INDIGO®
FOOD GROUP

SUSTAINABILITY MATTERS

SUSTAINABILITY REPORT **2025**

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EXECUTIVE SUMMARY

Welcome to Indigo Food Group's first Sustainability Report. Over the following pages, we will introduce our strategy and share our plans for the future as a responsible and ambitious business.

Indigo Food Group is lean, agile and growth focused but not at the expense of the environment and society. To ensure this, we have developed a set of clear commitments and targets founded on the pillars of **People, Planet and Product**. We strive to be an ethical business that leads with purpose.

We recognise that sustainability requires collaborative action and teamwork. To that end, we are working hard to embed sustainable practices throughout our organisation and by working collaboratively with our customers and supply chain to maximise our impact.

We would like to extend our sincere thanks to every member of Indigo Food Group for their dedication and commitment towards sustainability, helping us to drive forward change and enabling us to be the best we can.

We're excited to work towards our targets, embed People, Planet, Product into our business and report on the progress we've made in the future.

MARK WOODINGTON
Group Director

PETER HOBBS
Group Director

GROUP PROFILE

Site	Total Staff (2024)	Location	Site Specialism
BM FOODS	230	Bristol	Cooked sliced meats and ready-to-eat (RTE) chicken.
Edgmond Foods	170	Telford	Quiche, frittatas, savoury tarts and open-top pies.
THE WELSH PANTRY	210	Llantrisant	Sausage rolls, slices, pies and pasties.

Originally founded in 2003 by Mark Woodington and Peter Hobbs, Indigo Food Group was established through growth and acquisition, becoming the multi-award winning, £100 million plus business it is today.

Our entrepreneurial spirit sits at the heart of our business. We are focused, innovative, agile, flexible and responsible; essential ingredients for successful customer partnerships.

We have the flexibility to adapt easily to evolving customer requirements and changing consumer trends. Edgmond Foods and Welsh Pantry have dedicated development kitchens and new product development (NPD) teams enabling them to work collaboratively with our customers to meet changing needs.

KEY STATISTICS

610 **staff** across 3 sites

OVER £150,000 **donated** to charities and community groups

100% certified renewable electricity purchased across all sites

30% reduction in Scope 1 and 2 emissions* since 2023

100% RSPO certified sustainable palm oil used

26 nationalities in our diverse workforce

38% reduction in total accidents since 2022

5% reduction in total waste between 2023 and 2024

10.3 **tonnes of surplus food redistributed** to Fareshare between January and June 2025

SAVING 113 **tonnes of carbon emissions** by purchasing over 540,000 kWh of solar energy since 2023

*Market-based emissions allow recording of purchased renewable energy to count as reductions. Location-based emissions are related to electricity purchased from the grid. Location-based Scope 1 & 2 emissions have reduced by 6%

CERTIFICATIONS & PARTNERS

Certifications and memberships

All sites are BRC Global Standard (BRCGS) audited and approved.

BM Foods, which supplies our cooked sliced meats and ready to eat chicken is also Red Tractor certified.

Welsh Pantry and Edgmond Foods provide our bakery products, are both members of the Roundtable on Sustainable Palm Oil and use 100% certified sustainable palm oil.

Welsh Pantry is certified Green Dragon Level 5 which is equivalent to ISO 14001 and the Eco-Management and Audit Scheme.

All sites are members of SEDEX to ensure we maintain ethical and sustainable operations.

Charity and community partners

Indigo Food Group have donated over £150,000 to date to support charities including Sepsis UK, Cancer Research UK and the Iceland Foundation's work on tackling dementia https://ifcf.org.uk/dementia/.

SUSTAINABILITY GOVERNANCE

To reflect the importance we place on sustainability, accountability sits with the Board of Directors, with the Group Head of Sustainability reporting to the founding Group Directors.

The Board is co-chaired by Mark Woodington, Group Director and Amanda Wiseman, Group Head of Sustainability. The Board is responsible for:

- Setting the strategic direction of sustainability in line with business strategy and evolving trends.
- Signing off sustainability commitments and targets.
- Providing approval for investments.
- Responding and advising on how to manage opportunities and threats identified by the Sustainability Committee.

The Board meets to discuss sustainability on a quarterly basis.

The Sustainability Committee is co-chaired by Peter Hobbs, Group Director and Amanda Wiseman, Group Head of Sustainability. The Sustainability Committee consists of target owners and is responsible for:

- Developing targets.
- Reporting progress against targets.
- Identifying any risks and opportunities to be escalated to the Board.
- Building business cases for investment.
- Sharing knowledge and lessons learned with colleagues.

The Sustainability Committee meets every two months.

Each business within Indigo Food Group has a Business Working Group focussed on the delivery of projects at site level and tracking of impact. Each Business Working Group meets monthly. This governance structure was put in place in 2025 and may evolve over time.

Governance structure

Board

Sustainability Committee

Business Working Groups
BM Foods / Welsh Pantry / Edgmond Foods

SUSTAINABILITY STRATEGY DEVELOPMENT

To shape the direction of our sustainability strategy we followed the process below.

1

Identifying key issues

We conducted desk-based research and consulted with internal stakeholders, to assess a wide-range of food-related, sustainability topics and develop a long-list of issues to consider.

2

Agreeing material topics

We conducted a benchmarking exercise on these issues, looking at legislation, competitors, customers and consumer trends to give an external impact rating. We held a workshop with our key internal stakeholders to agree and prioritise the issues both of most importance and those that would enable us to make the biggest impact.

3

Defining our strategy and agreeing our commitments

We grouped our shortlist of material issues together under a set of over-riding commitments sitting under each pillar. These were refined and agreed with the Board.

4

Developing and agreeing our targets

We held 1-2-1 meetings with senior management teams that have an influence on each of our targets. We reviewed historic and current data, to help identify and develop a set of ambitious targets, which were then agreed with the Board.

5

Embedding in processes

Each target has an owner, a set of KPIs or plan to establish future KPIs. This will ensure future governance and delivery of our sustainability strategy. The table to follow shows the prioritisation of our material issues.

MATERIAL ISSUES

Our materiality assessment helped us to define which sustainability issues were the highest priority for our business. We recognise that all of these issues are important, and we must ensure we continue to monitor and address those deemed lower priority as we evolve our strategy.

	Pillar	Our Material Issues	External	Internal
1	People	Employee health and safety	High	High
6	Planet	Energy usage	High	High
7	Planet	Carbon reduction	High	High
8	Planet	Water	High	High
9	Planet	Deforestation	High	High
10	Planet	Waste, food waste and circular economy	High	High
13	Product	Sustainable and responsible sourcing	High	High
15	Product	Supply chain human rights	High	High
16	Product	Packaging	High	High
2	People	Supporting the local community	High	Medium
3	People	Equality, diversity and inclusion	High	Medium
12	Product	Promoting healthy and sustainable diets	High	Medium
14	Product	Animal welfare	High	Medium
5	People	Career and skills development	Medium	Medium
11	Planet	Biodiversity and nature	High	Low
4	People	Supporting young people and apprenticeships	Medium	Low

Colour key

People
Planet
Product

OUR SUSTAINABILITY STRATEGY

SUSTAINABILITY MATTERS

Based on the development process, we have established the following pillars and commitments which form the foundation of our sustainability strategy. In each of the following sections we detail the targets and KPIs that will be used to measure our delivery.

We have also mapped how our strategy supports the United Nations Sustainable Development Goals (UN SDGs). These global goals are a framework developed by the United Nations (UN) and agreed with all countries globally. The UN SDGs provide a shared blueprint for peace and prosperity for people and the planet, now and into the future, and businesses can demonstrate their commitment to these goals through the sustainability initiatives they deliver. An overview of the UN SDG is provided on this page.

OUR SUSTAINABILITY STRATEGY

This is a summary of our pillars, commitments, and the UN Sustainable Development Goals that our strategy will contribute to.

People Pillar - Supporting our employees and communities		**Planet Pillar** - Enhancing our operations to protect the environment		**Product Pillar** –Ensuring health, sustainability and quality of our products	
We will develop policies and procedures to prevent discrimination, ensure equality, diversity and inclusion to promote a responsible and inclusive environment.	5 GENDER EQUALITY 8 DECENT WORK AND ECONOMIC GROWTH 10 REDUCED INEQUALITIES	We will be net zero by 2050 against a 2023 baseline.	13 CLIMATE ACTION 15 LIFE ON LAND	We will support our customers in promoting healthy and sustainable diets.	3 GOOD HEALTH AND WELL-BEING 12 RESPONSIBLE CONSUMPTION AND PRODUCTION
We will ensure the health, safety and wellbeing of our employees.	3 GOOD HEALTH AND WELL-BEING	We will reduce waste on our sites and managing our waste in the most responsible way.	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	We will work collaboratively with our suppliers to ensure sustainable sourcing practices that meet the standards expected by our retail customers.	12 RESPONSIBLE CONSUMPTION AND PRODUCTION 15 LIFE ON LAND
We will support charitable giving and engage with community groups.	8 DECENT WORK AND ECONOMIC GROWTH 10 REDUCED INEQUALITIES	We will continue to maximise the value of surplus food and help to prevent food waste.	2 ZERO HUNGER 12 RESPONSIBLE CONSUMPTION AND PRODUCTION	We commit to adhering to meet the animal welfare standards expected by our retail customers.	12 RESPONSIBLE CONSUMPTION AND PRODUCTION
		We will target efficient use of energy and water in our operations.	6 CLEAN WATER AND SANITATION 7 AFFORDABLE AND CLEAN ENERGY		

PEOPLE
SUPPORTING OUR EMPLOYEES AND COMMUNITIES

PEOPLE

Supporting our employees and communities

Commitment	Target
We will develop policies and procedures to prevent discrimination, ensure equality, diversity and inclusion to promote a responsible and inclusive environment.	• Train employees on Sexual Harassment and Bullying to prevent discrimination and promote a fair and inclusive environment by December 2025. • Establish our gender pay gap baseline and report our gender pay gap annually. • Develop a set of targets and KPIs to support progress on closing the gender pay gap by December 2025. • Update our modern slavery statement annually. • Provide training to all Human Resources (HR) managers by December 2025 to enable them to spot any signs of modern slavery and child labour and take the appropriate action. • Partner with Stronger Together by December 2025 to ensure we recruit responsibly and offer fair work, free from exploitation. • Continue to review and audit temporary worker agencies for evidence for right to work on an ongoing basis.
We will ensure the health, safety and wellbeing of our employees.	• Aim to achieve a lower Accident Frequency Rate (AFR) than the Health and Safety Executive (HSE) industry average, on an annual basis. • Ensure members of the Health & Safety team complete the IOSH 30-point continual personal development competency framework on an annual basis. • Ensure all sites have adequately trained mental health first aiders by end of 2025.
We will support charitable giving and engage with community groups.	• Continue to support local causes and charity groups.

PEOPLE

Supporting our employees and communities

What we've done to date

- All businesses within Indigo Food Group are registered SEDEX members allowing us to monitor our ethical and responsible practices and those of our supply chain where suppliers give permission to share their performance.
- The HR team have been trained on spotting signs and escalating potential modern slavery risks through processes such as recruitment and pay roll.
- We have reduced our total accidents across the group by 38% since 2022.
- Indigo Food Group have donated over £150,000 to date to charities and community groups.

Sedex | Member

CASE STUDIES

Health and safety champions

To drive engagement and help embed a culture of health and safety across the business, we have rolled out Health and Safety Champion awards to all sites. This was first developed in 2024 at Edgmond Foods where they introduced an award to recognise the best performing team on health and safety for the month. Departments from across the site competed to win the Health & Safety Champion award, by demonstrating they have best performance on health and safety. The roll out of this initiative has helped to support a reduction of almost 50 fewer accidents across the group since 2022.

Training on worker protection

As part of our commitment to promote equality, diversity, and inclusion, we have engaged with ACAS to provide training on Sexual Harassment and Bullying for all senior and mid-level managers across Indigo Food Group. This training covers the definition of sexual harassment, employer responsibilities, complaint reporting, handling complaints, identifying unacceptable behaviour, and distinguishing bullying from harassment. So far 36 managers have undertaken this training, with excellent feedback.

What are we planning to do?

- Continue to evolve our approach to modern slavery, through strong partnerships, continuous improvement of our supplier assurance approach and further roll out of training on Sedex for the HR team and other relevant employees.
- Step change our approach to mental health, including investment in mental health first aiders and support for employees.
- Roll out improved standard operating procedures at all sites, developing Group-wide approaches and training all colleagues to help further reduce health and safety incidents.
- We will work with all our sites to develop a charity and local community partner plan that considers supporting causes of importance to our employees.

PLANET
ENHANCING OUR OPERATIONS TO PROTECT THE ENVIRONMENT

PLANET

Enhancing our operations to protect the environment

Commitment	Target
We will be net zero by 2050 against a 2023 baseline.	• Apply to set a climate target approved by the Science Based Target initiative by end of 2026*. • Achieve net zero by 2050 at the latest.
We will reduce waste on our sites and manage our waste in the most responsible way.	• 15% total waste reduction by 2030 compared with a baseline 2023 (relative to sales). • 15% increase in recycling by 2030 with a baseline of 2023 (relative to sales). • 25% reduction in food waste as a percentage of production by 2030 with a baseline of 2023.
We will continue to maximise the value of surplus food and help to prevent food waste.	• 25% increase in redistribution of food surplus by 2030 with a baseline of 2023.
We will target efficient use of energy and water in our operations.	• 10% decrease in energy by 2030 compared with a baseline of 2023, relative to sales. • 10% decrease in water by 2030 compared with a baseline of 2023, relative to sales.

*Timeframe for verification of net zero targets dependent on SBTi process

PLANET

Enhancing our operations to protect the environment

We have completed a carbon footprint to establish our baseline for the financial year of 2023, identify progress in 2024 and highlight any key carbon hotspots to focus on.

	2023 (tonnes CO_2e)	2024 (t CO_2e)	% change
Scope 1	3,070	2,743	-11%
Scope 2 Location-based	1,251	1,328	6%
Scope 2 Market-based	1,251	300	-76%
Scope 1 & 2 Location-based	4,321	4,071	-6%
Scope 1 & 2 Market-based	4,321	3,043	-30%
Scope 3	132,351	141,527	7%
Total emissions location-based	136,672	145,598	7%
Total emissions market-based	136,672	144,570	6%

Scope 1 = 3,070 (t CO_2e), 2%

Scope 2 = 1,251 (t CO_2e), 1%

Scope 3 = 132,351 (t CO_2e), 97%

What we've done to date

- We have calculated our baseline carbon footprint for 2023 and 2024 and identified our key hotspots and priority projects. Scope 3 emissions are our main source of carbon output, with BM Foods being the largest site contributor due to the meat-based products and the volumes it produces.
- We have worked alongside FareShare to help redistribute our surplus food, reduce food waste and help tackle food insecurity, redistributing the equivalent of nearly 25,000 meals in the first half of 2025.
- We have become a member of the Food Waste Reduction Roadmap to show our commitment to adopting a Target, Measure, Act approach to tackling food waste reduction and maximising the redistribution of surplus food for human consumption.
- We have purchased solar power at Welsh Pantry and BM Foods covering up to 5% of our total electricity usage, and in 2024 we began to purchase 100% renewable electricity across the whole of Indigo Food Group.
- We have reduced market-based scope 1 & 2 emissions* by 30% between 2023 & 2024 through investment in renewable electricity, reduction in process gas use and improvements in refrigeration and refrigerant gas use.

*Market-based emissions allow recording of purchased renewable energy to count against reductions. Location-based (gross emissions purchased from the grid) Scope 1 & 2 emissions have reduced by 6%

Circular food solution

BM Foods has a unique value proposition. We purchase surplus ham and cooked meats from food manufacturers that may otherwise go to waste. Since 2020 we have sold over 27,000 tonnes of trim alongside our other ready to eat cooked meat products, offering a circular solution for an industry challenge, saving great quality product from going to waste and helping to reduce emissions.

Investment in energy efficiency

At Indigo Food Group, we have made significant investment into environmental improvements and energy efficiency, such as installation of a Dissolved Air Flotation (DAF) plant at Welsh Pantry to treat wastewater and installing low-energy LED lighting, motion sensors, and Passive Infrared Sensors (PIR) sensors across all sites. We also continue to invest in specific efficiencies relevant to each site, such as improved air compressors, vacuum pumps, waste heat recovery and power factor correction to improve efficiency of energy use at BM Foods, introducing an integrated heat recovery system at Edgmond Foods and reducing voltage and optimising power at Welsh Pantry. Our site teams will continue to invest in energy efficient systems and where possible this will be rolled out across the group.

What are we planning to do?

- Based on our carbon footprint analysis we are developing a net zero plan, identifying priority projects for the business to deliver and proceeding to get our targets verified via the Science-Based Targets initiative.
- We are focusing on reducing food waste to improve profitability and sustainability. We will analyse data, prioritise waste reduction, and develop targeted projects for reduction and prevention. This includes engaging staff at all levels, establishing cost of waste, and considering capital investments where necessary. Where we have surplus food that cannot be prevented or redistributed to Fareshare, we will look for alternative routes. We have recently partnered with The Bread and Butter Thing to look at any additional opportunities working with them can offer.
- Edgmond Foods have committed to improve water management by commissioning a Dissolved Air Flotation (DAF) plant in 2026 which removes food residues from wastewater.

FareShare
fighting hunger, tackling food waste

The bread and butter thing.

PRODUCT
CONSISTENT QUALITY, HEALTH AND SUSTAINABILITY OF OUR PRODUCTS

PRODUCT

Consistent quality, health and sustainability of our products

Commitment	Target
We will support our customers in promoting healthy and sustainable diets.	• Develop an ongoing plan, in collaboration with our customers to support requirements on health, nutrition, and sustainability.
We will work collaboratively with our suppliers to ensure sustainable sourcing practices that meet the standards expected by our customers.	• Update our supplier assurance process to respond to evolving customer requirements by the end of 2026. • None of our raw materials are sourced from land converted or deforested after 31st Dec 2020 on an ongoing basis. • Ensure 100% of paper and cardboard used as primary and secondary packaging by business is Forest-Stewardship Council (FSC) or Programme for the Endorsement of Forest Certification (PEFC) by end of 2026. • Eliminate any problematic plastics from use within the business by end of 2027. • Continue to work in collaboration with our customers to develop a plan to reduce our packaging by 20% in tonnes relative to sales by 2035. • Continue to work in collaboration with our customers to support recycling by maximising the recyclability of our products, increase the use of recycled content where possible and feature the On Pack Recycling Label to improve recyclability in the home.
We commit to adhering to meet the animal welfare standards expected by our retail customers.	• To continue to meet customer requirements regarding animal welfare and promote higher welfare standards on an on-going basis.

PRODUCT

Consistent quality, health and sustainability of our products

What we've done to date

We recognise the importance of developing healthy and sustainable products.

- In 2014 both Edgmond Foods & Welsh Pantry became Roundtable on Sustainable Palm Oil (RSPO) members and use 100% RSPO certified palm oil.
- In 2022 Welsh Pantry successfully launched a first to market, palm-oil free, puff pastry chilled prepared product.
- Adhered to retailer own-label Food Standards Agency salt reduction targets, delivering an average of 8% salt reduction across relevant prepared products since 2017.
- BM Foods has been assured to Red Tractor standards on chicken covering welfare standards, traceability, food safety and welfare standard.

Packaging sustainability

BM Foods have been working on sustainability of plastic packaging since 2020. This work focusses on removal of unnecessary packaging, increasing recyclability and recycled content, and reducing weight where possible without affecting quality or shelf life. Highlights include removal of plastic shelf-ready packaging – saving 21t of plastic per year, moving all base trays to mono PET to help recyclability and using a minimum of 50% recycled content, and a 20% reduction in the thickness of thermoform trays used for ready-to-eat chicken.

Product health and reformulation

As part of our product development process at Edgmond Foods and Welsh Pantry we have worked with customers to develop and launch products that meet specific health requirements, such as on pack health claims, smaller snacking portions, overall portion control, and targeted reformulation to reduce the salt content of our products by an average of 8% in line with salt targets and customer requirements.

What are we planning to do?

- We will continue to embed our supplier assurance policy and process, allowing us to work in collaboration with suppliers to meet the high standards we demand for our customers across food safety, environmental sustainability, and nutritional quality.
- Work with our customers to increase our healthy product offer through new product development, including targeted formulation on specific ranges, increasing green, limiting amber, and reducing red traffic light labels without impacting technical or quality requirements and aiming for positive health claims such as five a day and protein.
- We will further develop our approach to packaging sustainability ensuring 100% of the paper and cardboard used comes from recognised certification schemes, eliminating problematic plastics, reducing weight and unnecessary packaging and working to improve the recyclability and recycled content of our packaging.

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