

DOING BUSINESS THE RIGHT WAY

Fresca Group Sustainability Report



YOUR FIRST CHOICE PRODUCE PARTNER



Contents

- 3 Group Structure
- 4 Message from our CEO
- 6 The Fresca Way

7 The Environment

- 8 Carbon and Energy
- 10 Solar Power
- 11 Avocado Centre of Excellence
- 12 Water Stewardship
- 13 Water & Food Waste
- 14 Packaging
- 16 Biodiversity

12 Customers

- 13 Science Based Targets

19 Our Communities

- 20 FareShare
- 21 Fairtrade and the Waitrose Foundation

22 People

- 20 Healthy, Safety and Welfare
- 24 Nurturing Talent
- 26 Worker Satisfaction
- 28 Financial & Lifestyle Benefits
- 29 Medical Benefits

- 30 GroceryAid
- 31 Equality, Diversity & Inclusion
- 32 Protecting Our People's Information

33 Responsible Sourcing

- 34 Human Rights
- 35 Collaboration and Networks
- 36 Sustainable Farming Frameworks
- 37 Fresquita Farms
- 38 Sustainable Risk Management

- 39 Our Goals

Group Structure

Operating Businesses

A leading force in the fresh produce industry both in the UK and abroad, Fresca Group Limited is a parent company and investor.

The portfolio of businesses and brands within the Group reflects a deep-rooted entrepreneurial spirit and drive. Whilst originally known as an importer and trader, selling to customers in the retail and wholesale sectors, the interests of the Group have broadened and, in recent years, vertical integration has become a key part in our story.

Fresca Group includes companies that own land and grow fresh produce, often together with specialist partners of global renown. This production is located both in the UK and further afield. The Group's facilities also add value to that produce with the capacity to ripen and pack to order.

Our aim is to operate and grow our business in a sustainable manner – that includes financially, practically, ethically and sustainably for the environment. Still dedicated to fresh produce and still privately owned (with in fact 45% being employee owned), Fresca Group can trace its roots back to a stand at Covent Garden Market 150 years ago.



Importer, packer, ripener and marketeer of fresh fruit. Based in Evesham, Worcestershire.



Growing, packing & marketing speciality tomatoes, peppers & cucumbers from a landmark site in Kent, and lettuce in Chichester.



Avocado specialist, importer, ripener and marketeer. Based in Paddock Wood, Kent.



Fresh produce service solutions. Based in Paddock Wood, Kent.



Logistics and customs service for fresh produce.



Experts in the growing & supply of speciality vegetables. Innovative, with an ever expanding product portfolio.



Branches in Southampton, Birmingham and Bristol. Broad customer base, including foodservice, caterers, secondary wholesalers, cruise lines and retail chains.



Marketing and commercial rights management of new table grape varieties.

Joint Ventures



Packing and marketing the highest quality potatoes and vegetables. Based in Lincolnshire.



Research and commercialisation of exceptional new plum and interspecific stone fruit varieties from the Zaiger breeding programme in South Africa.



Marketing the avocado production of the leading Colombian avocado producer, Cartama, in the UK.



Importer of Colombian avocados for customers across Europe.

Message from our CEO

2024 sees us embark upon our 150th trading year, so it's poignant we take a moment to reflect on our organisation's journey through to the current day. How we've done business, what's informed and directed us when setting our strategy and goals, and probably the most important of all, how we have established, nurtured and valued our relationship with our growers and broader supply base, commercial partners, within our communities both near and far, and of course with our own people.



Whilst reflecting on our heritage, so much has changed, yet some things are very much the same. It's apparent that we are still essentially living by the same set of values. Albeit, framing them as part of a business charter has become the norm over recent decades, we can sincerely say they are the solid foundation upon which our business is based on. Each one of our values relates to us being a consciously sustainable business. These values are:

Ambition – When Matthew Mack first wheeled his fresh produce barrow into the original Covent Garden Market in 1874. Bravely setting out with a vision to nourish the nation.

Flexibility – Success comes from recognising when you need to adapt – to customer needs, trends, circumstances and the environment.

Resourcefulness – Innovation is key – through your offering, your approach, the way you think and most importantly, the way you act.

Character – Treating others as we would like to be treated. Some of our longest standing partnerships were established with a handshake. Some continuing to this day, standing the test of time of over 150 years.

Excellence – Maintaining momentum isn't just about product quality and customer service. It's having a right-first-time attitude, living by and behaving in accordance with our values.

Sustainability – Our overriding mission is to be the first choice product partner - doing business the right way – ethically and sustainably for our people, partners, products and planet.

Many of the challenges our industry has faced in recent years have arguably been man-made. Those we can influence or control, we will manage. Those we cannot, we will work towards finding solutions for. There is no doubt that our climate is changing. Headwinds of global weather extremes and its unpredictability has a huge impact in our industry.

As a group of companies who grow, source, pack and sell fresh produce, we are acutely aware that fresh produce cannot be grown without one of life's most precious commodities – water. We acknowledge that water stewardship is increasingly important as the climate and weather patterns continue to change.

There has been a growing demand for UK grown fresh produce to ensure food security in our own country. Given ongoing environmental pressures and the advantages of growing produce in the UK, one part of our overall strategy is to continue to invest in the sustainable growing of protected crops locally, and you'll read more about some exciting developments relating to this, later in the report.

Looking at the state of our global environment now, it's only in relatively recent times we have identified the extent of the damage caused by the uninformed and possibly innocent actions of industry over the decades.

I am extremely proud of the progress made in all areas of our businesses since our last report:

- We have launched our ESG strategy – The Fresca Way.
- By adopting a Green Car policy, our vehicle related carbon emissions have dramatically reduced.
- We have signed up to the WRAP Water Roadmap.
- We have made significant progress in nurturing talent under our Grow With Fresca development programmes.
- As a direct result of survey feedback from our colleagues, we have significantly improved our Employee Value Proposition with an enhanced suite of personal benefits.
- We have made solid in-roads on our ED&I journey.
- Our retailer facing businesses have committed to and worked upon measuring their scope 3 emissions.




The Fresca Way

At Fresca, our mission is to be The First Choice Produce Partner. Doing business the right way - ethically and sustainably for our people, partners, products and planet - has always been the driving force behind what we do. We have been doing business The Fresca Way for over 150 years. To illustrate this commitment, the Fresca ESG Greenhouse defines our ESG workstreams

Foundation

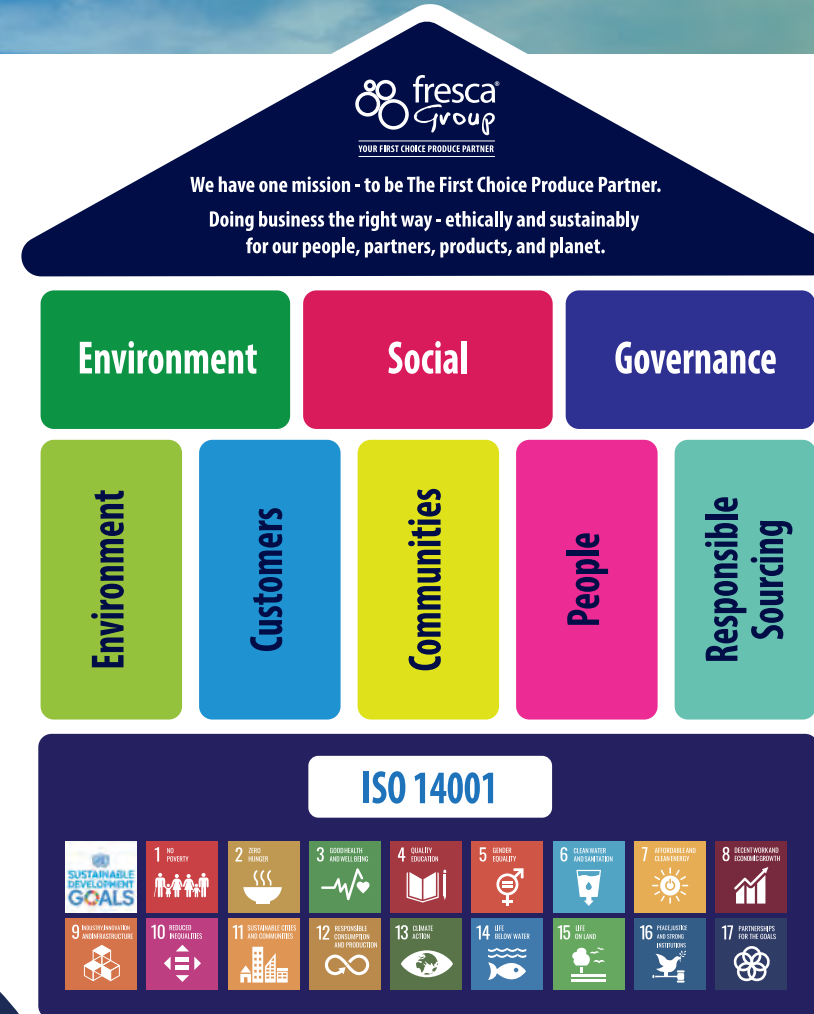
The foundation of the Fresca Way is built on two key principles: The 17 United Nations (UN) Sustainable Development Goals (SDG) and ISO 140001 Environmental Management Systems.

The UN goals guide ESG at an international level and form a blueprint to guide our strategy towards building a prosperous future.

ISO 14001 provides a robust management system through which we monitor, measure and improve our environmental performance. This includes energy, waste, water and carbon emissions. Each business focuses a great deal on enhancing environmental culture within their teams to minimise their environmental impacts.

Strategic Pillars

Our 5 pillars support our ESG Strategy. They are Environment, Customer, Community, People and Responsible Sourcing. This report reflects the work we have done to date, and the areas we are continuing to focus on.





The Environment

The first pillar of the Fresca Way is Environment

With climate change rapidly evolving, it is critical we have measures to not only mitigate further environmental damage but also build a more sustainable future. To address this, we must look beyond just carbon emissions to the wider impact we have on the planet. Each of our 5 pillars is broken down into focus areas with specific goals. This allows us to measure our current progress and guide our future decisions.

ISO 14001

We are proud to report that all our wholly owned, retail facing businesses are ISO 14001 certified. This certification proves that the management systems we have in place to monitor, measure and improve our environmental performance are robust.





Carbon and Energy

We have reduced our Scope 1 & 2 (on site) emissions by over 40% since 2019-2020. This has been achieved through a number of different projects, including procurement of more efficient HGV and LGV fleet within our Wholesale operations, our renewable energy tariff, our Green Car Policy and solar panel installations at DGM Growers, Thanet Earth and Primafruit.

Transport Emissions and Energy

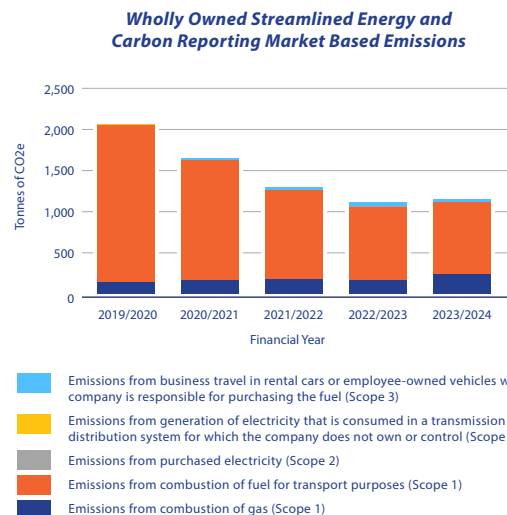
We launched our Green Company Car Policy on Earth Day 2022 and are delighted with the uptake by company car users to opt for an electric vehicle.



We also provide onsite charging facilities, providing our colleagues with zero carbon, renewable electricity.

Renewable Energy Tariff

We are proud that all of our wholly owned, retailer facing businesses procure 100% zero carbon, renewable electricity supply.





Carbon and Energy



Case Study: **Wholesale Euro 6 Fleet**

Our **Wholesale** division has renewed their full fleet to be Euro 6 compliant, this means our fuel efficiency has increased by 5% and NOx emissions reduced by 40% compared to Euro 5.



Case Study: **Thanet's move to HVO**

All of the site vehicles used at **Thanet Earth** are now powered by HVO (Hydrotreated Vegetable Oil), this reduces our carbon emissions by approximately 200 tonnes per year (a 90% reduction) compared to diesel.





Solar Power

Energy generating solar panels have been installed at Primafruit, DGM Growers and Thanet Earth.

Primafruit's 2,468 solar panels installation (950 kW peak) provides approximately 17% of their total annual energy consumption.

DGM Growers' 910 solar panels (350 kW peak) provide approximately 20% of their total annual electricity consumption.

Thanet Earth's 2,630 solar panels (generating just under 1 MW peak), provides 37% of the packhouse annual electricity demand, and still exports enough clean renewable power to the electricity grid to power 106 homes for an entire year.

Although we procure 100% renewable electricity at Primafruit and DGM, these solar installations are preventing a further 224 tonnes of carbon emissions from the National Grid.



The energy produced by these 3 arrays would power 777 average houses for an entire year.





Avocado Centre of Excellence

The Avocado Company has recently invested £3.5 million in 15 state-of-the-art, ultra efficient ripening rooms. The primary goal of this project is to ensure product quality and consistency, and thereby reducing waste. All whilst delivering better returns for growers and consuming around 11% less energy.

Our trials have proven that in practical application, this hybrid solution utilises both leading technologies and gives us the ability to be flexible during ripening cycles, resulting in the best quality to our customers every day.

Benefits

1. Gaseous control technology enables greater consistency of finished product leading to improved quality throughout their shelf life and thus reducing waste.
 2. Flexibility to match fruit batches to the best ripening process.
 3. Decreased transpiration / evaporation, resulting in better shelf-life performance.
 4. Chambers ripen & cool rather than use rapid coolers further saving energy.
 5. Heat is recovered when switching from heating to cooling, saving energy further for the adjacent room which is heating.
 6. The packs contain more climate friendly refrigerants.
- Our innovative Advanced Ripening Trial Room completes our new centre, which allows us to test sample batches ahead of full loading.
 - Our incredibly experienced team have extensive knowledge of seasonality and regional variables and can anticipate, measure and conclude which ripening protocol is optimal to deliver the best quality and consistency.

This is an exciting new chapter as we are equipping our avocado experts with the newest and most technically advanced blend of ripening technologies.





Water Stewardship

Water is the most precious natural resource we need for all life, and to grow all the food we eat.

Agriculture use 70% of global fresh water resources worldwide, but the UN predicts global demand will exceed supply by 40% by 2030. We acknowledge that water stewardship is becoming increasingly important as the climate and weather patterns continue to change.

Manor Fresh has completed an extensive water risk assessment of their supply chain. Our other businesses are now using this blueprint to understand the water risks in their supply chain.

In 2024, we became proud signatories to WRAP's Water Roadmap to help deliver the Courtauld 2030 Commitment that 50% of the UK's fresh food is sourced from areas with sustainable water management by 2030. Being signatories means we will risk-assess our supply chain, take action to reduce our own water use and support collective action projects.



Water Stewardship in Action: Thanet Earth and Primafruit

At **Thanet Earth**, we harvest rainwater from the glasshouse roofs and even collect the condensation from inside the glasshouses. This means we are 70% self sufficient in water.

Primafruit's latest green initiative has been to harvest rainwater and use it to flush toilets, which has reduced the mains water consumption by 25 m³ per month.



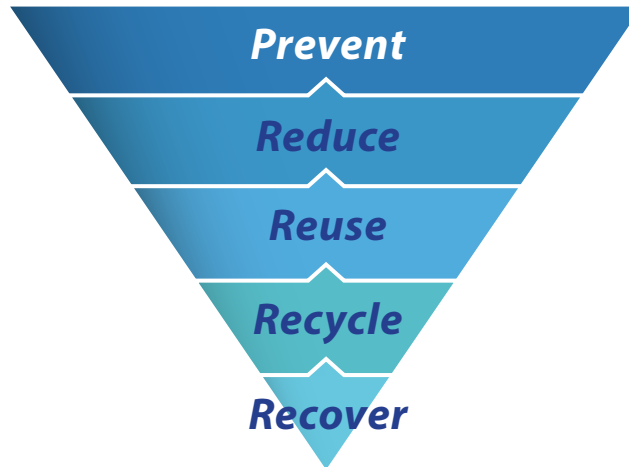


Waste & Food Waste

We Reduce, Reuse and Recycle – where this is not possible, we Recover

In 2022 & 2023, we recycled more than 84% of all our waste, with the remainder being recovered for energy, generating heat and power for the electricity grid.

Our retail customers can be sure that none of their waste goes to landfill.



Food Waste

We follow the waste hierarchy, meaning we make every effort to reduce all food waste.

We are proud of our long-standing partnership with **FareShare**, donating surplus produce through their network of food distribution hubs. Where we cannot feed people through sales or donations, we divert it to feeding livestock. In the event this is not possible, the waste is sent for land application (compost) or anaerobic digestion, to generate renewable energy to provide heat and power to the national grid.

All our retail facing businesses are signed up to the WRAP Food Waste Reduction Roadmap.





Packaging

We are committed to reducing our use of packaging and driving innovation in this area. This is ongoing process in conjunction with our customers and their goals. As a grower, importer, marketeers and packer of fresh produce, we support our customers in:

Reducing the amount of packaging used

Increasing the recyclability of the packaging we use

Increasing the recycled content of the packaging we use, to drive towards a circular economy.



Packaging: **Thanet Earth**

By removing the punnet on the baby cucumbers, this saves 16.5 tonnes of plastic per year, whilst still preserving product quality and shelf life.



Packaging: **Primafruit**

We have switched to banana banding instead of plastic bags, which is saving 25.4 tonnes per year.



Packaging: **The Avocado Company**

We removed the bridging boards from our Ripe and Ready twin avocado packs, saving 39 tonnes of cardboard per year. To add to this, we also removed the pulp trays from one of our ripened lines, saving a further 12.5 tonnes per year.

This is a combined total saving of 871 trees per year.





Packaging



Packaging: **Manor Fresh**

Manor Fresh is committed to reducing plastic use and actively exploring alternative packaging solutions to minimise environmental impact. Despite challenges in maintaining product quality with new materials, the focus remains on finding sustainable solutions aligned with their environmental goals. Significant progress has already been made, including transitioning main crop potatoes from CPP to LDPE film to reduce plastic usage.

Loose new and main crop potatoes are packed in tear-strip paper sacks instead of plastic liners, and organic potatoes have switched from plastic VFF to 100% recyclable paper packaging made from renewable materials.



Packaging: **DGM Growers**

One significant step taken has been to reduce the micron thickness of the films used in our packing processes. By carefully analysing our packaging, we have been able to decrease the thickness while maintaining quality and durability. This simple yet effective measure has resulted in a remarkable 19.25% reduction of plastic usage across 7 of our lines.





Biodiversity

We understand that human activities in the modern world alters natural biodiversity.

To minimise these impacts, we encourage natural biodiversity to thrive in our own environments.



Biodiversity: **Mack Wholesale**

At Mack Wholesale in Southampton, the grass around the site is not mowed over the summer to allow the wild plants to flowers and set seed. This provides a food source for pollinating insects, and the seeds produced will help spread the wildflowers throughout the area.



Biodiversity: **Thanet Earth**

We understand that we share this planet with many other species who are equally if not more important than us to keep the planet running. To ensure that our work is not hampering their growth and development we keep track of the different species on our site at Thanet Earth. These include birds, hares, bees, and butterflies. An example of our commitment to the local biodiversity is our annual butterfly count where we track and index the different types of butterflies and their count for the Butterfly Conservation.



Keeping in mind the importance of biodiversity we are committed to dedicating land at our sites for nature to thrive with our support.





Customers

At Fresca, we work alongside every major UK retailer. We grow, import and pack fresh produce under their own brands.

We work collaboratively with each of our customers and adapt our ESG strategy to align with their sustainability standards and goals.

Our mission is to be the First Choice Produce Partner. Doing business the right way - ethically and sustainably for our people, partners, products and planet. We can reassure our customers that they have access to sustainable and ethically sourced produce.

The focus areas of our ESG Customer Strategy mean we will meet customer requests / commitments on Scopes 1 to 3 carbon measurement and Science Based Targets.



Sainsbury's

TESCO

M&S
— FOOD —

Morrisons

amazon fresh

ALDI

LIDL

WAITROSE
& PARTNERS

co op



Science Based Targets

The UK Government has a target for a Net Zero carbon emissions UK economy by 2050. All major UK retailers have made their own commitments to achieving Net Zero.

All Fresca retailer facing businesses are undertaking scope 1, 2 and 3 measurements in line with the Science Based Targets Initiative, so our measurements and targets are founded in science to a robust methodology.

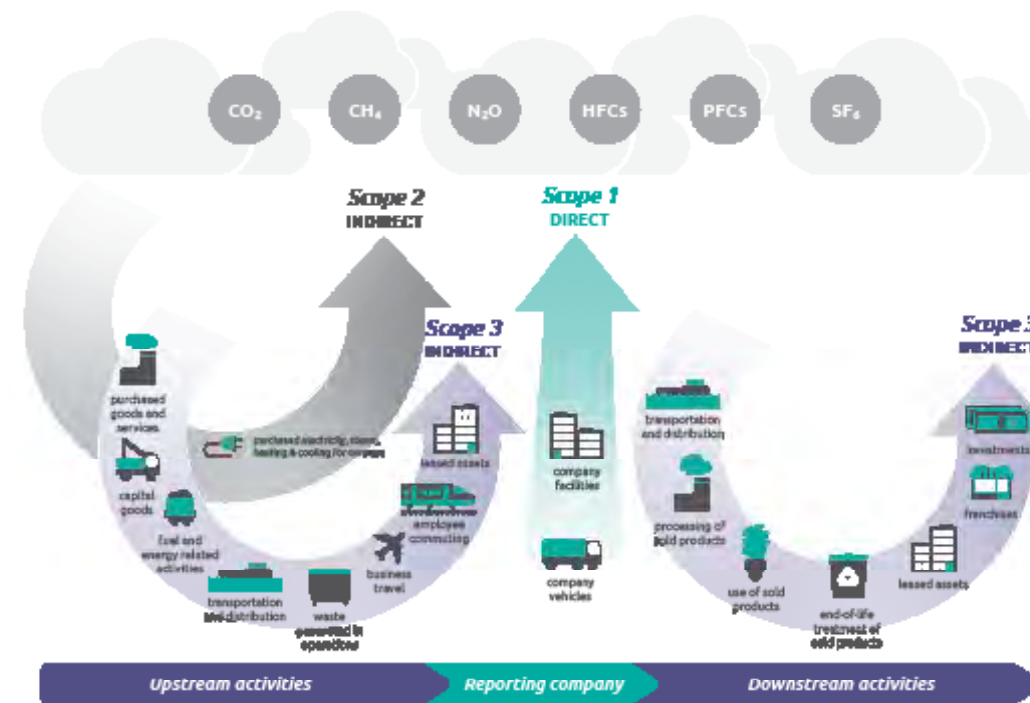
As one of the largest independent fresh produce businesses in the UK, it is essential we support our supply chains in the reporting of carbon emissions across all 3 scopes.

We are well underway with this process, and once we complete this work, we will formulate our own net zero decarbonisation roadmaps and then work with our suppliers and across our businesses to achieve this.

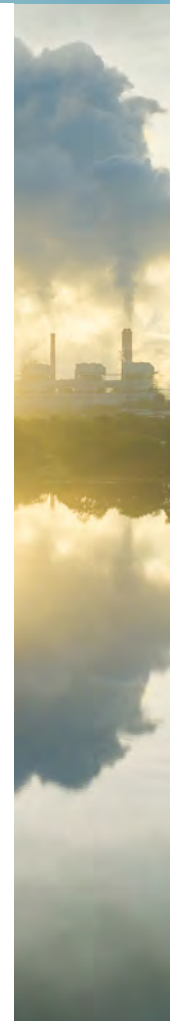
Scope 1 Refers to the emissions from the combustion of fuels on our sites and for fuels used in our transport fleet. It also includes the emissions from any refrigerant loss.

Scope 2 Refers to the emissions from the generation of the electricity we purchase.

Scope 3 Refers to the emissions within our supply chain that we do not directly control.



https://ghgprotocol.org/sites/default/files/standards/Corporate-Value-Chain-Accounting-Reporting-Standard_041613_2.pdf





Our Communities

All our businesses actively support and build relations in the communities in which we operate.

Fresca companies continue to support food donation charities like FareShare, who take surplus food and redistribute it to around 8,500 frontline charities and community groups across the UK. Through their network, nutritious food reaches school breakfast clubs, homeless shelters, food banks and community cafes, providing almost a million meals a week for vulnerable people.

A FareShare charity reported that some children hadn't eaten fresh fruit or vegetables before they'd tried it in dedicated school breakfast clubs.

Along with recognising some of the national charity fundraisers, each of our businesses has a local charity partner, where we feel we can make a more direct and positive impact within our local communities. Further afield, we acknowledge and encourage the work of our growers who are improving facilities and services in their own communities in pursuit of a more sustainable future.



For the third year in a row, Fresca companies have been recognised as a 'Leading Food Partner' to FareShare.

By the end of April 2024, we have donated over 8.7 million equivalent meals over the course of our long-standing relationship with FareShare. This makes Fresca the 2nd largest donor of fresh produce to FareShare (by tonnage).

Colleagues have visited a number of the FareShare hubs in the Midlands and South-East, and we will be sending teams of volunteers to help in the busy run up to Christmas 2024.



Balfour Mutual Aid Foodbank Sussex

Overview

- Balfour Mutual Aid Foodbank was set up during the pandemic as a walk-in food bank.
- They have since adopted an online click-and-collect model, while also offering deliveries for the vulnerable and housebound, which helps them reach more people.
- They saw a positive response to the variety of fruit and vegetables available, which is why they now create useful recipe cards to send out with the parcels.

"We've got a greater proportion of people who are working, but still need to come to us. The cost of living increases mean that they have to use a food bank even though they're working and earning."

Kim Shamash, Food Bank Co-ordinator.

Wycombe Food Hub Wycombe, South Midlands

Overview

- Wycombe Food Hub was set up by 2 ex-mayors and a parish councillor on the first day of the Covid lockdown.
- The Food Hub was initially set up as an emergency pandemic measure, however on exiting lockdown, they realised demand was even higher due to the rising cost of living.
- Since then, the Food Hub has rapidly grown into a social supermarket, offering all food types as well as clothes and sanitary products.
- They also act as a 'sub hub' – meaning they are a collection point for other local charities to pick up food from FareShare.

"FareShare's contribution to us is so important. The mixed products really enhance what we have and allows us to supplement our food bags and range on offer."

Trevor Snaith, Ex Mayor of High Wycombe, and Chairman





Fairtrade and the Waitrose Foundation

From an ethical perspective, bananas are a high-risk commodity as well as being one of the most consumed and traded products worldwide.

Primafruit and Waitrose work with Fairtrade to ensure our bananas come from an ethical source and our growers are being fairly compensated for their produce. We go above the minimum and also have committed to the Fairtrade Premium. This support allows farmers to plan for their future and ensure investment back into the communities.

Since 2009 Primafruit have been working alongside the W&P Foundation by contributing towards supporting community-led projects.

We work with over 300 foundation growers in South Africa, Zimbabwe, Zambia, and Namibia.



All of Primafruit's bananas are Fairtrade – in 2022/2023 alone, the business contributed \$1,480,124 via Fairtrade Premium.

£410,700 to the Waitrose Foundation in 2023/24



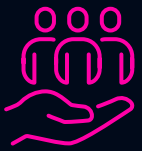
All across Fresca, our colleagues are at the heart of everything we do and are the driving force behind our successes.

As we continue on our journey of being the employer of choice in our industry, our diverse and dedicated teams are testament to our overall commitment to excellence, and we have a genuine culture of continuous improvement.

We understand that our colleagues are our greatest asset. As with any other asset, we aim to continually invest in our people as they are a key pillar in our ESG strategy. We take pride in nurturing a diverse and inclusive environment for our colleagues and aim for our workforce to be representative of the communities we work within and for everyone to be treated fairly, regardless of their background. We currently employ people from over 34 nations.

As we continue to embrace technology within our organisation, we are conscious of the risks it could introduce. We have robust measures in place to ensure that our colleague and customer data is safe and not under threat when engaging in their daily work, such as accessing the internet.





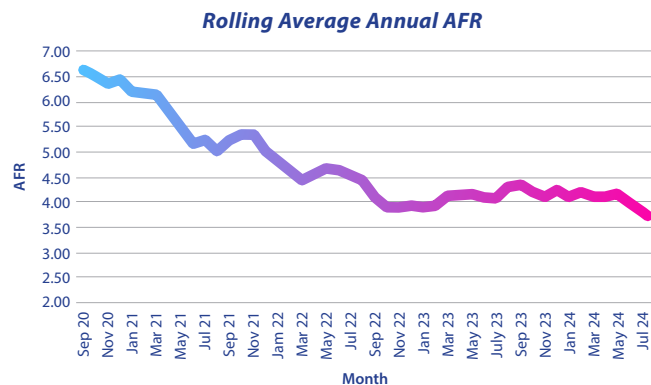
Health, Safety and Welfare

PEOPLE

Life can often have unexpected and unwelcomed challenges inducing stress and impacting our mental health.

We understand that our employees are a strong community who rely on each other for support during tough times. To enhance this incredible support system we have identified key employees and trained them to be able to support individuals going through these trying times.

Currently across our sites we have 29 Mental Health First Aiders who anyone can reach out to for support. These first aider colleagues are volunteers from across a variety of departments, and represent all levels of seniority, from the most junior, to director level.



We constantly work to reduce our accident frequency rate which has dropped from 6.5 to below 4. This marked improvement is due to our commitment to adding safeguards and providing ongoing training to our colleagues in how to make the workplace safer.

We have achieved this through further improving our incident investigations, identifying root causes to eliminate reoccurrence where possible. We conduct regular internal and second-party auditing and our enhanced executive reporting and governance always follows the hierarchy of risk control.

MOVE MORE FOR MENTAL HEALTH

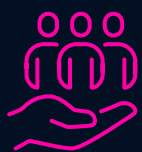
Moving helps clear our minds, and gives us time to reset, so why not try moving this week to commemorate Mental Health Awareness Day

Scan here to find out more:

... and why not send us a selfie!

In canteens and break rooms you will find maps of short walks around your site that you can take during your breaks if you feel you need to take a break. Please help yourselves to a map, and why not walk with a friend or colleague?





Nurturing Talent

At Fresca we have always known that people are our greatest asset - our businesses are built and supported by our people.

A key part of having an effective workforce is identify existing talent, then nurturing and developing their skills. To do this we have implemented multiple levels of development programmes across the organisation which gives our colleagues opportunities to further their skills. Fresca operates three development programmes:

Leadership Development Programme

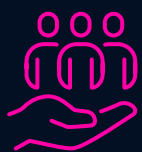
In order to ensure our leaders of tomorrow will be equipped to take the next steps in their careers with us, we provide a comprehensive 12-month leadership development programme. Consisting of 12 modules, our colleagues will enhance their skills in areas such as coaching & mentoring, leading change, building a high performing team and ED&I, whilst also receiving personal coaching themselves.

Management Development Programme

Institute of Leadership & Management Level 3 - We recognise the validity of the adage 'what got you here, won't get you there'. To that end, we make sure we support our frontline managers with the appropriate skills as they progress with us. Our Management Development Programme is underpinned by the level 3 apprenticeship and the ILM Level 3 Diploma in Team Leading.

Some of the key skills our colleagues will learn include understanding team dynamics and building cohesive teams, operational management, understanding financial governance and compliance.





Nurturing Talent

Graduate Development Programme

Institute of Leadership & Management Level 5 - This 2-year rotational programme provides opportunities for graduates to work across a number of different areas, gaining multi-disciplinary experience before choosing to specialise in a particular function by the end of the second year. Spending time within selected departments, such as global sourcing and procurement, supply chain and logistics, commercial sales and marketing, operations, technical and product development, Finance, HR, IT and communications. It is the perfect foundation for starting a career in the exciting fresh produce sector. This programme includes a formal Institute of Leadership & Management qualification (ILM5).

The success of the programme is ultimately determined by members of each cohort securing a permanent position within a Fresca business. We are proud to say this has been the case - our first cohort graduated the Graduate Development Programme this year and all are now in permanent roles across Mack Wholesale, The Avocado Company, DGM Growers and Thanet Earth.

Our second cohort of graduates are well into their 2nd year, and the programme for our third cohort is already underway.





Worker Satisfaction

Since launching our first ever group-wide survey in 2022, we have maintained momentum in canvassing our colleagues for feedback through a number of channels.

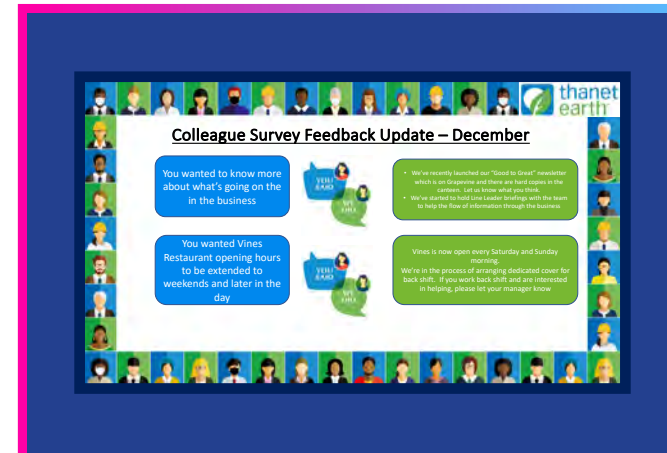
The Big Survey

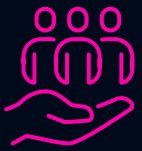
All areas of the business are surveyed anonymously utilising an external partner. This way, we can reassure colleagues that the business doesn't receive the raw results data, and therefore the responses cannot be tracked.

In our first Big Survey, we evaluated the levels of engagement of our employees in different departments and were pleased to find that we ranking higher than the UK average according to the Gallup Workplace report. Given the majority of our workforce are employed in operational roles - undertaking manual tasks, working in colder than ambient conditions and a number of whom work unsociable hours, this was an encouraging start.

Using the output, each business works extremely hard to make positive progress, starting with the lowest scoring areas. A campaign of regular 'You Said, We Did' updates communicating that change is happening.

Our first follow up Pulse Survey results revealed a promising improvement across the total group. We saw an uplift of nearly 40% more colleagues completing the survey this time, which suggests our colleagues believe in the process and that taking the opportunity to have their say will genuinely make a difference.





Worker Satisfaction

A survey is only a snapshot in time and there is always scope for improvement, so we continue to build on the strong progress made to date.

Listening Groups

As well as traditional Colleague Forums and Resource Groups, it became apparent there was a role for dedicated Listening Groups. Initially, these were set up to understand more about the feedback from the Big Survey - not every comment was easy to interpret so rather than making assumptions and potentially misconstrue the feedback, they allow us to explore the lower scoring areas in more detail.

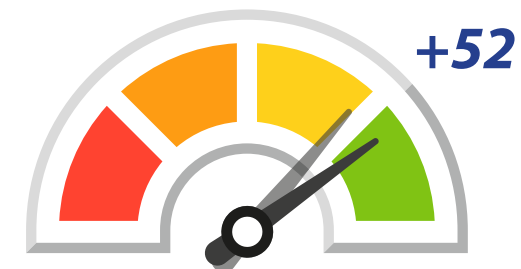
Pulse Surveys

Between The Big Surveys, having periodic Pulse Surveys allows us to measure progress in key areas, get feedback on new initiatives/activities introduced and also tap into topical subjects.

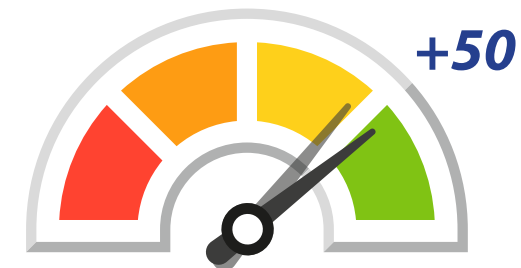
1Q Polls

A simple one question poll is being introduced across the business and helps gauge the mood of our colleagues. Broad questions like "How are you feeling in work today?" And "What kind of day are you having?" guides us on the overall morale of our colleagues.

Pulse Results



'I am proud to work here'



'Everyone has equal opportunities and fair treatment, regardless of their ethnicity, gender, faith, culture or sexuality'





Financial & Lifestyle Benefits

***At Fresca, we value our
colleagues and their
commitment to our business.***

A key pillar of our employee value proposition is to provide an inclusive and extensive range of benefits, that helps improve the lives of our colleagues – taking into consideration their financial, physical and mental wellbeing.

During Fresca's last Big Survey, our colleagues shared ideas on how we could improve our benefits offering. As a direct result, several new benefits have since been launched inclusively - available to all our permanent colleagues regardless of position within the company.

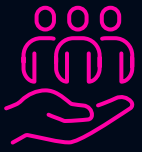
A brand-new Benefits Hub has been introduced, which is a central portal containing all the information for every benefit offered, specific to a colleague's terms and conditions. It is also an access point to a host of external benefits specific to Fresca colleagues..

Every Fresca colleague benefits from:

- Personal Pension Scheme
- Access to Share Incentive Plan (Fresca is 45% employee owned)
- Employee Assistance Programme (Practical, Emotional and Financial support resources through GroceryAid)
- Financial Wellbeing and Planning Resources
- Subsidised gym membership
- Instant retail discounts
- Lifestyle, cinema and leisure discounts
- Cycle to Work Scheme
- Wellness Resource Hub

Medical Benefits:

- Medical Cashback Scheme
- Virtual GP Services
- Enhanced Parental Leave
- Death-in-Service Life Cover to 70 years of age



Medical Benefits

We recognise that any form of medical condition can be a concern, and very easily extend into causing mental health challenges.

We have introduced new medical benefits to help combat potential health worries for all our colleagues by offering access to resources and funding.

Medical Cashback Scheme

Colleagues can claim reimbursement for treatments they've had to pay for, like dental procedures, optical care, skin care, diagnostics tests, scans and allergy testing. Also, complementary therapies like acupuncture, osteopathy and physiotherapy as well as alternative therapies like reflexology and hypnotherapy.

Children of colleagues are automatically covered, and spouses can be added, ensuring whole family cover.

Virtual GP Service

Waiting times for GP appointments are a challenge for the health service, and we recognise not being able to see a doctor quickly can cause anxiety. Our Virtual GP service enables colleagues to have a phone or video consultation with a medical professional on the same day (24/7, 365 days a year).

Death-In-Service Life Cover

Having life assurance can provide peace of mind to colleagues, knowing that should something happen to them whilst they're a Fresca employee, their family will have some financial security in the most challenging of times.

Enhanced Parental Leave

Becoming a parent can be a joyous and exciting event but can also be a challenging time. To support our new parents, we are proud to now provide industry leading enhanced parental leave.

This ensures that when a colleague welcomes a new baby, they can focus on their family and settle into their new routines without the distraction of work.



Enhanced Parental Leave



Supporting colleagues through such an exciting (and somewhat expensive) chapter of their lives is important to us.

So we offer enhanced parental pay/leave to our colleagues. This means:

New Enhanced Maternity/Adoption Pay

For colleagues who are eligible for statutory maternity/adoption payments, we will pay:

- 14 weeks at your full pay, followed by
- 14 weeks at your half pay, followed by
- 11 weeks at statutory maternity pay.

New Enhanced Paternity Pay

For colleagues who are eligible for statutory paternity pay, we will pay:

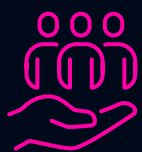
- 4 weeks at your full pay

New Neo-Natal Support

In the event that your new born baby requires an extended stay in hospital for specialist care, we recognise the need for you to be with them during this worrying time.

That's why we will pay 12 weeks at your full pay for this period. This is in addition to the above payments, as it is important you can spend time supporting your baby at a challenging time.

For more information, talk to your local HR team and they can go through the details with you directly.



GroceryAid

GroceryAid provides confidential emotional, practical and financial support for those working in the grocery sector, 24 hours a day, 365 days a year.

Fresca have partnered with GroceryAid as our Employee Assistance Programme provider since 2022, and their services has very much been embedded into all our businesses.

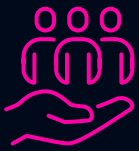
Fresca employs colleagues from 34 different countries – a key benefit that GroceryAid offers is access to translators to help our colleagues where English isn't their first language. Two Fresca colleagues are GroceryAid Network Members, and with highly engaged HR teams in each business, an ongoing awareness programme is a key part of our communications plans.



In 2023, we were recognised as a Gold Award winner, achieved when an organisation has demonstrated active participation across three critical pillars - Raising Awareness, Fundraising and Volunteering.

All areas of our organisation play an active role in promoting GroceryAid Day each year, and a campaign of monthly communications helps to raise awareness of this important resource.





Equality, Diversity & Inclusion

Joining the Diversity & Inclusion in Grocery programme as a Major Partner has been a critical advancement in Fresca's journey towards creating a diverse and inclusive workforce and is really helping us to drive positive change.

As a proud member of DiG, we have embraced the resources and benefits available to partners and enjoyed many of the initiatives in place which have helped us understand more about our ED&I journey

A key benefit has been to undergo the DiG Maturity Model. This self-assessment tool has helped us understand the current status of our ED&I journey. Having this as a foundation has brought clarity around our strengths and weaknesses and has become the basis of future plans.

Our first step was to create our Pledge for Equality, Diversity & Inclusion - it was important to do this for a number of reasons:

- It formalises our commitment to a diverse and inclusive environment and will help to further embed a culture of making ED&I a priority in our organisation.
- Our 4 focus areas will always be key considerations when making important decisions

- People increasingly want to work for and do business with organisations that are genuinely inclusive. We want to continue to build on being the first choice produce partner for all our internal and external stakeholders – that includes making our own colleagues proud to work with us and also attracting new colleagues who share our commitment to ED&I and our values.

We have local changemakers across our organisation, who attend the multitude of digital interactive webinars, resource groups and the annual DiG Live conference. They have access to the digital resources available, which helps them understand how a more diverse and inclusive organisation can continue to grow.

Pledge for Equality, Diversity & Inclusion

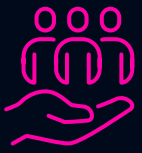
At Fresca Group, we believe in recognising the value of every individual and are committed to creating an environment where everyone feels respected, supported, and included. We recognise that embracing diversity broadens our thinking, strengthens the communities we are a part of, drives innovation and offers a safe and welcoming workplace for our colleagues.

Therefore, we pledge to:

- Promote Equality:** We will strive to eliminate discrimination and bias in all forms, including but not limited to race, ethnicity, gender, sexual orientation, age, religion and disability. We will ensure that all colleagues have equal opportunities for support, growth, advancement, and success.
- Embrace Diversity:** We celebrate the uniqueness of each colleague and recognise the importance of diverse perspectives, backgrounds, and experiences.
- Foster Inclusion:** We will promote an inclusive culture where everyone feels valued, heard and empowered to contribute their ideas and talents. We will create spaces that encourage open dialogue, collaboration and mutual respect.
- Continuously Improve:** We will regularly assess our practices, policies and programmes to ensure they align with our commitment to equality, diversity, and inclusion. We will listen to feedback, learn from any mistakes, and strive for continuous improvement.

As our company pledge, we will encourage each other to be accountable and strive to build a more equitable, diverse and inclusive environment.

Great minds think
DIFFERENTLY
across Fresca



Protecting Our People's Information

We understand that as we embrace technology as a business, there is always a risk that essential data might fall into the wrong hands. To combat this and safeguard our colleagues online, we have put in many measures across our organisation.

As we adopt new technologies, protecting our employees' data is critical to maintaining a responsible and sustainable business. Our transition to Microsoft 365's cloud-based solutions enhances security in line with GDPR requirements, ensuring compliance while reducing our carbon footprint. The cloud's advanced protections safeguard our colleagues' information and help us operate more energy efficiently.

Additionally, we are aligning our cybersecurity controls with the Center for Internet Security (CIS) Framework, a globally recognised set of best practices designed to strengthen defences against cyber threats. This alignment ensures that our security measures are robust, keeping our people's information safe while supporting our commitment to sustainability through more efficient and secure digital operations.



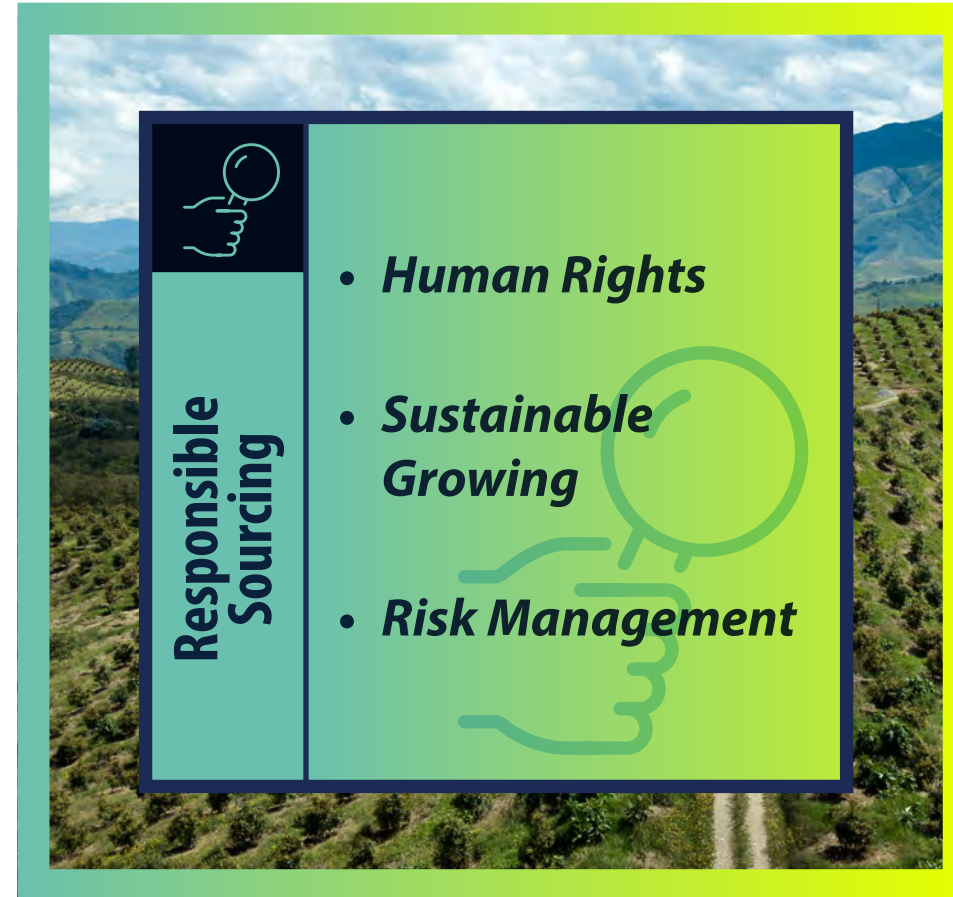


Responsible Sourcing

Responsible Sourcing is all about doing business ethically.

- This goes back to our mission statement to be The First Choice Produce Partner by doing business the right way - ethically and sustainably for our people, partner, products and planet. It combines the four previous sections of Environment, Customers, People and Community.
- This pillar is a long-term strategic plan that will develop and grow over the coming years as our world issues develop and science advances, so will our ESG strategy in response.

Our focus areas under this pillar are Human rights, Sustainable Growing and Risk Management.





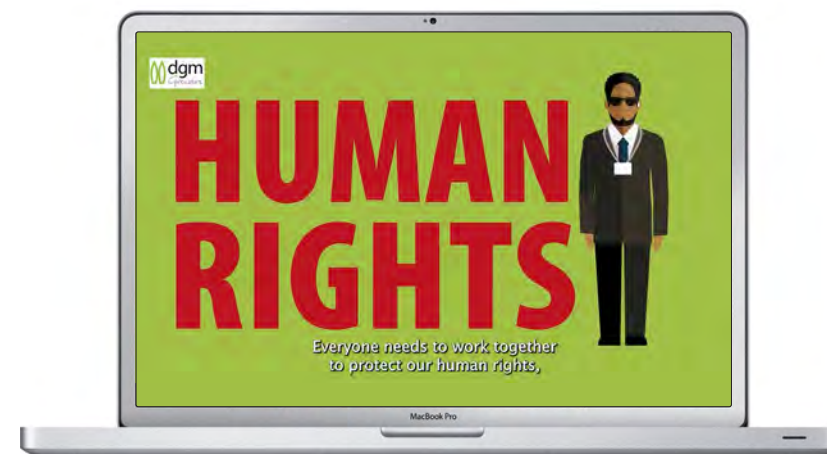
Human Rights

Human rights risks, including modern slavery and labour exploitation, are prevalent in the fresh produce industry and the Fresca Group acknowledges that our business activities are amongst three of the GLAA's highest risk industries.

Fresca recognises our duty is to conduct the most effective due diligence to the best of our abilities. We work with our suppliers to engage with them in improving their business practices and conditions for workers, whilst building long-standing relationships and partnerships for the future.

Our businesses continually review potential risks, and each have robust reporting mechanisms in place to help identify issues. At Fresca Group we have a proud history of relentlessly protecting human rights. We do this through monitoring of SEDEX SAQs and SMETA audits of our growers, physical audits, active risk assessment and other methods.

Recognising that some of our partners within the supply chain may not have dedicated training and development resources available to them to guide their employees, we commissioned a series of Modern slavery awareness videos, in both English and Spanish. The videos aim to raise awareness of the risks throughout the organisations of our suppliers and growers.





Collaboration and Networks

We collaborate with industry wide stakeholders to improve the fresh produce industry and the lives of all people working within it.

We are diligent members of the following organisations:

Food Network for Ethical Trade (FNET)

The Food Network for Ethical Trade is a collaborative initiative aiming to use the collective leverage of suppliers and retailers to bring about positive change in working conditions in global food, beverage and horticulture supply chains by providing guidance, resources, training and opportunities for collaboration.

FNET members include major UK food retailers, national and international food and horticulture processors, manufacturers and importers. Fresca attend regular online industry updates and in person FNET events.



Modern Slavery Intelligence Network (MSIN)

MSIN is a pioneering non-profit collaboration in the UK food and agriculture sector created in response to the findings of Operation Fort (the UK's largest ever modern slavery investigation). Information generated by the network is used to detect, prevent and disrupt modern slavery and labour exploitation activity in the industry, protecting workers and improving outcomes for those directly impacted. Fresca were one of the founding members of the Modern Slavery Intelligence Network and continue to pioneer the platform.

Spanish Ethical Trade Forum (SETF)

The Spanish Ethical Trade Forum is a multi-stakeholder collaborative initiative established in 2015 in response to a recognised need to promote better working conditions within the Spanish agri-food sector. The Forum has three Pillars; 1. Meetings, 2. Capacity Building, and 3. Working Groups.



**MODERN SLAVERY
INTELLIGENCE
NETWORK (MSIN)**



Association of Labour Providers

Established in 2004, the Association of Labour Providers promotes responsible recruitment and good practice for organisations that supply essential workers across a number of sectors, including the food industry. The ALP influences government and regulatory policy and provides a wide range of practical and up to date information and services to its members.

SEDEX

Sedex began in 2004, set up for members to share data on their supply chains and operations with each other. We are members of SEDEX and use this as one of our key due diligence tools monitoring our suppliers SAQs and SMETA audits.





Sustainable Farming Frameworks

Sustainable farming frameworks are a key aspect of our future planning as we look to continue our growth.

We have invested significantly in enhancing the sustainability of our growing operations at Thanet Earth, our avocado plantation in Colombia and Thanet Earth's recent acquisition of glasshouse site in Chichester for leaf products.



Sustainable Farming: Thanet Earth

Thanet Earth is the UK's largest glasshouse complex providing more than 400 million tomatoes, 30 million cucumbers and 24 million peppers per year. Our move to glasshouse growing has allowed us to maximise the utilisation of rainwater we have harvested, while minimizing the amount of agrochemicals and energy used in production.

We have also invested in improving the biodiversity around our site, and work with the butterfly conservation to enable the flora and fauna to thrive.





Fresca has a joint venture partnership with Cartama, Colombia's largest avocado grower. Together, we acquired a 422 hectare farm in the mountains of Antioquia, Colombia, called Fresquita Farm.

Fresquita Farm stands out as a sustainable farm for a number of reasons:

- The land has an abundance of natural water so there is no need to irrigate.
- The soil is fertile, so there is no need to apply artificial fertilisers.
- The altitude provides plentiful sunlight, which means longer seasons.
- We have an on-site tree propagation nursery.
- Staff are employed with the security of full-time employment contracts.
- There is an infant school onsite for the young children of Fresquita's employees.





Sustainable Risk Management

Sustainable Risk Management is an integral element of our overarching ESG strategy - to foresee and then mitigate risks in order to protect our people, partners, products and planet.

The Fresca Board, and our individual businesses, monitors market performance for its key customers and products, seeking to identify trends, opportunities and risks, which then feed into the strategic direction of the business.

Key risk factors include modern slavery and human rights abuse, risks of extreme weather, drought, and both local and global politics and economic stability.

As well as having the potential to interrupt supply, through diligent monitoring we can also take a holistic view of potential environmental risks.

This is a crucial element of our strategy to ensure we sustainably meet our needs for today, whilst not threatening or compromising the ability of future generation being able to meet theirs.





Our Goals

Environment		• Climate	Reduce Energy & Carbon Intensity • Continue investing in renewable energy and energy efficiency. • Achieve zero carbon electricity & decarbonise our company car fleet
		• Water Stewardship	Water Risk Assessment & Stewardship • Undertake risk assessment & adapt our actions plans. • Implement the WRAP Water Roadmap
		• Waste Management	Driving out waste, increasing recycling • Zero to landfill • Drive recycling rates.
		• Food Waste	Reduce Food Waste by 50% by 2030 • Maximise redistribution
		• Packaging	Improving Packaging Sustainability • Reduce packaging use & increase recyclability and recycled content
Customers		• Biodiversity	Define Biodiversity Framework • Promote biodiversity within Fresca's own farms and with key partner suppliers
		• Delivering our Customer's Standards	Meet customer commitments on net zero Science Based Targets • Undertake Net Zero Science Based Targets measurement of suppliers on behalf of our customers
			Be active industry members • Collaborate with industry wide stakeholders to improve the fresh produce industry and the lives of all people working within it.
Community		• Support our Communities	Support local communities • Continue our support for charitable causes • Fairtrade • FareShare • Human Right Impact Assessment
People		• Employer of Choice	Health, Safety & Welfare including Mental Health • Achieve below industry average accident levels • Promote a safer, happier and healthier workforce • Maintain ethical compliance and best practice
		• Equality, Diversity & Inclusion	Nurturing Talent • Nurture and develop talent at all levels
		• Data Security	Worker Satisfaction • Measure and track employee satisfaction.
			Benefits • Provide our people with industry leading benefits
			Equality, Diversity & Inclusion • Encourage diversity of thought across the business. • Report gender pay ratio • Be an active member of Diversity in Grocery
Responsible Sourcing			Data Privacy and Security • Maintain data protection and privacy
		• Human Rights	Human Rights Due Diligence • Working with our partners to eliminate risks of modern slavery and human rights abuse in our supply chain.
		• Sustainable Growing	Sustainable Farming Frameworks • Support Sustainable Farming Frameworks in conjunction with our customers. • Sustainable Risk Management
		• Risk Management	• Using our own and established standards, continue monitoring, measuring and addressing risks and encouraging best practice. • Work with our food partners to address any food scarcity risks.



YOUR FIRST CHOICE PRODUCE PARTNER

Fresca Group Limited
The Fresh Produce Centre
Transfesa Road
Paddock Wood
Kent, TN12 6UT

www.frescagroup.co.uk

We encourage you not to print this to save ink and paper

