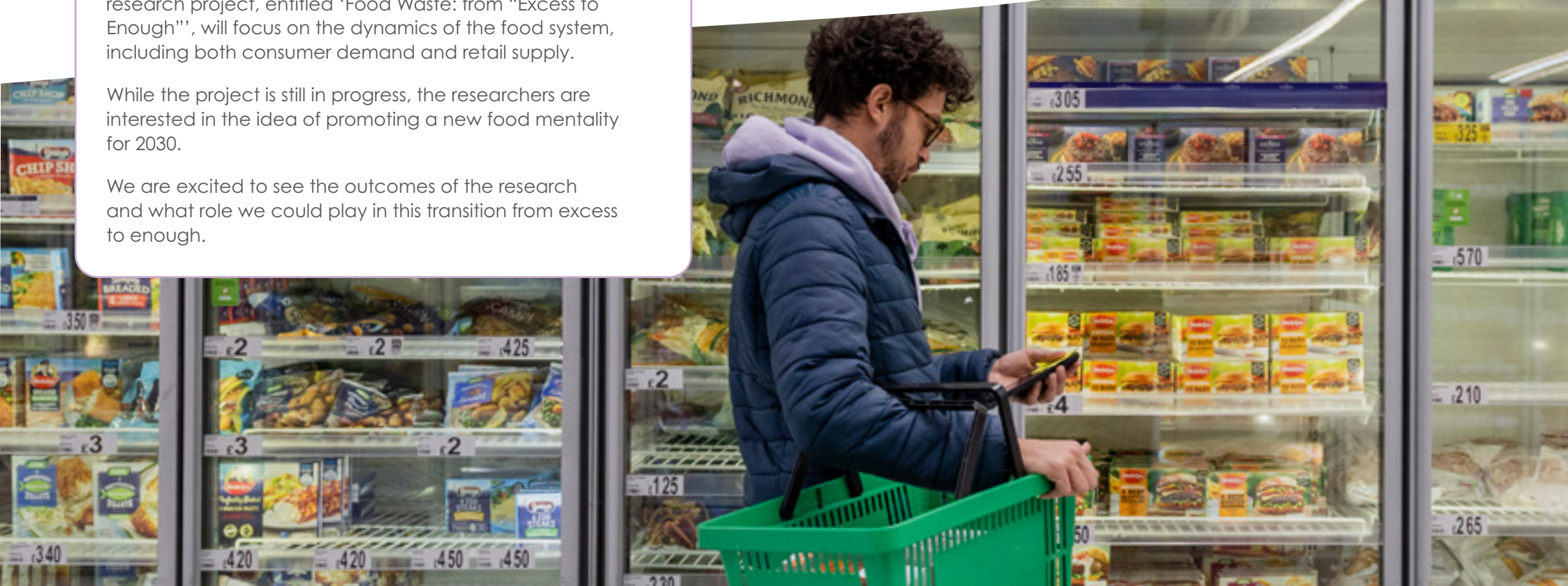
iglo Netherlands has partnered with Wageningen University to support a PhD research project designed to explore changes that can be made to the food system to transition its focus from having food excess to having enough. The research project, entitled 'Food Waste: from "Excess to Enough"', will focus on the dynamics of the food system, including both consumer demand and retail supply.

While the project is still in progress, the researchers are interested in the idea of promoting a new food mentality for 2030.

We are excited to see the outcomes of the research and what role we could play in this transition from excess to enough.

Frozen Assets

This year we launched our first Frozen Assets report in the Nordics, exploring consumers' perceptions of frozen food and its benefits. The aim of the report is to improve the perception of frozen food among consumers and show how, through its ability to reduce food waste at home, eating frozen food can help you to lead a more sustainable life.



Progress: Water

Our freshwater consumption decreased by 2.3% per tonne of finished goods from 2022 to 2023, while our effluent decreased by 1.7% per tonne of finished goods. This is partly a result of our efforts in 2023 to explore measures that could be introduced to reduce water consumption and improve efficiency. We also focused on setting water reduction targets for our factories.

Through our Operational Excellence Programme, we have focused on how we can optimise our processes to reduce water usage. Our water reduction efforts in Cisterna are a key example of what our factories have been doing.

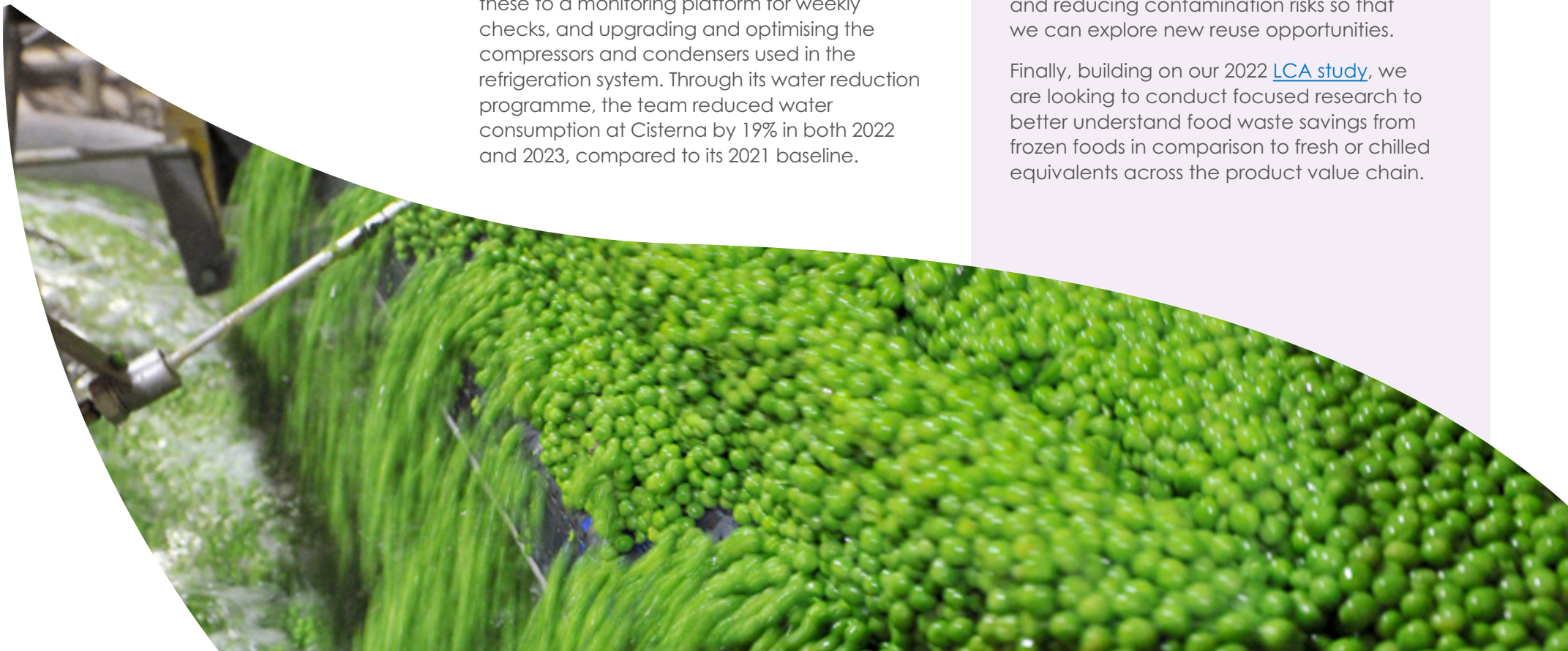
In 2022, the team at our Cisterna factory launched its water reduction programme and since then has implemented several measures to improve water consumption and efficiency. These have included connecting all well and effluent water meters to a continuous monitoring platform, installing new meters for the refrigeration plant and connecting these to a monitoring platform for weekly checks, and upgrading and optimising the compressors and condensers used in the refrigeration system. Through its water reduction programme, the team reduced water consumption at Cisterna by 19% in both 2022 and 2023, compared to its 2021 baseline.

Future plans

We will continue to track our progress against internal water reduction targets and explore new ways to improve water efficiency within our operations. We also have plans to develop a longer-term waste and water strategy in the coming years.

We will also continue to drive reductions in food waste by identifying opportunities to reuse for human consumption and animal feed. Where food waste is currently unsuitable for human consumption, we are focusing on segregation and reducing contamination risks so that we can explore new reuse opportunities.

Finally, building on our 2022 [LCA study](#), we are looking to conduct focused research to better understand food waste savings from frozen foods in comparison to fresh or chilled equivalents across the product value chain.



Packaging

Packaging protects the safety and quality of our products. However, when poorly managed it can have negative environmental impacts across its lifecycle, from the depletion of natural resources to the GHG emissions associated with its production, to the pollution of our land and oceans. We need, therefore, to consider how our packaging is produced, what it is made of and how it is disposed.



Approach

Our Policy on Packaging sets out our commitment to reduce packaging volumes, use recyclable packaging materials and promote reuse and circularity. We aim to use sustainably managed virgin paper and FSC or PEFC-certified suppliers to package Nomad Foods products. We also use recycled materials wherever possible. However, legislation in all our markets limiting the use of recycled content from mainstream mechanical recycling for food packaging makes this challenging. The policy covers all packaging elements within our product supply chain. This includes:

- **Primary packaging:** Packaging taken home by the consumer, usually in direct contact with an individual product
- **Secondary packaging:** Packaging used to group products into stockkeeping units
- **Tertiary packaging:** Bulk or transit packaging used to transport larger volumes of products

As set out in our policy, all new packaging development is assessed against sustainability criteria. To be approved, all packaging must maintain food safety and product quality and, where technically possible, meet our recyclability criteria. Within our Packaging Code of Practice, we have key design guidelines for maximising packaging recyclability that are shared across all Nomad Foods R&D Packaging teams. To help consumers correctly recycle our recyclable packaging, we use on-pack waste and recycling labelling systems in 14 markets. In the UK, Birds Eye is also a founding signatory of the [UK Plastics Pact](#): a collaboration between businesses, NGOs and the UK government to eliminate unnecessary plastics and increase recycling. We develop our plastic packaging in line with guidance from the UK Plastics Pact, as well as other external bodies such as Ceflex, to ensure it is suitable to be recycled in all markets.

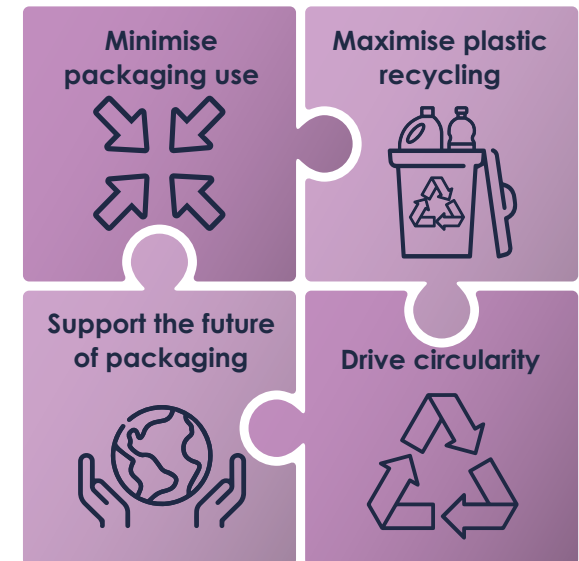
Approximately 85% of our primary packaging is paper or fibre based. Plastic packaging makes up a further 12.5%, with the remainder comprised of glass and metal.

We have three commitments to help improve the sustainability of our packaging:

1. By 2030, 100% recyclable consumer packaging
2. Increase our use of recycled content in plastic packaging
3. Reduce overall packaging weight year on year

Each commitment is supported by an internal programme of work, with R&D resources allocated to the development of sustainable packaging and alternative solutions. In 2023, we established baseline data and measurements for our recycled content and packaging weight commitments, which we report in the following section.

Sustainable design principles



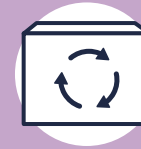
Progress

In 2023, 95.86% of our packaging portfolio was recyclable. This slight decrease of 0.64 percentage points from 2022 was due to higher sales of products with non-recyclable packaging, such as our bagged poultry. However, we did transition several products to recyclable packaging in 2023, including Aunt Bessie's Stuffing and Dumplings which we did through the development of a polypropylene based mono-material. We are progressing with workstreams to transition our remaining packaging and remain on track to meet our 100% recyclability target by 2030.

We also established metrics for, and measured our progress against, our new recycled content commitment. In 2023, 5.35% of our plastic packaging was produced using recycled material. Our main area of focus was on the introduction of recycled content into non-food contact packaging components. However, in 2023 we also identified a food safe and International Sustainability and Carbon Certification certified material that we can use in our food contact flexible plastic packaging and will be launching this in one region in 2024, with a view to rolling out to other markets in future.

Overall, 92.79% of our primary packaging was made out of recycled and/or certified material in 2023, up from 62.1% in 2022. This significant increase is due to improvements in data collection, meaning we now know that 99% of our paper and wood fibre packaging is [PEFC](#) or [FSC](#) certified, and an increase in the recycled content in our plastic packaging. We also continued to incorporate recycled content into all the secondary wrap we use to bundle wrap our products at three of our manufacturing facilities in the UK and Italy. The changes made will remove over 50 tonnes of virgin plastic from our operations annually.*

*Reduction figures based on FY23 volumes



95.86%

of our consumer packaging is recyclable



2022
96.5%

2021
90.4%



5.35%

recycled content in our plastic packaging in 2023 (baseline year)



124.73

tonne reduction in total weight of packaging in 2023



Finally, regarding our commitment to reduce packaging weight, our focus was again on establishing our metrics, measuring our performance, and setting up specific workstreams to actively reduce or remove packaging where possible. In 2023, these projects resulted in us reducing the total weight of our packaging by 124.73 tonnes. For example, we reduced the thickness of the bundle wrap used at one of our German facilities, removing 5.9 tonnes of secondary plastic packaging from our operations annually.* While for consumer packaging, the changes we made will remove 117.5 tonnes annually.* These included reducing the film used in our potato packaging (51 tonnes), removing the flow wrap from our lasagne (0.5 tonnes) and reducing the size of the carton used for our battered and breaded fish products (65 tonnes).* This final example is not only expected to reduce our use of cartonboard annually, but also our use of pallets and therefore transport. See *Driving sustainable packaging* for more information.

*Reduction figures based on FY23 volumes

Driving sustainable packaging

This year we reduced the size of the battered and breaded fish product cartons we make at our Lowestoft facility in the UK. This one change impacted eight different markets, who were all required to change their marketing approach at the same time. However, the change came with significant environmental benefits. Reducing the size of the carton used for these products not only reduces our use of cartonboard by over 65 tonnes annually,* but also means we can reduce the number of pallets we use each year by more than 3,000.

Future plans

Our focus for 2024 will be on working to achieve our three core commitments. To help us get closer to our 100% recyclable target, we plan to focus on the recyclability of our Steamfresh bags and on improving the recyclability of our packaging in the Nordics. To reduce our use of virgin-packaging materials, we plan to focus on increasing the use of recycled content in our flexible plastic packaging that comes into contact with food and transitioning more product packaging to recycled materials. Finally, we will continue, through our various workstreams, to identify opportunities to remove or reduce our packaging where possible.

We will also continue to review the packaging portfolio of our recently acquired Adriatics business and work to eliminate any packaging materials that do not comply with our policy on packaging where possible.



Employee health, wellbeing and development

Keeping our employees safe is always our highest priority, as failure to promote high standards of health and safety poses a risk to our ability to function as a business.

In addition, supporting our employees at work is essential for their success, and ours as a business.

That's why we promote high standards of health and safety across our value chain, offer wellbeing support, and provide resources and tools to foster professional development. By doing so, we are not only benefitting our employees, but also ensuring that we maintain a pipeline of ambitious, high-performing teams who invest in and drive our success as a business.



Health and safety

Approach

Ensuring that our employees are safe at work is our number one priority, and we continue to drive for 'Vision Zero', our goal to cause zero harm to people. This ambition underpins our approach to safety, which we support through our safety management system, and our Safety First Everyone Everyday programme.

Our [Health and Safety Policy](#) and governance process are designed to ensure that we put safety first. Our policy covers all Nomad Foods manufacturing facilities, offices, operational locations and employees, and encompasses contractors, visitors, local communities, potential mergers and acquisitions, and any other third parties that may be affected by our business operations.

Our Group Head of Safety, Health & Environment (SHE) is responsible for ensuring that health and safety processes are in place throughout all our systems, as well as raising awareness of the processes for reporting and escalating incidents and injuries. The Group Head of SHE reports to the Executive Committee, via the Chief Supply Officer. Our company leadership teams are accountable for the health and safety practices within our business, while all employees receive health and safety training to raise awareness of health and safety risks and reduce operational incidents.

Safety First Everyone Everyday programme

Our Safety First Everyone Everyday (SFEE) programme forms part of our health and safety approach, focusing specifically on behavioural safety. Through the programme, we provide training and coaching to our leaders and employees to enable them to drive safety through leadership behaviours and positive conversations.

Safety, Health and Environment standards

In 2022, we launched our Nomad Foods Safety, Health and Environment (SHE) standards. Based on five life-saving principles, these standards aim to reduce risk in the areas where high severity accidents may occur. Last year we set minimum standards and robust controls for two of the principles, and in 2023 we did the same for the remaining three. We then conducted a gap assessment against our life-saving principles and used this to create a corresponding action plan for each facility.



Performance monitoring and measurement

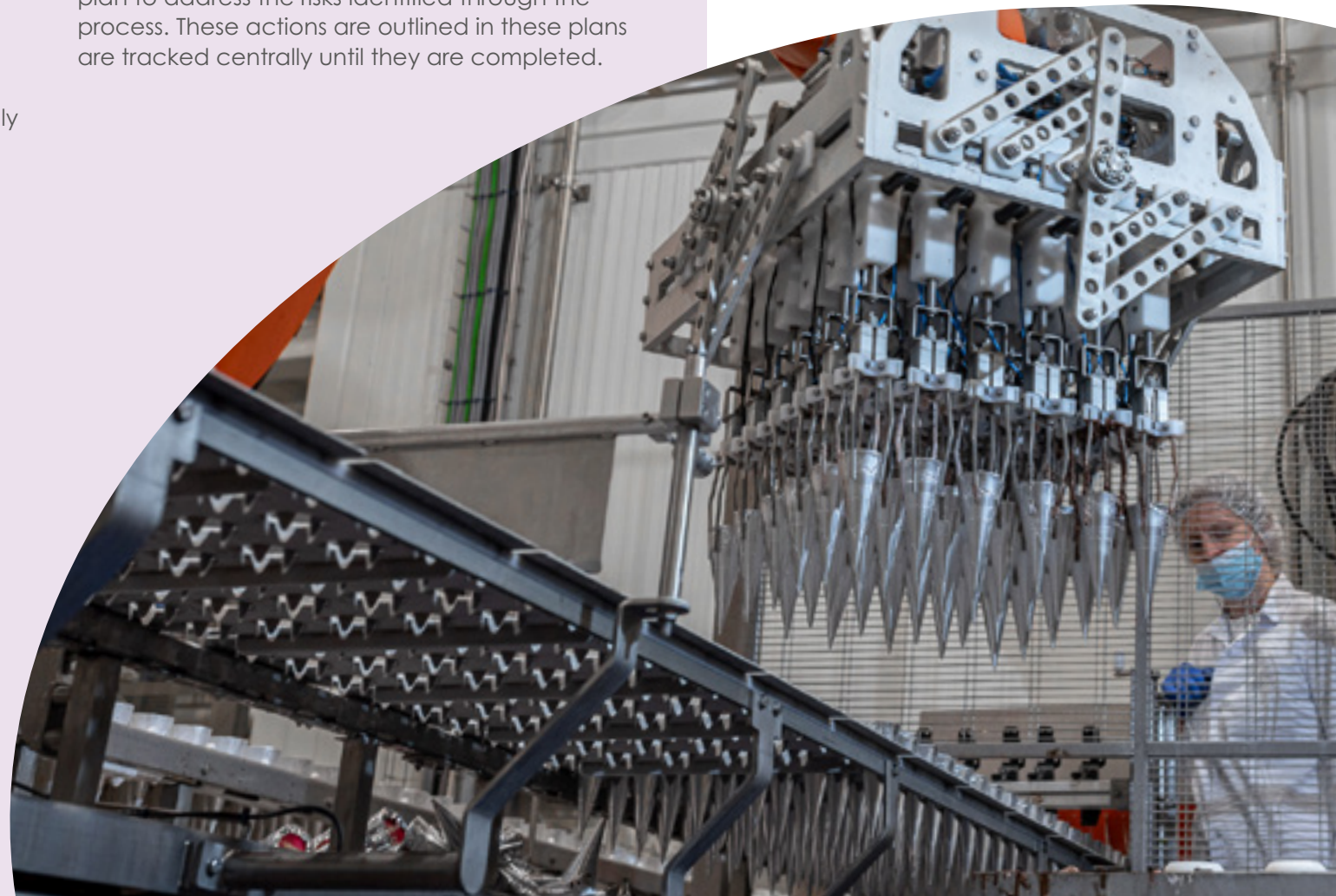
In 2023, we set safety targets for each individual manufacturing location with leading and lagging KPIs, including total recordable case frequency rate (TRCFR), first aid cases (FACs), near miss, hazard spotting and behavioural based safety observations. We also updated the reporting standard we use so that our internal reporting is now aligned with the Occupational Safety and Health Administration's (OSHA) guidance. Additional reporting requirements include environmental incidents and serious events, such as fire, explosion and chemical releases. Each location produces a standardised monthly report on its performance, including progress against targets. Locations within a region then come together on a monthly basis for a SHE performance meeting, led by the regional Director. A monthly Nomad Foods-wide safety report is also produced and circulated to key leaders across the supply chain to help us identify key trends and drive improvement.

Investigation of work-related health and safety incidents

In 2023, we updated our procedures for investigating work-related health and safety incidents and all sites received technical root-cause training. We also conducted a detailed review with the Chief Supply Officer of all lost-time accidents and shared the lessons learned across our network.

Auditing

In 2023, our SHE team developed and deployed the Nomad Foods SHE audit programme. So far, 13 of our manufacturing locations have undergone the four-day technical audit and we are committed to auditing all remaining facilities by the middle of 2024. Each facility will then be re-audited every three years at a minimum. Following their audit, facilities develop an action plan to address the risks identified through the process. These actions are outlined in these plans are tracked centrally until they are completed.








Risk assessment and management

Through our hazard spotting and audit programmes, our employees identify health and safety hazards and evaluate the associated risks that could cause harm to workers across our network so that appropriate measures can be quickly developed and implemented. To encourage employees to identify risks within the workplace, we set a target for each site for the number of hazards raised. Our performance data and detailed root cause analysis also enable us to identify and tackle key trends. Once key risks are identified, we then develop action plans with quantified targets to address them.

Safety First Everyone Everyday programme

Our Safety First Everyone Everyday programme is key to our health and safety success, and forms part of our OHS management system, focused specifically on behaviours. In 2023, we invested more than £500,000 in rolling out the programme to the Adriatic region. The roll out covered both manufacturing and logistics and distribution, with seven safety champions identified across these areas. We provided training and coaching to 200 leaders across the region on how to successfully drive safety leadership behaviours and positive conversations and trained 100 employees on safe behaviours and hazard spotting. In total, we completed 4500 hours of training and 850 hours of coaching.

Progress

Indicator*	2021	2022	2023
 Lost time injury frequency rate at Nomad Foods-managed factories (number of lost-time injuries per million hours worked)	8	6.5	5.9
 Number of total recordable work-related injuries at Nomad Foods-managed factories	102	77	74
 Number of total recordable work-related injuries across all supply chain operations	131	105	93
 Rate of total recordable work-related injuries at Nomad Foods-managed factories / TRCFR (Number of recordable work-related injuries per million hours worked)	8.5	6.7	6.7
 Rate of total recordable work-related injuries across all supply chain operations / TRCFR (Number of recordable work-related injuries per million hours worked)	8.7	7.3	6.5

*Data includes our Adriatics business

In 2023, while we maintained the same TRCFR at our Nomad Foods-managed factories as the previous year, we successfully reduced our lost time injury frequency rate from 6.5 in 2022 to 5.9 in 2023. This was driven in part by a significant reduction in accidents across the Adriatic region. In 2022, we had set ourselves an ambitious target to reduce the TRCFR across our supply chain by 50% in 2023. Unfortunately, we were only able to reduce the TRCFR across our supply chain by 11% in 2023, however, we managed to reduce the total number of people hurt across all supply chain operations and met all our leading KPIs.

In 2023, we also held our first SHE conference since 2018, hosting 30 attendees from across our supply chain SHE functions. During this, we established our SHE supply chain strategy, rolled out our Life Saving Principles standards, and provided technical training on root cause analysis. We also organised our first SHE awards, where we recognised significant milestones in our safety journey, as well as in our safety and environmental improvement projects. Overall, we issued seven awards, including three facilities who had not recorded any lost time accidents for a whole year.

We also continued to drive our Machinery Safety programme forward in 2023, committing to close the safety gaps identified through the risk assessment process. To help drive improvements, we introduced a machinery safety expert at each of our sites and developed and deployed our new Nomad Foods machinery safety standard.

Future plans

In 2024, we plan to review our overall SHE strategy with the aim of identifying and outlining key improvement projects that align with our wider business objectives. As part of this process, we will be setting challenging annual KPIs for each of our sites.

We remain committed to developing a Nomad Foods-wide risk assessment standard as part of our management system and will continue to develop our standards for Ammonia Management and Contractor Management in 2024.

We will also focus on conducting a central SHE induction for all new employees and developing our safety software solution, a project which has been underway throughout 2023.





Wellbeing and development

Approach

Our Learning and Development (L&D) Policy sets out our commitment to investing in the continued development of our people. It outlines our ambition to build a learning culture that inspires and empowers all employees to drive their own development. This policy applies to all Nomad Foods employees.

Our UK-based L&D team co-ordinates Nomad Foods' L&D annual plan and investment. This plan is delivered through an international network of functional capability leads, HR Business Partners, internal subject matter experts, and external partners.

Our Learning Management System, known as the Learning Pod, hosts a range of e-learning content, including new resources adapted to different learning styles and available in several languages. We hope to roll out the Learning Pod to our colleagues in the UK and Europe who don't currently have access.

Historically, we have delivered our employee survey – Our Voice – on an annual basis. In 2023, we reviewed our approach and will move to a quarterly pulse survey starting in 2024. This revised approach will ensure employees have more opportunities through the year to share feedback and will also be easier to complete. Three pulse surveys will take place in 2024, with the first in March, and plans to move to quarterly surveys in 2025.

Supporting the wellbeing of our employees is a priority at Nomad Foods. Through a range of initiatives and programmes, we provide our employees with resources and tools to support their mental health and wellbeing. We offer access to an Employee Assistance programme, which provides employees with confidential support on any personal or work-related matters. Our wellbeing champion network helps to organise health and wellbeing events and encourage employees to sign up to our Unmind app, which provides easily accessible advice on key subject matters, while our Nomad&Me platform hosts wellbeing resources and tools for employees to use.

Progress

In 2023, we made strong progress. This included the roll out of our new Management and Leadership programme, and Employee Development Plans as well as the expansion of our existing initiatives which support our employees' development.

Following the success of our High Performing Teams programme pilot in 2022, we expanded the programme further, working with managers to support them in building effective teams, to ensure that our colleagues are supported, appreciated, and encouraged to think boldly and differently at work. In 2023, we delivered workshops to six teams, teaching them how to work well together to achieve their goals and drive forward a culture of collaboration and high performance.

To continue supporting our employees' career development, we ran our Careers programme for a second year. This included delivering several career workshops to provide employees with the necessary tools and know-how to progress their careers at Nomad Foods, ensuring we maintain a pipeline of ambitious colleagues for internal recruitment. In 2023, we continued to see the success of our reverse-mentoring scheme, whereby senior leaders are partnered with junior colleagues to build rapport between different seniority levels, and ensure senior members have insight into the issues that are relevant and important to junior members in the team.

Our mental health initiatives have been crucial in supporting the health and wellness of our colleagues in and outside of work. In 2023, our wellbeing champion network grew, as did the number of sign-ups to the Unmind App. Our champions also arranged a variety of health and wellbeing days, focusing on inclusion and diversity. Through our Nomad&Me platform, employees have access to mental health tools, advice and resources to support their health and wellbeing.

Across our offices, our gym facilities continue to be popular amongst colleagues. In our HQ office, our contemplation room, designed to be used for prayer and quiet thought, has also been key in providing colleagues with a restful space during the day.

We offer flexible and hybrid working, as we recognise the benefits of connecting with each other, while encouraging a positive work-life balance.



Employee Development Plans

We identify and assess our employees' individual L&D needs through the following processes.

- Annual performance and development cycle: At the start of the year, employees work closely with their line manager to set performance goals that contribute to Nomad Foods' growth. As part of goal setting, we also encourage employees and line managers to explore development needs, set development goals and identify opportunities that will challenge them to grow meaningfully in the organisation. We conduct a check in mid- way through the year for employees and line managers to discuss progress on goals. At the end of the year, there is a performance review and appraisal, where all goals are reviewed and assessed.
- Career Development Planning: Employees discuss their development goals with their Line Manager, and work together to develop a plan, which outlines any support that the employee needs to fulfil their potential. This can include using benchmark profiles to help employees assess themselves against capabilities required in future roles.
- Capability Assessments: These self-assessments are completed by employees. Line Managers then validate employees' professional, technical and core capabilities against benchmark standards to identify and agree priority areas for development.

Management and Leadership programme

In 2023, we relaunched our Management and Leadership essential skills programmes. Available to all employees who are new to management and leadership, as well as existing managers and leaders, the programmes are designed to build the essential leadership and managerial skills needed to support employees and deliver strategic objectives.

As part of its refresh, we worked with a new provider to ensure that Nomad Foods' key processes were integrated throughout the programme, ensuring participants gained confidence and capability across all management and leadership processes and were able to develop the skills and knowledge required to enable their behavioural development. Additionally, every delegate who completed the programme was rewarded with a formal ILM qualification in management, externally recognised in both the UK and Europe.

In 2023, we ran two management programmes, and two leadership programmes in the UK and Europe, both of which proved popular among employees and were oversubscribed. In 2024, we will therefore seek to expand our offering of the programme.

Future plans

In 2024, we plan to refresh our objectives and targets and ensure these are communicated to employees so that they can visualise what success looks like.

We will also continue to implement our pulse surveys throughout the year, in place of our annual 'Our Voice' survey.

Diversity, equity and inclusion

Championing diversity, equity and inclusion is vital to overcome systemic unfairness, challenge discrimination, and create a society where everyone is valued. Attracting, developing, and retaining diverse talent is also crucial for business success as a diverse workforce can not only boost employee satisfaction but also help drive innovation and market competitiveness.

At Nomad Foods, we are committed to creating a diverse and inclusive workplace, as we understand the positive impact this can have both on the long-term success of our business and on society.



Approach

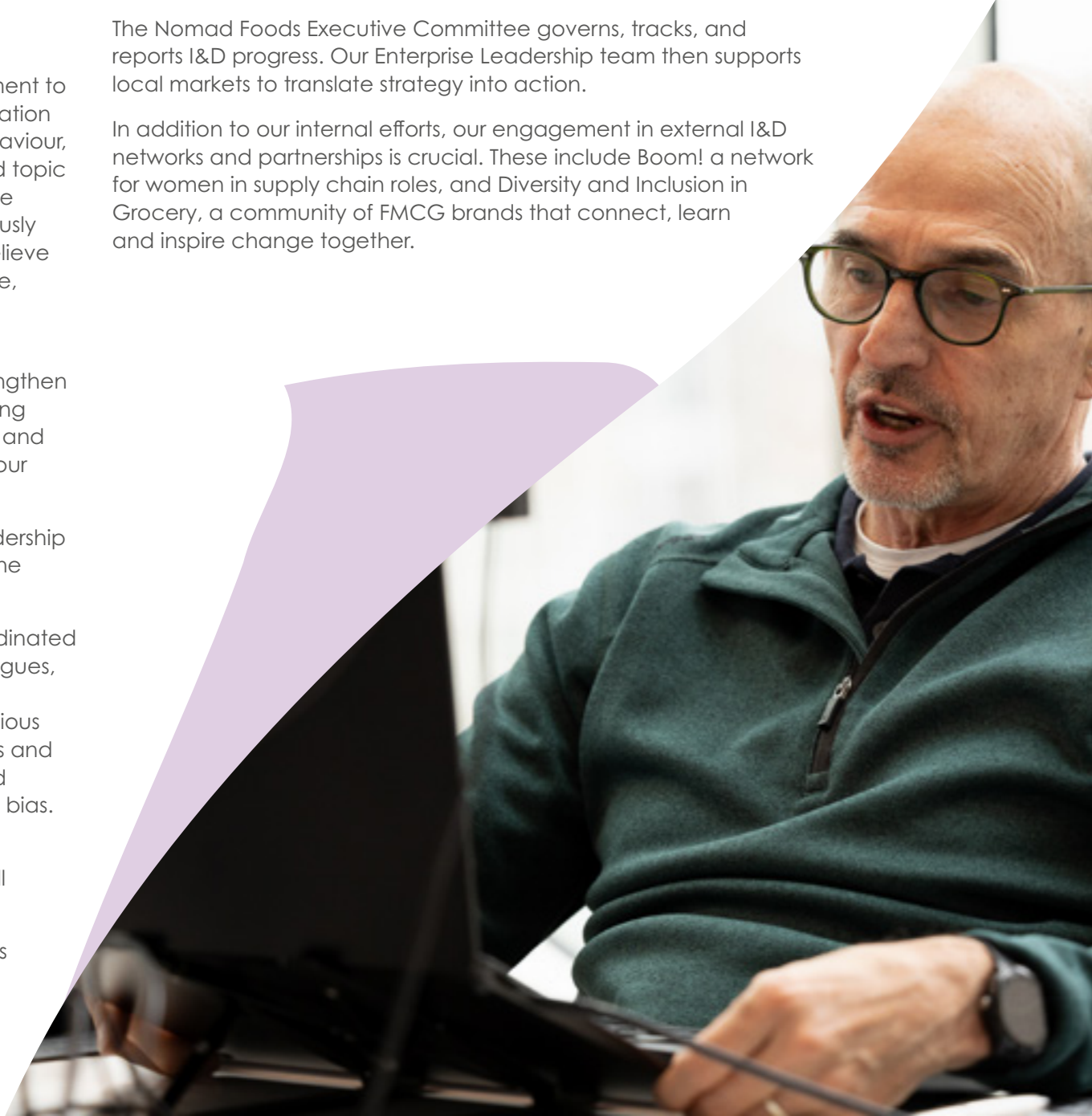
Our Inclusion and Diversity (I&D) Policy explains our commitment to creating an inclusive workplace. It also highlights our expectation that all Nomad Foods employees demonstrate inclusive behaviour, drive their continuous professional development in the broad topic of I&D, apply their insight and learning into everyday practice and hold themselves and others accountable to be consciously inclusive. By each of us adopting an inclusive mindset we believe we will create the conditions for diversity, in its broadest sense, to flourish.

Our I&D focus for 2021 –2023 is designed to expand and accelerate inclusion and diversity at Nomad Foods and strengthen governance. It is founded on extensive evidence that focusing on inclusion will lead to greater and more sustained diversity and business performance. We are taking positive action in the four areas proven to make the biggest impact:

- ◉ **Inclusive Leadership:** a rolling programme of inclusive leadership development starting with a focus on senior leaders and the HR team.
- ◉ **Inclusive Culture:** an annual calendar of I&D events co-ordinated by our employee networks, designed to engage all colleagues, raise Diversity, Equity and Inclusion awareness and inspire positive action. Underpinning this programme is our Conscious Inclusion curriculum, a curated selection of bite-size videos and materials in all Nomad Foods languages, designed to build baseline knowledge of key I&D topics such as allyship and bias.
- ◉ **Inclusive Hiring:** ongoing inclusive hiring training for Line Managers and HR to build capability and embed I&D in all recruitment processes.
- ◉ **Focus on Facts:** an I&D data capture process that provides greater transparency for all employees and enables the company to track and report progress.

The Nomad Foods Executive Committee governs, tracks, and reports I&D progress. Our Enterprise Leadership team then supports local markets to translate strategy into action.

In addition to our internal efforts, our engagement in external I&D networks and partnerships is crucial. These include Boom! a network for women in supply chain roles, and Diversity and Inclusion in Grocery, a community of FMCG brands that connect, learn and inspire change together.



Progress

In 2023, 36.3% of our employees were female, up from 31.9% in 2022, while the proportion of our Enterprise Leadership team and Executive Committee who were female remained largely flat at 27%.

Whilst we have increased our representation of women across the total organisation, our gender pay gap for our Nomad Foods Europe Limited entity (431 employees) has increased compared to prior year. Our mean gender pay gap has increased 1.1% from 26.2% to 27.3%, and our median gender pay gap has increased 3.7% from 27.7% to 31.4%. The overall proportion of women employed by our Nomad Foods Europe Limited entity has increased by 1.2%, however, our pay gap is predominantly driven by under representation of women at senior leadership roles.

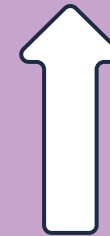
We are committed to supporting women to realise their full potential and ultimately ensure fair representation of women in senior management and leadership roles. That is why in 2023, we continued to invest in SHINE, an international programme to develop high-potential female employees. This year, the SHINE event saw 40 high talent women in Nomad Foods come together to take part in workshops and courses.

In 2023, we continued to train and engage our leaders on our I&D curriculum, with some of this training rolled out more broadly across the business. Our inclusive leadership training comprises of three sessions covering conscious inclusion, inclusive hiring and inclusive leadership, underpinned by a conscious inclusion online curriculum. The interactive sessions were designed to help senior leaders understand what I&D means to Nomad Foods and how they can better support their teams. We also continued to roll out our inclusive hiring training and supported our line managers to put the principles they learned into practice, such as using diverse interview panels where possible. A total of 140 employees took part in this training in 2023.



36.3%

of our employees were female in 2023



2022
31.9%

2021
36%



27%

of our Enterprise Leadership team and Executive Committee were female in 2023

2022
27.8%

2021
28%



Promoting an inclusive culture at Nomad Foods

Building an inclusive culture where everyone feels valued and heard is a priority for us at Nomad Foods. Each year we focus on developing this culture through a series of events that bring people together and raise awareness of different themes.

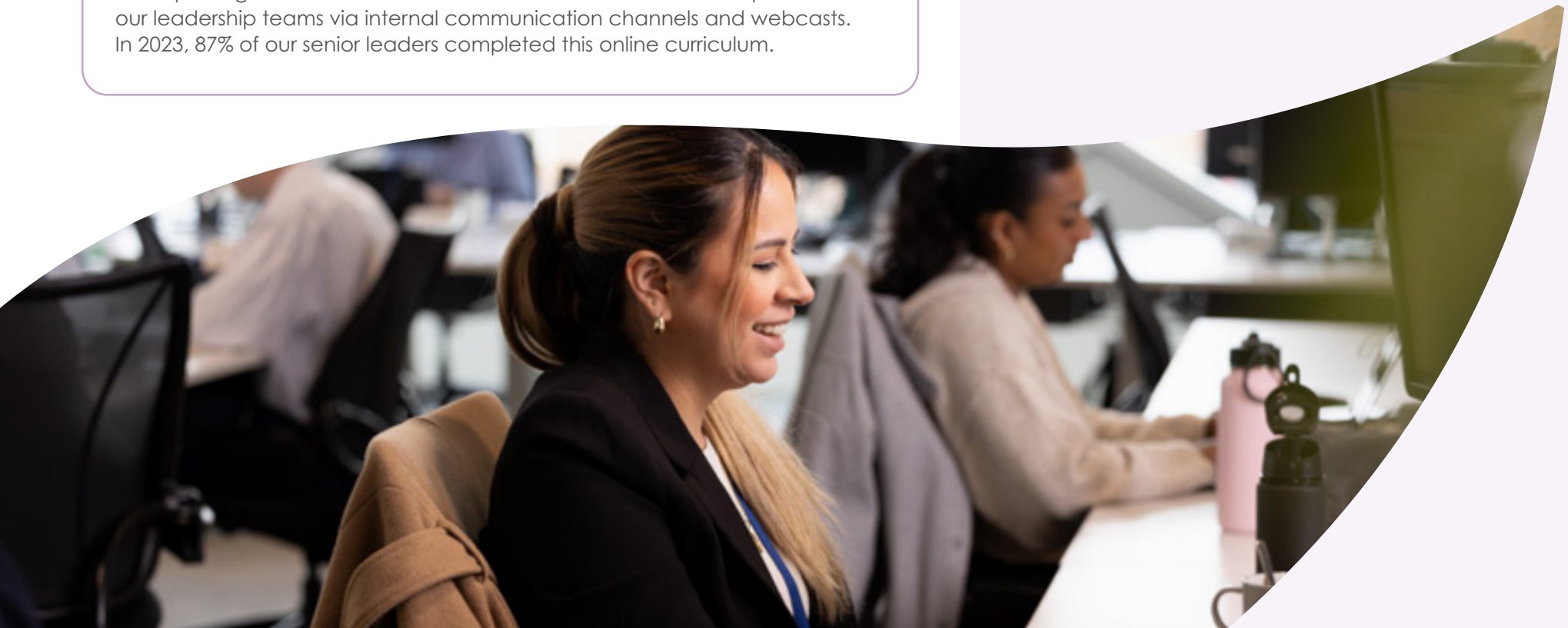
2023 events included a "global moment" where colleagues from across the business connected over their passion for food and, through it, shared their cultural heritage. We celebrated International Women's Day, saw our male colleagues share their stories as part of International Men's Day and even spoke to two Olympic champions about what PRIDE means to them as part of PRIDE week.

Underpinning all our events is our inclusive curriculum, which we promote to our leadership teams via internal communication channels and webcasts. In 2023, 87% of our senior leaders completed this online curriculum.

Future plans

In 2024 we will continue to raise awareness and educate employees on the part they play in creating an inclusive culture.

We plan to have quarterly themes around inclusion, which local markets and individual teams can activate in a way that is meaningful for them, and we will provide teams with a global template and toolkit to support them in doing so.





Data

98 Data tables

112 GRI index

117 References



Data tables

Governance

Scale of the organisation	2021*	2022	2023
Total employees in workforce**	4,538	7,535	7,896
Employees working in factories**	3,075	4,110	2,963
Total employees by region			
<i>Austria</i>	79	81	77
<i>Belgium</i>	39	35	47
<i>Bosnia & Herzegovina</i>	0	319	323
<i>Croatia</i>	0	977	1,073
<i>Denmark</i>	6	4	5
<i>Finland</i>	23	19	20
<i>France</i>	321	305	306
<i>Germany</i>	1,192	1,338	1,269
<i>Hungary</i>	0	8	***
<i>Ireland</i>	402	407	406
<i>Italy</i>	448	481	449
<i>Kosovo</i>	0	29	***
<i>Macedonia</i>	0	59	***
<i>Montenegro</i>	0	96	***
<i>Netherlands</i>	25	28	26
<i>Norway</i>	209	193	203
<i>Portugal</i>	25	28	27
<i>Serbia</i>	0	1,169	1,370
<i>Slovenia</i>	0	43	233
<i>Spain</i>	261	266	254
<i>Sweden</i>	155	214	162
<i>Switzerland</i>	0	80	88
<i>United Kingdom</i>	1,347	1,355	1,557
<i>United States</i>	1	1	1

*2022 and 2023 data includes our Adriatics business

**Data includes all full time and part time employees

***Data points are combined together under Serbia

Governance	2021	2022	2023*
Confirmed incidents of corruption	0	0	0
Confirmed incidents in which employees were dismissed or disciplined for corruption	0	0	0
Confirmed incidents when contracts with business partners were terminated or not renewed due to violations related to corruption	0	0	0
Public legal cases regarding corruption brought against Nomad or its employees	0	0	0
Legal actions pending or completed during the reporting period regarding anti-competitive behaviour and violations or anti-trust and monopoly legislation	0	0	0
Number of whistleblower reports received	2	0	12

*2023 data includes our Adriatics business

Better Sourcing

Fish and seafood*	2021	2022	2023
MSC or ASC certified products across our global portfolio	883	940	886
Nomad Foods sales volume that is MSC or ASC labelled (%)	95.5	96.5	98.2
<i>Adriatics sales volume that is MSC or ASC labelled (%)</i>	-	-	0
<i>Nomad Foods total (including Adriatics) sales volume that is MSC or ASC labelled (%)</i>	-	-	92.5
Nomad Foods sales volume that is MSC labelled (%)	95.6	96.5	98.2
<i>Adriatics sales volume that is MSC labelled (%)</i>	-	-	0
<i>Nomad Foods total (including Adriatics) sales volume that is MSC labelled (%)</i>	-	-	92.6
Nomad Foods sales volume that is ASC labelled (%)	89.9	82.6	96.6
<i>Adriatics sales volume that is ASC labelled (%)</i>	-	-	0
<i>Nomad Foods total (including Adriatics) sales volume that is ASC labelled (%)</i>	-	-	91.6
Purchased fish and seafood volume that is MSC or ASC certified (%)*	98	98.9	99.5
% MSC certified	98	99.0	99.5
% ASC certified	96	95.5	99.1
Markets where Fish Provenance Tool has been implemented	10	10	11

*Data excludes our Adriatics business unless otherwise stated. Nomad Foods Group total includes both Findus Switzerland and our Adriatics business

Agriculture	2021	2022	2023
Vegetables produced using sustainable farming practices (%)*	88.09	90.8	92.3
Purchased volume of palm oil for inhouse production which is verified by standard (%)*	100	99.9	100
RSPO – Certified segregated (%)	100	99.4	100
RSPO – Mass balance (%)	0	0.6	0
Purchased volume of palm oil that is uncertified (%)	0	0.008	0
Purchased volume of soy footprint that is “responsible” as per policy (%)**	17	24	14

*Defined as our suppliers (contracted, bulk and co-pack) that achieve FSA silver or above

**Soy credits purchased to cover remaining volumes



Animal welfare	2021	2022	2023
Purchased volume of animals by breed type (Tonnes)	146,654	137,538	119,752
Purchased volume that is fish and seafood (%)	74.2	73.26	73.3
Purchased volume that is poultry (%)	17	17.5	17.7
Purchased volume that is red meat (%)	8.8	9.24	8.9
Purchased volume of poultry from non-cage reared chickens (%)	100	100	100
Purchased volume of eggs from non-cage reared chickens (%)	100	100	100

Standard	Better Chicken Commitment	2023 performance
EU legislation	Comply with all EU animal welfare laws and regulations, regardless of the country of production	100% compliant
Stocking density	Implement a maximum stocking density of 30kg/m ² or less	25% of suppliers supply <30mk/m ²
Genetics	Adopt breeds that demonstrate higher welfare outcomes	We are reviewing the possibility to transition supply to slow grow. At present, Nomad Foods' supply of slow grow breeds is limited (5% of our supplier base).
Improved environmental standards	Cage free, LUX (50) and daylight requirements and access to enrichment	<p>Cage free: 100%</p> <p>LUX: 70% LUX 20 –30</p> <p>Daylight: 45% of our suppliers provide natural daylight to some of their birds and 35% of our suppliers provide more than 80% of birds with access to natural daylight</p> <p>Enrichment: 45% offer enrichment</p>
Stunning method	Adopt controlled atmospheric stunning using inert gas or multi-phase systems, or effective electrical stunning without live inversion	100% of birds are stunned prior to slaughter and in 2023, 35% of our suppliers used controlled atmospheric stunning
Third party auditing	Demonstrate compliance with the above standards via third-party auditing and annual public reporting on progress towards this commitment	Our survey shows that 45% of our suppliers are already compliant with one of the Nomad Foods accepted third party assurance schemes that we will be mandating between now and the end of 2025. Note, the schemes do not assure against all BCC standards – there are very few options for third party assurance against BCC currently.



Social impact of supply chain	2021	2022	2023
Tier one direct suppliers registered and completed SAQ on Sedex (%)	95	95	96
Tier one direct suppliers risk-assessed using Sedex Risk Assessment tool (%)	100	100	100
New Tier one direct suppliers screened using social criteria (%)	100	100	100
Number of high risk suppliers*	-	174	71
Number of medium risk suppliers	-	460	853
Number of low risk suppliers	-	377	167
Number of suppliers audited	131	125	41
Total number of non-compliances	-	-	235
By type			
Critical	-	-	9
Major	-	-	34
By category			
Business Ethics	-	-	4
Children & Young Workers	-	-	3
Discrimination	-	-	4
Employment is freely chosen	-	-	3
Entitlement to work	-	-	2
Environment	-	-	12
Freedom of Association	-	-	2
Harsh Treatment	-	-	7
Health and safety	-	-	115
Management Systems	-	-	14
Regular Employment	-	-	6
Wages	-	-	23
Working Hours	-	-	42
Total number of high-risk suppliers supported in corrective action plan implementation	-	-	41
Total number of Tier one suppliers	-	-	1,184
Total number of significant suppliers in Tier one**	-	-	138
Percentage of total spend on significant suppliers in Tier one (%)**	-	-	85

*Based on our supplier risk assessment methodology

**Significant suppliers are suppliers that are identified as having substantial risks of negative ESG impacts of significant business relevance to the company or a combination of both

Better Nutrition

Health and nutrition	2021*	2022	2023
Percentage of total net sales from branded products assessed and classified as Healthier Meal Choices (%)	91.5	93.3	93.9
Percentage of total volume sales from branded products assessed and classified as Healthier Meal Choices (%)	-	94.2	95.2
Percentage of total net sales from branded Everyday Food products assessed and classified as Healthier Meal Choices (%)	-	97.7	97.4
Percentage of total volume sales from branded Everyday Foods products assessed and classified as Healthier Meal Choices (%)	-	98	98.1
Percentage of total net sales from branded Occasional Foods products assessed and classified as Healthier Meal Choices (%)	-	57.2	64.2
Percentage of total volume sales from branded Occasional Foods products assessed and classified as Healthier Meal Choices (%)	-	58.1	67.9
New product innovations that are assessed and classified as a Healthier Meal Choice (%)	95	97	94
Percentage of total net sales from nutritionally optimised non-HMC products as a % of total non-HMC net sales (%)	9.5	6.6	10.1
Percentage of total volume sales from nutritionally optimised non-HMC products as a % of total non-HMC net sales (%)	-	8.1	11.5
Percentage of total net sales from branded nutritionally optimised products (%)	-	8.4	7
Percentage of total volumes from branded nutritionally optimised products (%)	-	7.5	6

*2021 data excludes Findus Switzerland

Additives	2021	2022	2023
Branded products without flavour enhancers, artificial flavours and artificial colourants (%)	98	99	99.4
Food safety and quality	2021	2022	2023
Supplying sites within Nomad Foods supply chain operating to an international safety system (%)	98	95	95
Incidents concerning food safety and quality	10	14	17



Better Operations

GHG emissions	2019	2021	2022				2023			
	Nomad Foods Legacy	Nomad Foods Legacy	Nomad Foods Legacy	Findus Switzerland	Adriatics business	Nomad Foods Total	Nomad Foods Legacy	Findus Switzerland	Adriatics business	Nomad Foods Total
Absolute emissions										
Scope 1 GHG emissions (kilotons CO ₂ e)	67.27	91.96	85.21	0.63	28.44	114.28	80.20	0.70	27.38	108.28
Scope 2 GHG emissions market based (kilotons CO ₂ e)	47.53	7.04	0.04	0.06	20.31	20.41	0.0	0.01	3.06	3.07
Scope 2 GHG emissions location based (kilotons CO ₂ e)	-	-	-	-	-	-	38.11	0.01	24.63	62.75
Scope 3 GHG emissions (kilotons CO ₂ e)	222.99	191.01	173.55	1.93	142.95	318.43	139.69	1.26	138.38	279.34
Total GHG emission (kilotons CO ₂ e)	337.8	290.0	258.80	2.62	191.70	453.12	219.89	1.97	168.82	390.68
Emissions intensity										
Scope 1 GHG emissions intensity (kgCO ₂ e per tonne of finished goods)	126.0	-	-	-	-	-	164.9	165.5	341.4	187.5
Scope 2 GHG emissions intensity market based (kgCO ₂ e per tonne of finished goods)	88.0	-	-	-	-	-	0.0	3.1	43.2	4.9
Scope 2 GHG emissions intensity location based (kgCO ₂ e per tonne of finished goods)	-	-	-	-	-	-	77.3	3.1	412.6	112.6
Scope 3 GHG emissions intensity (kgCO ₂ e per tonne of finished goods)	400.5	-	-	-	-	-	273.6	240.0	1,676.7	442.5
Total GHG emissions intensity market based (kgCO ₂ e per tonne of finished goods)	614.5	479.6	467.8	553.3	2,092.8	668.8	438.5	408.6	2,061.3	634.9
Supplier GHG emission targets							2022		2023	
Percentage of top suppliers by emissions with own SBTs*							-		19.1% set validated targets	
							-		19.0% committed to set targets	

*Excludes both Findus Switzerland and our Adriatics business

Energy	2021	2022				2023			
	Nomad Foods Legacy	Nomad Foods Legacy	Findus Switzerland	Adriatics business	Nomad Foods Total	Nomad Foods Legacy	Findus Switzerland	Adriatics business	Nomad Foods Total
Total energy consumption, purchased or self-generated (kWh)	-	-	-	-	-	540,713,274	7,373,417	59,059,080	607,145,771
Total energy consumption from non-renewable sources, purchased or self-generated (kWh)	-	-	-	-	-	377,032,922	7,373,417	24,427,591	408,833,930
Total energy consumption from renewable sources, purchased or self-generated (kWh)	-	-	-	-	-	163,680,352	0	34,631,489	198,311,841
Total fuel consumption from non-renewable sources, broken down by fuel type (kWh)	444,962,250	405,702,875	3,053,360	20,948,052	429,704,288	376,506,356	3,377,830	16,247,153	396,131,339
<i>Natural gas (%)</i>	97.6	95.8	99.9	90.9	95.6	88.8	99.99	89.9	89.0
<i>Diesel (%)</i>	0.7	2.5	0.0	5.9	2.6	6.5	0.0	7.2	6.4
<i>Petrol (%)</i>	0.0	0.0	0.01	0.1	0.01	0.02	0.01	0.05	0.02
<i>Propane (owned or controlled by Nomad Foods) (%)</i>	1.7	1.7	0.0	2.5	1.7	4.7	0.0	2.5	4.6
<i>LPG (%)</i>	0.0	0.0	0.0	0.6	0.03	0.0	0.0	0.3	0.01
Total energy consumption from renewable sources, broken down by source* (kWh)	154,777,593	166,813,086	0.0	0.0	166,813,086	163,414,442	0.0	34,631,489	198,045,931
<i>Wind (%)</i>	20.1	35.5	0.0	0.0	35.5	21.4	0.0	0.3	17.7
<i>Hydro (%)</i>	48.1	43.6	0.0	0.0	43.6	53.8	0.0	99.7	61.8
<i>Solar (%)</i>	2.8	2.8	0.0	0.0	2.8	4.4	0.0	0.0	3.6
<i>Biomass (%)</i>	25.7	14.5	0.0	0.0	14.5	6.8	0.0	0.0	5.6
<i>Unspecified / Other (%)</i>	3.3	3.6	0.0	0.0	3.6	13.6	0.0	0.0	11.2
Total Scope 2 energy consumption by energy source (kWh)	188,343,508	167,062,926	4,204,897	41,334,496	212,602,318	163,680,352	3,995,550	42,624,863	210,300,765
<i>Grid-supplied electricity generated from a variety of fuel mixes (%)</i>	17.7	0.0	100.0	85.6	18.6	0.0	100.0	8.3	3.6
<i>Renewable energy self-generated or purchased (%)</i>	82.2	99.9	0.0	0.0	78.5	99.8	0.0	81.2	94.2
<i>Purchased steam (%)</i>	0.0	0.0	0.0	14.4	2.8	0.0	0.0	10.4	2.1
<i>District heating from renewable sources (%)</i>	0.0	0.0	0.0	0.0	0.0	0.2	0.0	0.0	0.1
<i>District heating (%)</i>	0.1	0.1	0.0	0.0	0.1	0.0	0.0	0.0	0.0

*Excludes biogas and wooden pellets for heating

Waste and materials for re-use	2021	2022				2023			
	Nomad Foods Legacy	Nomad Foods Legacy	Findus Switzerland	Adriatics business	Nomad Foods Total	Nomad Foods Legacy	Findus Switzerland	Adriatics business	Nomad Foods Total
Volume of waste materials by waste type* (Tonnes)	52,557	46,738	317	8,889	55,944	41,369	276	7,006	48,650
Edible food waste (%)	37.2	37.5	71.3	69.3	42.7	35.7	71.7	54.3	38.6
Inedible food waste (%)	27.3	27.7	0.0	1.6	23.4	28.1	0.0	2.8	24.3
Packaging waste (%)	26.1	25.7	11.6	19.8	24.7	27.2	31.3	23.1	26.5
Rest of non-hazardous waste (%)	9.2	8.6	16.0	7.7	8.5	8.7	14.7	9.4	8.9
Hazardous waste (%)	0.4	0.6	1.1	1.5	0.7	0.3	2.2	10.4**	1.7
Weight of hazardous waste by disposal method (Tonnes)	186.3	263.0	3.5	133.7	400.1	104.4	6.0	727.8	838.2
Closed loop (%)	-	-	-	-	-	11.6	0.0	0.0	1.4
Open loop (%)	-	-	-	-	-	70.2	9.1	98.6	94.5
Incineration for energy recovery (%)	-	-	-	-	-	10.9	90.9	0.9	2.8
Incineration without energy recovery (%)	-	-	-	-	-	2.8	0.0	0.4	0.7
Landfill (%)	-	-	-	-	-	4.5	0.0	0.0	0.6
Sewers (%)	-	-	-	-	-	0.0	0.0	0.0	0.0
Weight of non-hazardous waste by disposal method (Tonnes)	52,371	46,463	314	8,752	55,529	41,265	270	6,278	47,812
Closed loop (%)	43.0	50.8	87.6	84.7	56.4	50.6	89.1	80.1	54.7
Open loop (%)	48.6	42.0	0.0	8.8	36.5	41.9	0.0	11.7	37.7
Incineration for energy recovery (%)	7.0	6.0	12.4	0.003	5.1	6.1	10.9	0.04	5.3
Incineration without energy recovery (%)	0.01	0.001	0.0	0.0	0.001	0.01	0.0	0.0001	0.01
Landfill (%)	1.4	1.2	0.0	6.5	2.0	1.4	0.0	8.2	2.3
Sewers (%)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Meal equivalents of food given to food banks (Meal equivalents)	668,347	869,588.82	28,572.0	n/a	898,160.82	825,051.40	28,572.0	60,239.30	913,862.70
Markets where Nomad Foods is engaged in reducing waste, e.g. through donations to food banks or charities	11	12	1	n/a	13	13	1	2	16

*Edible food waste is food disposed of that was edible for human consumption prior to disposal. Inedible food waste covers materials arising from food or drink preparation that is not edible under normal circumstances (e.g., red cabbage stems, pea pods, leaves, potato peeling). Any materials that are repurposed for animal feed and surplus food (sent to food charities) are neither considered waste, nor included in waste reporting.

**Includes 710 tonnes of freezers.



Food loss and waste*	2021		2022								2023									
	Nomad Foods Legacy		Nomad Foods Legacy		Findus Switzerland		Adriatics business		Nomad Foods Total		Nomad Foods Legacy		Findus Switzerland		Adriatics business		Nomad Foods Total			
	Tonne	%**	Tonne	%**	Tonne	%**	Tonne	%**	Tonne	%**	Tonne	%**	Tonne	%**	Tonne	%**	Tonne	%**	Tonne	%**
Edible food loss	15,284	2.6	12,364	2.3	0	0.0	1,206	1.8	13,569	2.2	16,136	3.3	0	0.0	295	0.5	16,431	3.0		
Inedible food loss	7,767	1.3	6,016	1.3	0	0.0	0	0.0	6,916	1.1	6,559	1.4	0	0.0	0	0.0	6,559	1.2		
Edible and inedible food loss	23,050.8	3.9	19,279.5	3.6	0	0.0	1,205.5	1.8	20,484.9	3.4	22,695	4.67	0	0.0	295	0.51	22,990	4.19		
Edible food waste	19,535	3.3	17,509	3.3	226	5.2	6,163	9.0	23,898	3.9	14,784	3.0	198	4.7	3,804	6.5	18,786	3.4		
Inedible food waste	14,329	2.4	12,947	2.4	0	0.0	139	0.2	13,086	2.2	11,632	2.4	0	0.0	197	0.3	11,830	2.2		
Edible and inedible food waste	33,864	5.7	30,456	5.7	226	5.2	6,303	9.2	36,985	6.1	26,417	5.4	198	4.7	4,001	6.9	30,615	5.6		
Edible food loss and waste	34,818	5.9	29,872	5.6	226	5.2	7,369	10.8	37,467	6.2	30,920	6.4	198	4.7	4,099	7.0	35,216	6.4		
Inedible food loss and waste	22,097	3.8	19,863	3.7	0	0.0	139	0.2	20,002	3.3	18,192	3.7	0	0.0	197	0.3	18,389	3.4		
Edible and inedible food loss and waste	56,915	9.7	49,735	9.3	226	5.2	7,509	11.0	57,470	9.4	49,112	10.1	198	4.7	4,296	7.4	53,605	9.8		
											Tonne	%***	Tonne	%***	Tonne	%***	Tonne	%***		
Total weight of all food loss and waste	-	-	-	-	-	-	-	-	-	-	49,112	100.0	198	100.0	4,296	100.0	53,605	100.0		
Total food loss and waste used for alternative purposes	-	-	-	-	-	-	-	-	-	-	48,866	99.5	198	100.0	4,202	97.8	53,276	99.4		
<i>Optimisation (animal feed)</i>	-	-	-	-	-	-	-	-	-	-	22,695	46.2	0.0	0.0	295	6.9	22,990	42.9		
<i>Anaerobic digestion</i>	-	-	-	-	-	-	-	-	-	-	13,130	26.7	198	100.0	3,859	89.8	17,187	32.1		
<i>Compost</i>	-	-	-	-	-	-	-	-	-	-	13,041	26.6	0	0.0	49	1.1	13,090	24.4		
Total food waste disposed	-	-	-	-	-	-	-	-	-	-	245	0.5	0	0.0	94	2.2	339	0.6		
<i>Incineration for energy recovery</i>	-	-	-	-	-	-	-	-	-	-	245	0.5	0	0.0	0	0.0	245	0.5		
<i>Incineration without energy recovery</i>	-	-	-	-	-	-	-	-	-	-	0	0.0	0	0.0	0	0.0	0	0.0		
<i>Landfill</i>	-	-	-	-	-	-	-	-	-	-	0	0.0	0	0.0	94	2.2	94	0.2		
<i>Sewers</i>	-	-	-	-	-	-	-	-	-	-	0	0.0	0	0.0	0	0.0	0	0.0		
Food loss and waste intensity (Tonne/ tonne of product)	-	-	-	-	-	-	-	-	-	-	10.10		4.69		7.37		9.77			

*Food loss and waste refers to any food (or drink) produced for human consumption that has, or has had, the reasonable potential to be eaten, together with any associated unavoidable parts, which are removed from the food supply chain. Food materials that are sent to animal feed are classified as food loss, while materials sent to anaerobic digestion, composting, incineration or landfill are classified as food waste as per the as per EU Waste Framework Directive (WFD, Directive 2008/98/EC). Edible food loss or waste is food disposed of that was edible for human consumption prior to disposal. Inedible food loss or waste covers materials arising from food or drink preparation that is not edible under normal circumstances (e.g., red cabbage stems, pea pods, leaves, potato peeling).

**% of total food production

***% of total food loss and waste



Water	2021	2022				2023			
	Nomad Foods Legacy	Nomad Foods Legacy	Findus Switzerland	Adriatics business	Nomad Foods Total	Nomad Foods Legacy	Findus Switzerland	Adriatics business	Nomad Foods Total
Volume of freshwater consumption by source (m ³)	5,956,822	4,920,606	34,547	641,659	5,596,812	4,344,728	36,025	553,517	4,934,270
Well (%)	69.4	67.0	0.0	76.3	67.6	63.1	0.0	75.7	64.1
Municipality (%)	30.6	33.0	100.0	23.7	32.4	36.9	100	24.3	35.9
Volume of effluent water discharge (m ³)	4,431,797	3,900,972	27,642	569,564	4,498,178	3,445,645	28,826	512,475	3,986,946
Volume of total net freshwater consumption (m ³)	1,525,025	1,019,633	6,905	72,095	1,098,634	899,083	7,199	41,042	947,324

Packaging	2021	2022	2023
Packaging material that is recyclable (%)	90.4	96.5	95.86
Primary packaging material that is made out of recycled and/or certified material (%)	61.2	62.1	92.79
Paper/Wood/Fibre packaging that is made out of recycled and/or certified material (%)*	-	-	98.67
Recycled content in all plastic packaging (%)**	-	-	5.35
Total weight of packaging reduced annually (Tonnes)	-	-	124.73

*Data includes paper and wood fibre packaging at all levels (primary, secondary and tertiary)

**Data includes flexible and rigid plastic packaging at all levels (primary, secondary and tertiary)



Employment health and safety	2021	2022	2023
Lost time injury frequency rate (Number of lost-time injuries per million hours worked)			
Nomad Foods managed factories (excluding our Adriatics business)	8.1	4.4	5.8
Nomad Foods managed factories (including our Adriatics business)	8	6.5	5.9
All supply chain operations (including our Adriatics business)	8.3	7	5.9
Number of fatalities as a result of work-related injury			
Nomad Foods managed factories (excluding our Adriatics business)	0	0	0
Nomad Foods managed factories (including our Adriatics business)	0	1	0
All supply chain operations (including our Adriatics business)	0	1	0
Rate of fatalities as a result of work-related injuries (Number of fatalities per million hours worked)			
Nomad Foods managed factories (excluding our Adriatics business)	0	0	0
Nomad Foods managed factories (including our Adriatics business)	0	0.08	0
All supply chain operations (including our Adriatics business)	0	0.06	0
Number of high consequence work-related injuries			
Nomad Foods managed factories (excluding our Adriatics business)	609	463	269
Nomad Foods managed factories (including our Adriatics business)	-	-	-
All supply chain operations (including our Adriatics business)	-	-	-
Rate of high consequence work-related injuries (Number of high consequence injuries per million hours worked)			
Nomad Foods managed factories (excluding our Adriatics business)	17.2	11.4	10.4
Nomad Foods managed factories (including our Adriatics business)	-	-	-
All supply chain operations (including our Adriatics business)	-	-	-
Number of total recordable work-related injuries (LTA and MTC)			
Nomad Foods managed factories (excluding our Adriatics business)	71	39	50
Nomad Foods managed factories (including our Adriatics business)	102	77	74
All supply chain operations (including our Adriatics business)	131	105	93
Rate of total recordable work-related injuries (Number of recordable injuries per million hours worked)			
Nomad Foods managed factories (excluding our Adriatics business)	8.8	4.8	6.6
Nomad Foods managed factories (including our Adriatics business)	8.5	6.7	6.7
All supply chain operations (including our Adriatics business)	8.7	7.3	6.5

Diversity, equity and inclusion	2021	2022	2023
Gender distribution amongst employees			
Female (%)	36	31.9	36.3
Male (%)	64	68.2	67.7
Gender distribution amongst employees by work level* – Female			
1 (%)	34	52.7	37.5
2 (%)	46	46.3	48.2
3 (%)	36	35.7	37.7
4–7 (%)	28	25.3	29.2
Gender distribution amongst employees by work level* – Male			
1 (%)	66	47.3	62.5
2 (%)	54	53.7	51.8
3 (%)	64	64.3	62.3
4–7 (%)	72	74.7	70.8
Age distribution amongst employees			
Under 30 years old (%)	12.1	15.4	13.5
30–50 years old (%)	50.5	49.1	47.2
Over 50 years old (%)	36.5	35.5	39.3
Number of employees who have attended inclusive hire training	164	132	140

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

Assurance Statement

The following sentence can be used in your sustainable report:



“The reported total CO₂eq emissions of **Nomad Foods** 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 –3:2020 –05, taking into account ISO 14064 –1:2019 –06 and ISO TR 14069:2013 –05.”

Berlin, 18 April 2024
GUTcert GmbH

David Kroll

Frank Blume

GRI index

GRI Standard	Description	Location
2-1 [Organisational details]	Legal name of the organisation	Annual report
	Nature of ownership and legal form	Annual report
	Location of headquarters	Nomad Foods overview
	Countries of operation	Nomad Foods overview
2-2 [Entities included in the organisation's sustainability reporting]	Entities included in sustainability reporting	ESG regulation and reporting
	Approach to consolidating information across multiple entities	ESG regulation and reporting
2.3 [Reporting period, frequency and contact point]	Reporting period	ESG regulation and reporting
	Contact point	Back page
2.5 [External assurance]	External assurance	ESG regulation and reporting
2.6 [Activities and workers]	Sector	Nomad Foods overview
	Value chain	Nomad Foods overview
	Business relationships	Sustainability risk and resilience
2.7 [Employees]	Total number of employees	Data tables
2.9 [Governance structure and composition]	Governance structure	Sustainability governance
	Gender composition of the highest governance body	Diversity, equity and inclusion
2-12 [Role of the highest governance body in overseeing the management of impacts]	Role of the highest governance body and senior executives	Sustainability governance
2-10 [Nomination and selection of the highest governance body]	Nomination and selection of the highest governance body	Annual report
2-11 [Chair of the highest governance body]	Chair of the highest governance body	Annual report
2-13 [Delegation of responsibility for managing impacts]	Delegation of responsibility for managing impacts	Sustainability governance
2-20 [Process to determine remuneration]	Process to determine remuneration	Annual report
2-22 [Statement on sustainable development strategy]	Statement on sustainable development strategy	CEO foreword
		Sustainability strategy
2-23 [Policy commitments]	Policy commitments for responsible business conduct	Sustainability governance Code of Business Principles Supplier Code of Conduct
2-24 [Embedding policy commitments]	Embedding policy commitments for responsible business conduct	Sustainability governance
2-26 [Mechanisms for seeking advice and raising concerns]	Mechanisms for seeking advice and raising concerns	Sustainability governance
2-29 [Approach to stakeholder engagement]	Approach to stakeholder engagement	Sustainability stakeholder engagement process

Material topics	Description	Location
GRI 3: Material Topics 2021		
3-1 [Process to determine material topics]	Process to determine material topics Stakeholders and experts informing process to determine material topics	Approach to materiality Approach to materiality
3-2 [List of material topics]	List of material topics Change to material topics	Approach to materiality Approach to materiality
Sector specific disclosures	Description	Location
GRI 205: Anti-corruption 2016		
3-3	Management approach	Anti-bribery and corruption
205-3	Confirmed incidents of corruption and actions taken	Data tables
GRI 205: Anti-competitive behaviour 2016		
3-3	Management approach	Sustainability governance
206-1	Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	Data tables
GRI 207: Tax 2019		
207-1	Approach to tax	Sustainability governance Annual report
207-2	Tax governance, control and risk management	Sustainability governance Annual report Tax Policy
GRI 301: Materials 2016		
3-3	Management approach	Packaging Data tables
301-2	Recycled input materials used	Packaging
GRI 302: Energy 2016		
3-3	Management approach	Climate change and greenhouse gases Data tables
302-1	Energy consumption within the organisation	Climate change and greenhouse gases Data tables

Sector specific disclosures	Description	Location
GRI 303: Water and effluents 2018		
3-3	Management approach	Waste and water Data tables Environment Policy
303-5	Water consumption	Waste and water Data tables
GRI 305: Emissions 2016		
3-3	Management approach	Climate change and greenhouse gases Data tables
305-1	Direct (Scope 1) GHG emissions	Climate change and greenhouse gases Data tables
305-2	Energy indirect (Scope 2) GHG emissions	Climate change and greenhouse gases Data tables
305-3	Other indirect (Scope 3) GHG emissions	Climate change and greenhouse gases Data tables
305-4	GHG emissions intensity	Climate change and greenhouse gases Data tables
305-5	Reduction of GHG emissions	Climate change and greenhouse gases Data tables
GRI 306: Waste 2020		
3-3	Management approach	Waste and water Data tables Environment Policy
306-2	Management of significant waste related impacts	Waste and water Packaging
306-3	Waste generated	Data tables
306-4	Waste diverted from disposal	Waste and water Data tables
306-5	Waste directed to disposal	Waste and water Data tables

Sector specific disclosures	Description	Location
GRI 403: Occupational health and safety 2018		
3-3	Management approach	Employee health, wellbeing and development Data tables
403-5	Worker training on occupational health and safety	Employee health, wellbeing and development
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Employee health, wellbeing and development
403-9	Work-related injuries	Employee health, wellbeing and development Data tables
GRI 404: Training and education 2016		
3-3	Management approach	Employee health, wellbeing and development Data tables
404-2	Programmes for upgrading employee skills and transition assistance programmes	Employee health, wellbeing and development
GRI 405: Diversity and equal opportunity 2016		
3-3	Management approach	Diversity, equity and inclusion Data tables
405-1	Diversity of governance bodies and employees	Diversity, equity and inclusion Data tables
GRI 414: Supplier social assessment 2016		
3-3	Management approach	Social impact of supply chain Data tables Code of Business Principles Supplier Code of Conduct
414-1	New suppliers that were screened using social criteria	Diversity, equity and inclusion Data tables
GRI 416: Customer health and safety 2016		
3-3	Management approach	Food safety and quality Data tables

Other material topics	Description	Location
Sourcing: Fish and seafood		
3-3	Management approach	Fish and seafood Data tables Fish and Seafood Sourcing Policy
Sourcing: Agriculture		
3-3	Management approach	Agriculture Data tables Agriculture Policy Soy Policy Palm Oil Policy
Sourcing: Animal welfare		
3-3	Management approach	Animal welfare Data tables
Nutrition: Health and nutrition		
3-3	Management approach	Health and nutrition Data tables Nutrition Policy
Nutrition: Additives		
3-3	Management approach	Additives Data tables
Nutrition: Alternative protein		
3-3	Management approach	Alternative protein
Nutrition: Responsible marketing		
3-3	Management approach	Responsible marketing

References

- 1 FAO (2021) [Food systems account for more than one third of global greenhouse gas emissions](#)
- 2 Ceres, (2021) [Feeding Ourselves Thirsty](#)
- 3 UNEP (2021) [Food system impacts on biodiversity loss](#)
- 4 FAO (2020) [Fisheries management works, so it's time to apply it more broadly](#)
- 5 Ibid
- 6 FAO (2022) [Record fisheries and aquaculture production makes critical contribution to global food security](#)
- 7 FAO (2022) [Greenhouse gas emissions from agrifood systems](#)
- 8 WWF (2023) [WWF basket: Food waste](#)
- 9 United Nations (2022) [Sustainable Development Goals, Zero Hunger](#)
- 10 UN Water (2021) [SDG 6- Water and sanitation for all](#)

Nomad Foods

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

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