



NET POSITIVE REPORT

2025-2026



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Welcome to Quorn Foods' Net Positive report 2025-2026, covering our progress as well as our plans for the future.

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A MESSAGE FROM OUR CEO



The past year has unfolded against an uncertain global backdrop. Geopolitical tensions, changing trade dynamics and continued pressure on consumer confidence have created a challenging environment for Consumer-Packaged Goods businesses.

Many households remain cautious about food spending and increasingly thoughtful about the choices they make. At the same time, the global food system is under growing scrutiny. Food production accounts for more than a third of global greenhouse gas emissions and is the primary driver of biodiversity loss.^{1,2} These realities make the transition towards more sustainable sources of nutrition both urgent and necessary.

Within this context, the UK meat-free and plant-based category has begun to stabilise and we, as market leaders, have shown early signs of recovery.

Consumer expectations, however, are evolving. People are looking for food that is tasty, healthy, affordable, and convenient — without any compromises.

At Quorn Foods, we believe our unique mycoprotein offers a powerful answer to this challenge. As a Positive Protein, it delivers high-quality nutrition while requiring significantly fewer natural resources than meat proteins.³

This positions us to play an important role in supporting a more sustainable food system.

While vegetarian and vegan diets remain important, the greatest impact will come from helping millions of people make small, achievable changes. Encouraging consumers to try easy swaps, or to blend meat with meat-free ingredients, can deliver meaningful progress for both health and the planet.

With Quorn brand, we have improved our frozen ingredients range which is high in protein and now made without artificial ingredients. Meanwhile with Cauldron, we have increased our focus on convenient solutions that fit modern lifestyles with our express tofu range.

Our purpose remains unchanged: healthy food for people and the planet. By the end of 2025, 95% of our Quorn and Cauldron portfolio was non-HFSS (high in fat, salt or sugar), and 99% of our products were a source of, or high in, fibre and/or protein. Alongside nutrition, we remain focused on reducing unnecessary packaging, improving energy efficiency and embedding sustainability even further into supplier selection and product development.

It is encouraging to see these efforts recognised externally, including at the Food and Drink Federation Awards 2025 for Environmental Leadership and Food Waste Initiative,

which followed our recognition as Overall Winner at the Yorkshire Sustainability Excellence Awards in 2024.

"As we look ahead to the coming years, our ambition is clear: to accelerate the role of Positive Protein in everyday diets and lead everyone into the future of healthy protein."

David Flochel
CEO at Quorn Foods





OUR..

PURPOSE

To create...

HEALTHY FOOD
FOR PEOPLE & PLANET

AMBITION

To achieve...

NET
POSITIVE

VISION

To be...

WORLD LEADER
IN POSITIVE PROTEIN CHOICE
& PLANT-BASED FOODS

VALUES & BEHAVIOURS



STRONGER TOGETHER

- Act with curiosity and seek to understand how to support and collaborate with one another
- Communicate effectively and with candour, seeking feedback and holding ourselves and our colleagues accountable
- Celebrate success and winning together along the way, recognising each other's achievements and contributions



MAKE LIVES BETTER

- Always considering the impact we have on others by flexing our approach to deliver positive change
- We focus on sustainable choices in the decisions we take
- We act with care for our colleagues' wellbeing, helping one another flourish



STRIVE TO BE THE BEST

- Acting with initiative and taking ownership to solve business problems
- Taking a continuous improvement mindset to work and personal development, always striving to raise the bar
- Acting with honesty and integrity, taking personal accountability for decisions and results delivery



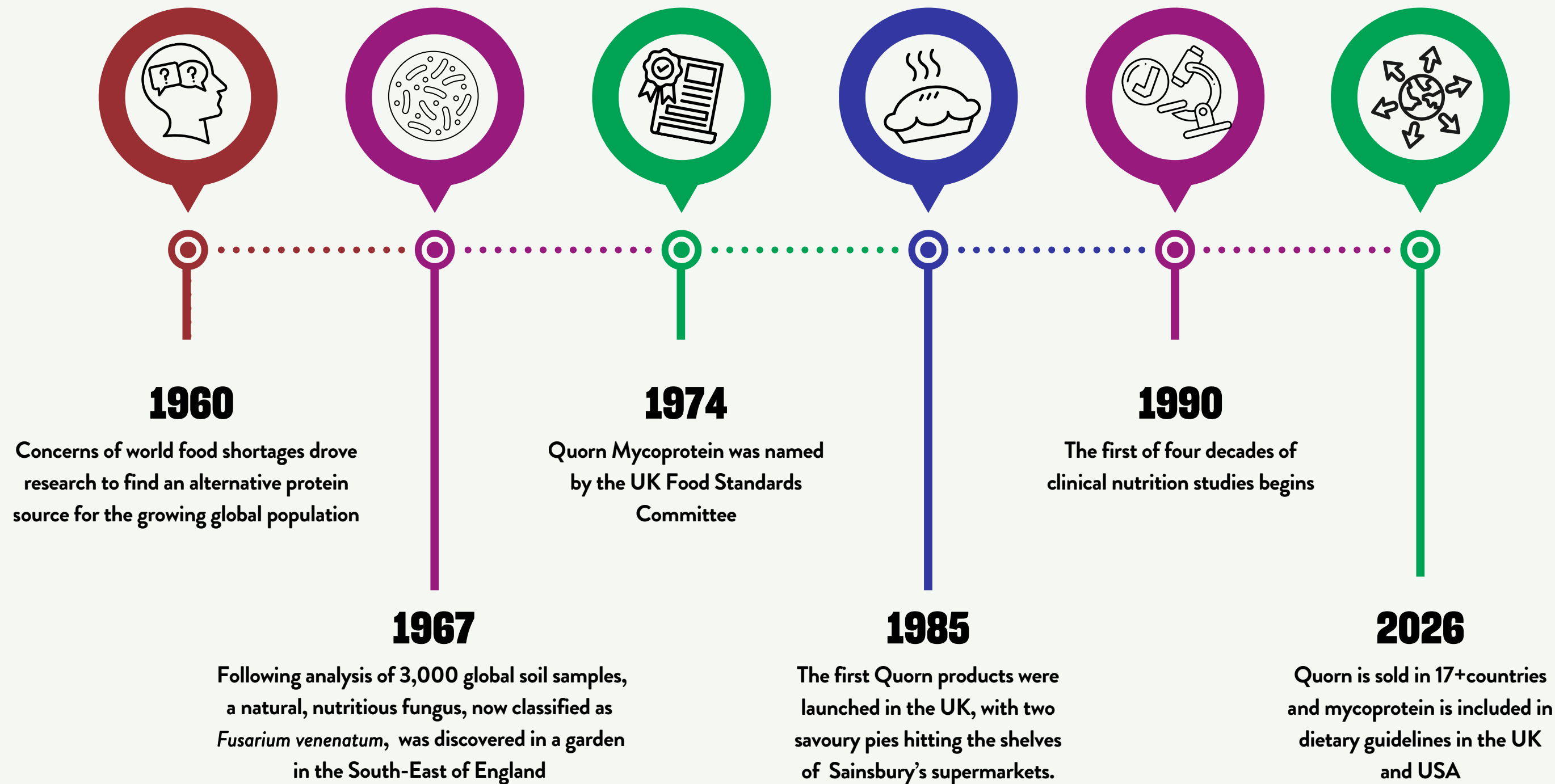
THINK BIG ACT WITH COURAGE

- Not afraid to do things differently, don't view setbacks as a failure but as an opportunity to learn and grow
- Not afraid to speak up and challenge, looking for new opportunities and ways of getting things done
- Consistently looking cross functionally and outside the business, seeking to learn from others

QUORN'S STORY

Quorn Foods was the original pioneer in alternative protein and is now a global market leader, with over 8 billion portions of food served since 1985.

Quorn products have been a part of the culinary landscape for flexitarians and vegetarians for over 40 years. Backed by robust nutritional science and offering taste that families can rely on, Quorn has earned a place on plates in more than 17 countries worldwide.



Belasis factory - the home of mycoprotein

OUR MYCOPROTEIN



Mycoprotein is the super-protein at the heart of all Quorn products. Quorn mycoprotein is proven to be healthy and have low impacts on the environment.

Quorn mycoprotein is cultivated vertically via a fermentation process in 40-metre-high airlift fermenters, making it one of the most land-light proteins on the planet. Compared to rearing livestock, growing mycoprotein produces 80% fewer greenhouse gas emissions and requires 60% less land and 65% less water.*³

A study delivered by the Potsdam Institute for Climate Impact Research in 2022, showed that by replacing only one-fifth of global beef consumption with microbial protein (like Quorn mycoprotein) within the next 30 years, we could halve deforestation and avoid greenhouse gas emissions associated with rearing animals for food.¹²

Environmental impacts of mycoprotein against comparative proteins^{3,10}

	Mycoprotein	Beef	Pork	Chicken	Soy Protein Concentrate	Pea Protein Concentrate
Carbon footprint (kgCO ₂ e/kg)	0.53	32.13	11.09	4.96	1.21	1.91
Land footprint (m ² /kg)	1.67	68.3	17.28	12.01	5.17	1.41
Blue water footprint (L/kg)	31	1048	320	73	83	76

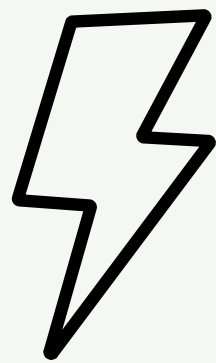
*Comparison was made between Quorn mycoprotein and beef, chicken and pork, using average data across the UK, Sweden, the Netherlands and Belgium.



OUR MYCOPROTEIN

Quorn mycoprotein is a nutritious protein source that can contribute towards a healthy and balanced diet.

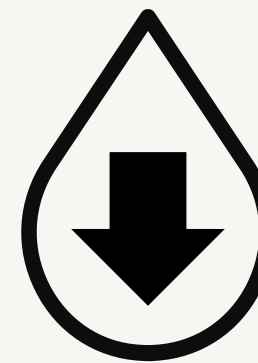
Quorn mycoprotein is a high-quality and complete non-animal protein source, providing all nine essential amino acids, and unlike animal protein it is high in fibre and low in saturated fat. It is also a good source of key vitamins and minerals, including zinc, riboflavin, manganese, phosphorus and choline.



High in Protein



High in Fibre



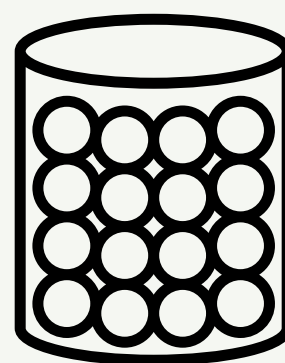
Low in Sat Fat



Source of Key Vits & Minerals



No Cholesterol



High in Nutrient Density



Incl. in Dietary Guidelines



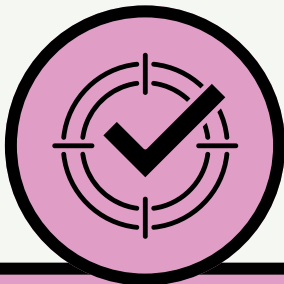
DOUBLE MATERIALITY ASSESSMENT



In early 2026, we worked with a third party to carry out a double materiality assessment and identify our salient human rights. This looked at the topics that matter most to Quorn, our stakeholders, society and the planet. The results are built into our three-year strategy, helping us deliver our purpose of “Healthy Food for People and Planet” while reducing negative impacts.

We gathered input through structured engagement with internal and external participants in order to shortlist topics from the European Sustainability Reporting Standards (ESRS).

We assessed our material impacts from two perspectives: how our business affects people and the environment, and how social and environmental issues could affect our business and its future development.



Prioritised Material Topics	Monitoring and Emerging Topics	Salient Human Rights issues
Climate Impacts Across Value Chain	Water Use in Operations	Labour Rights in Upstream Supply Chain
Workforce Wellbeing, Fair Work and Worker Voice	Food Equity and Societal Impact	Worker Rights at Own Manufacturing Sites
Resource Use and Circular Economy	Biodiversity, Feedstocks and Land Use	Consumer Right to Health and Accurate Information
Trust, Transparency and Nutrition (UPF Perception)	Equity, Diversity and Inclusion – Own Workforce	Right to a Healthy Environment for Communities in Sourcing Regions
Responsible Sourcing and Human Rights in Supply Chain		
Governance, Purpose Embedding and Stakeholder Voice		

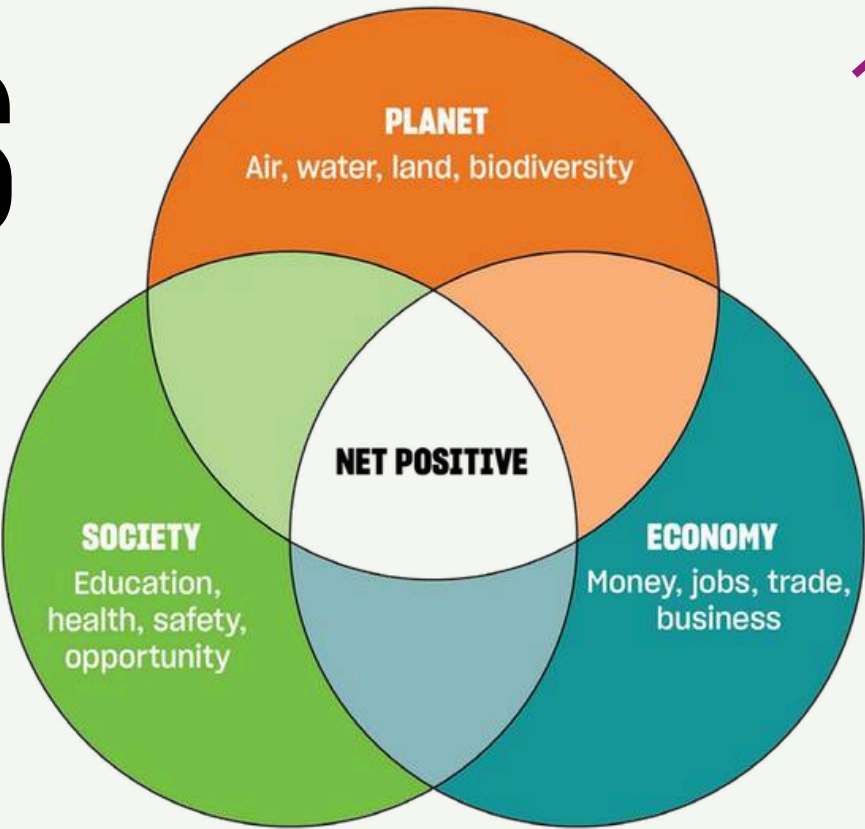
OUR 2030 NET POSITIVE GOALS



Net Positive is our approach to building a sustainable business that has a positive impact on the planet, society, and the economy.

The Net Positive Transformation Plan is our governance mechanism for sustainability, in which each executive team owner takes sponsorship responsibility for at least one Net Positive goal and drives action in that area through a cross-functional team. Progress towards these goals is reviewed quarterly.

Outputs from the materiality assessment were fed into the biannual update of our Net Positive goals. A new goal “we advocate for a more just, sustainable food system” has been added this year, reflecting the importance of working collaboratively to advance social and environmental impacts.



POSITIVE SUPPLY

By 2030, 100% of what we buy will be responsibly sourced.

By 2030, we will have achieved a 30% reduction in Scope 3 emissions, from a 2022 base year.

POSITIVE PRODUCT

By 2030, 100% of our packaging will be recyclable or reusable and we will have eliminated the use of virgin fossil-fuel based plastic.

By 2030, 100% of our food will be healthy and responsibly formulated.

POSITIVE OPERATIONS

We promote diversity & equity, value difference and everyone in the business feels included.

We are industry leaders in sustainable resource management.

We commit to reducing Scope 1 & 2 emissions in line with Science-Based Targets by 2036 from a 2022 base year.

We have reduced our water consumption and are actively repurposing or reusing it.

We support our people in their holistic wellbeing.

POSITIVE SOCIETY

We donate at least one million portions of food every year to people who need it.

We empower our people and communities to act as Net Positive champions.

We advocate for a more just, sustainable food system.

NET POSITIVE OBJECTIVES



At Quorn Foods, sustainability is officially part of everyone's job, through Net Positive objectives. Since 2023, every colleague has set at least one objective in their annual personal development plan aligned with one or more of the business' Net Positive goals.

Quorn Foods' ambition to become Net Positive by 2030 can only be realised through the collective commitment of all colleagues. This initiative reinforces the legitimacy and urgency of individual sustainability action, embedding it into everyday culture.

By providing a framework around sustainability action, and making performance expectations clear, progress is driven across the entire business. Through their Net Positive objectives, colleagues have contributed to the company's ambition in various meaningful ways. This report showcases the breadth of our colleagues' contribution to Quorn's Net Positive journey, which has generated profound impact on our organisation, community, and environment.



Staff at Methwold factory



Quorn Foods' team at the FDF Awards 2025

SUSTAINABILITY EFFORTS RECOGNISED BY THE FDF

Quorn Foods had an incredible night at the Food and Drinks Federation (FDF) Awards 2025 taking home two awards, "Environmental Leadership" and "Food Waste Initiative of the Year". Being recognised for our sustainability efforts by a well-established industry body is a welcome confirmation that we remain leaders in sustainable business.

The "Environmental Leadership" award celebrates our success in embedding sustainability into everyone's job through Net Positive objectives. The "Food Waste Initiative" award commended our cross-functional working group, who have made our food redistribution programme more streamlined and impactful than ever.

The judges were especially complimentary of how sustainability is something that all colleagues work towards, with sustainability not just being one team's responsibility, but everyone's.

POSITIVE SUPPLY

By 2030, 100% of what we buy will be responsibly sourced.



Agreement to Supplier Code of Conduct

In 2024, we launched our first Supplier Code of Conduct (SCC), outlining 16 core, zero tolerance principles and clear parameters for protection, monitoring, and impact for breaches. Our SCC covers a wide spectrum of ethical, legal, social, environmental and financial requirements, and builds on the standards and policies already in place across the business, formalising them within a single framework.

Our Procurement team is leading this project, working closely with all suppliers to ensure understanding and adherence to our standards. By December 2025, 74% of existing suppliers by spend were aligned to and signed up to our SCC. Agreement with and adherence to the SCC is now a prerequisite for all suppliers wishing to work with us.



Mitigating Ingredients Risks

We have always set high standards for ingredients related to animal welfare and risks of deforestation. For example, all egg ingredients used in our vegetarian products must be sourced from free-range farms, and all soy ingredients used in our Cauldron products must be certified not relating to deforestation or land conversion through schemes such as ProTerra and Europe Soya.

In 2025, we upskilled relevant colleagues with a refresh on sustainable palm oil. This led to an improvement to our internal procedures, palm oil policy, and relevant FAQs to further enhance our RSPO Segregated Supply Chain status. For the first time, we have been recognised as a Top Scorer on the RSPO Shared Responsibility Scorecard, reflecting our ongoing contribution to a more sustainable, transparent and responsible supply chain.



During 2025, a cross-functional working group set criteria for high-risk supplier identification. A sustainability risk assessment was delivered for the top 25 ingredients by volume and by spend, which covered social, ethical risks including forced labour, child labour, freedom of association, collective bargaining, as well as environmental risks like climate change, biodiversity and water scarcity.

In 2026, we will continue our responsible sourcing efforts by establishing a review programme for high-risk suppliers for ingredients, classifying all new suppliers against high-risk criteria and aiming to have 80% of existing suppliers by spend aligned with our SCC.



Exploring Regenerative Agriculture

In 2025-2026, we started a programme to explore opportunities to include regenerative ingredients in our products. Regenerative farming practices are built around three key principles: minimising soil disturbance, enhancing ecosystem diversity, and maintaining living root systems throughout the year.^{5,6}

The upskilling programme introduced colleagues from Market Research, Procurement, Product Development and Sustainability to the principles of regenerative farming. The working group met a farmer who uses regenerative practices before exploring how these principles could be applied to ingredients, supply chains and product development.



POSITIVE SUPPLY

By 2030, we will have achieved a 30% reduction in Scope 3 Emissions, from a 2022 base year.

High-Quality Scope 3 Baseline

In 2024, our Scope 3 emissions baseline was first calculated using 2022 data. 2022 was the first year with consistent production after the COVID-19 pandemic, making it the most relevant and representative year of our normal production. Using WRAP’s Scope 3 GHG Measurement & Reporting Protocols as guidance, we screened all Scope 3 categories and set the reduction focus on four categories making up over 95% of our Scope 3 emissions, namely purchased goods and services, upstream transportation and distribution, fuel and energy related activities, and waste generated in operations.

79% of 2022 baseline data was from activity evaluation (combining supplier-specific data and emissions based on consumption volume) and 21% spend data, thanks to a decade of calculating product carbon footprints and engaging with suppliers. All calculations of our Scope 3 emissions are compliant with the Greenhouse Gas Protocol.

Building Confidence in Scope 3 Reduction Trajectory

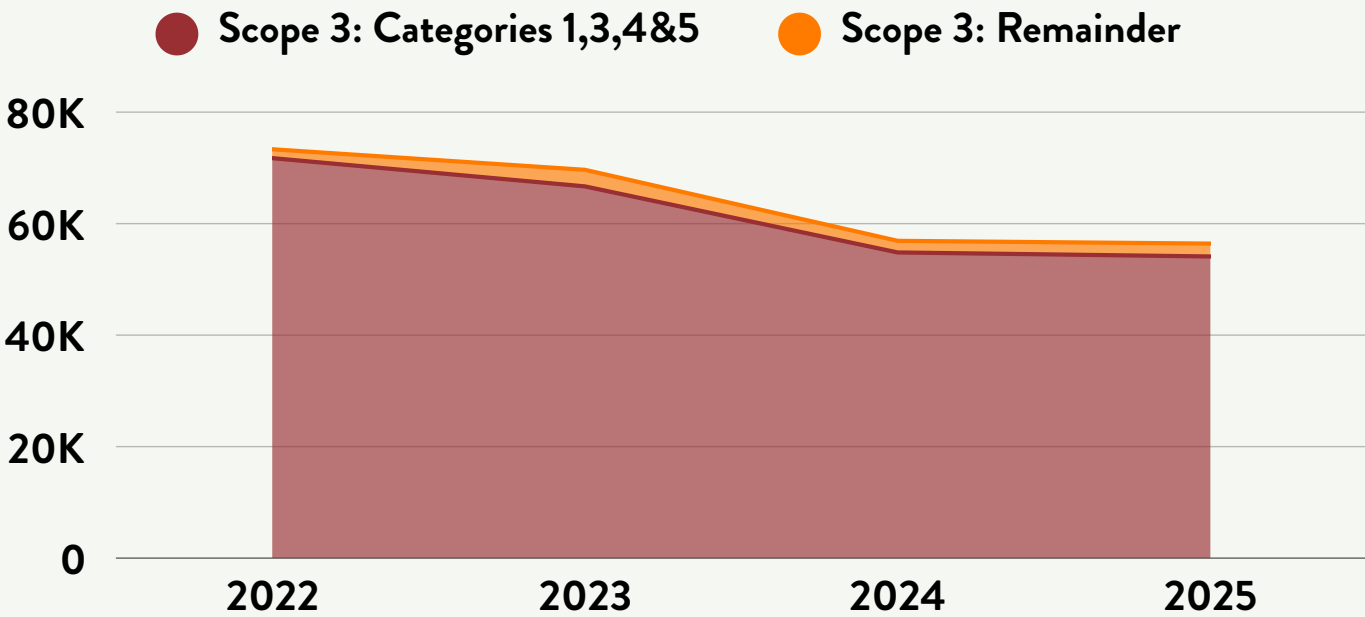
By the end of 2025, we completed two cycles of supplier engagement to gather more accurate emissions data and understand their emission reduction plans. This allowed us to improve our Scope 3 emissions data quality to 90% activity evaluation. Forest, Land, and Agriculture emissions (FLAG) were also added to every historical data year.

90% of Scope 3 emissions data was based on activity evaluation in 2025.

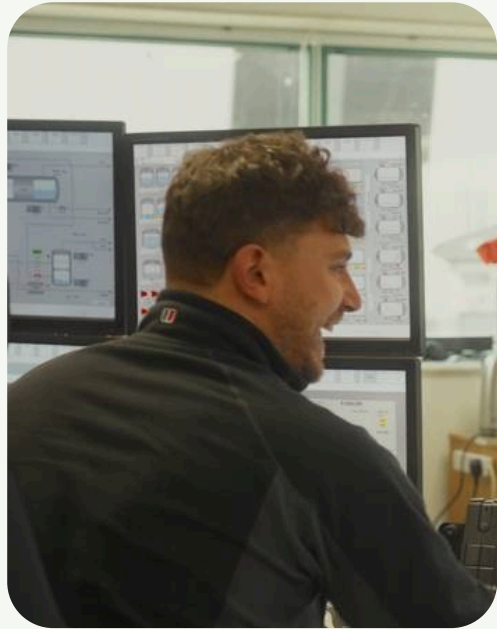
Trajectory modelling from our supplier engagement cycles, who make up 76% of all our total Scope 3 emissions, indicate their plans will deliver a reduction of 28% in our Scope 3 emissions by 2030. This is before we take our own proactive measures and actions across our supply base. We are therefore confident that we will achieve a minimum of 30% reduction in Scope 3 emissions by 2030 (categories 1, 3, 4 & 5) and maintain the trajectory to achieve 52.5% reduction by 2036.

We are continually working with suppliers to improve the accuracy of our Scope 3 emissions measurement. In early 2026, we re-baselined our Scope 3 emissions due to significant changes in our supplier’s emission factors for glucose syrup, one of the most important ingredients to make mycoprotein, the heart of all Quorn products. As a result, our baseline for 2022 has increased by 20.8% but our modelled trajectory and 2030 targets remain robust. We will continue to engage in priority order across our key suppliers and establish appropriate action plans and reduction monitoring schedules for each supplier, aligned with future reduction targets.

Quorn Foods’ total Scope 3 emissions (MTCO₂e)



Red Boardall provide logistic support in the transportation of our mycoprotein and finished products



POSITIVE OPERATIONS

We promote diversity & equity, value difference and everyone in the business feels included.



Our Equity, Diversity & Inclusion (EDI) commitment helps future-proof our workforce, keeping us adaptive and attractive to top talent, strengthening retention, and positioning Quorn as a well-rounded employer of choice.

The First EDI Survey at Quorn

Conducting an EDI survey and developing a future-focused strategy demonstrates our commitment to understanding and improving our colleague experience. We launched the first EDI survey in 2025, which highlighted our areas of focus for the next two years.

The findings allowed us to identify gaps, drive meaningful change, and ensure our approach remains relevant. The results showed that priorities are gender, inclusivity (a feeling of belonging, with all backgrounds well represented in decision-making) and accessibility, including disabilities and neurodivergence.

Women in Quorn

For over four years, our Women in Quorn network, an employee-led initiative, has helped empower our colleagues across functions, countries and career stages to connect, grow and find their tools to thrive.

Through workshops, guest speaker masterclasses, networking opportunities and informal “cuppa” conversations, the network creates a supportive space for women to build confidence, explore career development and strengthen connections across the business.

As part of our commitment to creating a more inclusive workplace and improving gender representation in leadership, the network champions learning, belonging and opportunity for all.

Extending our impact beyond Quorn, members have also supported Smart Works – a charity supporting unemployed women into the workplace – through clothing donations and personal letters of encouragement, helping others take positive steps towards employment.

"I created Women in Quorn because supporting and empowering others is something I care deeply about and have experienced firsthand. I've seen both the limitations that can hold people back and the impact that support and encouragement can have. I wanted to create a space where we can share experiences, champion one another, and help others reach their potential. Even if our support makes a difference to just one person, it matters."

Charlotte Dean - Senior Procurement Manager – Ingredients
Creator of Women in Quorn network



Women in Quorn meeting in March 2026

Nurturing the Next Generation of Leaders

At Quorn Foods, we believe strong internal networks help people and businesses thrive. Our voluntary mentoring programme, open to all colleagues regardless of level, location or gender, creates meaningful connections across the organisation.

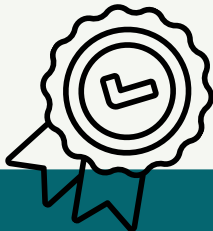
In 2025, our first cohort launched with 28 mentor-mentee pairings, bringing together individuals from different functions and experiences. During monthly meetings, participants share knowledge, guidance and fresh perspectives which help to build confidence, support career development and strengthen collaboration across the business.

The programme also enables mentors to develop coaching and leadership skills, creating a culture of continuous learning, inclusion and mutual support that benefits both individuals and the wider organisation.

Accessibility Working Group

Around 1 in 8 colleagues participating in the EDI survey identify as having a disability or long-term health condition, and over 1 in 5 identify as neurodivergent. These statistics indicate that accessibility and inclusive practices are highly relevant to our workforce.

This led to the very first Accessibility Working Group at Quorn, established in 2026, where colleagues come together to explore the support provided by Quorn Foods and externally, raise awareness across the business about topics relating to accessibility, and make the working environment more accessible.



EDI and Compulsory Unconscious Bias training for all hiring managers as part of a manager's 'Ready to Recruit' license initiative



Menopause Working Group

Menopause is a natural stage of life that can have a significant impact on physical health, mental wellbeing, and work performance. By raising awareness, encouraging open conversations, and providing appropriate support, we can create an inclusive workplace where everyone feels understood, valued, and able to thrive.

Since its launch, the group has become a safe and supportive space where colleagues can discuss menopause and its symptoms, share personal experiences, and support one another through the challenges of peri-menopause, menopause, and post-menopause.

“I’ve been through menopause and understand how frustrating those over 100 symptoms can be. I’d like to create a relaxed informal environment where our colleagues can be themselves and navigate through menopause together,” said Michelle Qaid, Electronic Data Interchange and System Analyst (IT) – Menopause Working Group leader.

Last October, the group brought World Menopause Day to colleagues across the business. The inclusive session explored how nutrition and lifestyle can positively impact health during both menopause and andropause. The awareness raising event was recognised as “supportive, empowering, and uplifting” to our colleagues.

To mark World Menopause Day 2026, we’re bringing back a wellbeing walk to raise awareness and show our support to menopause and andropause in the workplace.

POSITIVE OPERATIONS

This goal highlights our efforts to reduce operational waste - especially food waste - and increase circularity in our production. Waste losses represent a significant financial and operational burden, impacting profitability, resource utilisation, and environmental performance.

Continuous Process Improvement

Our Operations team are always looking for ways to make our processes more efficient and improve product quality, through a zero-loss programme known as IWS, or Integrated Work System. Through this initiative, we have reduced downtime and waste to successfully achieve increased run rates by 10% and increase the process reliability of the Cocktail Sausages and Falafels line from 46% to 60% on average. This has been achieved through accurate lineside reporting and defect elimination.

Food waste on the packing section of our deli line was reduced by 80% by the development of deeper trays for Quorn Vegan Ham and Chicken. This helps our deli slices stay within the tray, preventing them from moving into the seal during the packing process.



59% food waste reduction by total volume across the business between 2019 and 2025

We are industry leaders in sustainable resource management.

Giving Surplus a New Home

Between 2024 and 2025, we reduced food waste per tonne of product at our warehouses by 46%, driving a 17% decrease in overall warehouse food waste compared to our 2019 baseline. The driving force behind this was a cross-functional working group, established to better identify food at warehouses suitable for redistribution. The working group brought together experts across the business to streamline food redistribution, making the process more efficient and accessible for both Quorn Foods and our charity partners. Our efforts won the Food Waste Initiative at the Food & Drink Federation FDF Awards 2025.

46% reduction in food waste per tonne at our warehouse between 2024 & 2025

Building on the success of previous projects, Quorn is starting a programme that provides an enterprise-wide approach to tackling food waste losses. The programme drives a culture where waste reduction is embedded in everyday decision-making, driven by robust data, empowered people, and standardised best practice processes across all sites.

“(Your support) allowed my vegetarian daughter to be able to try lots of different vegan/vegetarian options that she would normally not buy as pricey and afraid she may not like.”

A member of the Bread and Butter Thing, a food charity we’ve been supporting since 2020

POSITIVE OPERATIONS

We commit to reducing Scope 1+2 emissions in line with Science-Based Targets by 2036 from a 2022 base year.

Science-based Target Validation

Quorn Foods will submit its targets to the Science-Based Targets Initiative (SBTi) for validation by the end of 2026, following a 2024 letter of commitment. The SBTi sets the global standard for ensuring corporate emissions-reduction targets align with Paris Agreement climate pathways.

The targets to be submitted follow the SBTi’s recommended pathway to help minimise the impacts of global warming on both people and the planet. These updated targets replace our earlier long-term ambitions and set out a clearer, more credible and externally validated path for reducing emissions across our operations and supply chain.

We remain firmly focused on playing our part in tackling climate change, and the targets to be submitted for validation are grounded in the best available evidence about the technologies and infrastructure likely to be available in the years ahead.

We believe the right approach is to be open about the challenges we face today, while remaining ambitious about the future. By setting transparent, science-aligned targets backed by measurable progress and continued investment, we aim to make a meaningful contribution to the transition to a low-carbon economy.



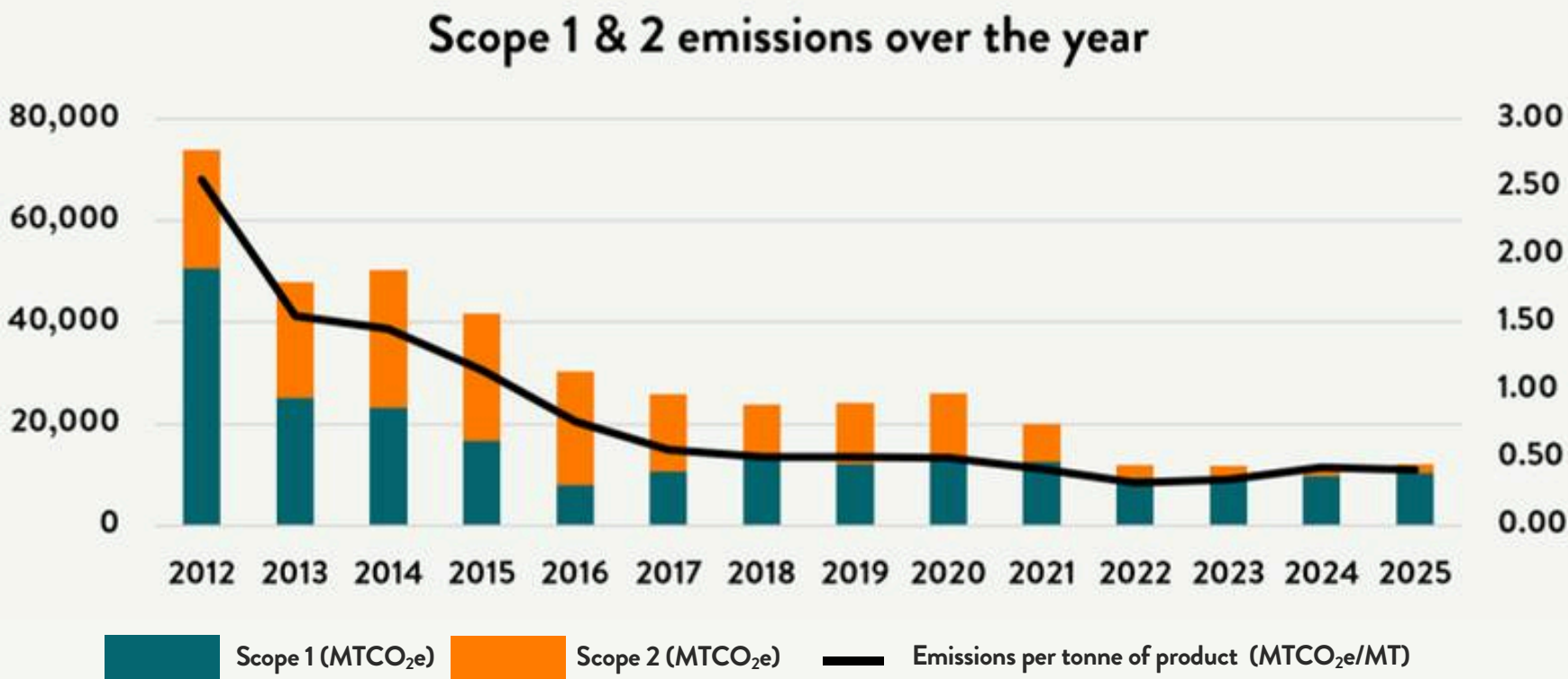
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

Scope 1 & 2 Emissions

While we reduced absolute emissions by 84% between 2012 and 2025, our decarbonisation progress has stalled in recent years – a challenge we recognise and are actively working to address. Due in part to increased volumes, our absolute CO₂e emissions rose by 5% between 2024 and 2025. Whilst we recorded a 5% reduction in emissions per tonne of production, we acknowledge that further progress is needed, given that global emissions continue to exceed the sustainable planetary thresholds.

We are actively exploring low- and zero-carbon alternatives for heat generation across all our sites and decarbonisation is a key part of our long-term capital planning and strategic direction.

In line with the Net Zero Initiative’s 10 principles for an ambitious climate strategy, our strategy is centred around three types of action – reduction, avoidance and removal. Or, as we put it “use less, use different, remove the rest”.



Use Less - Energy Savings Across Sites

Being efficient with energy used is a fundamental part of our emissions reduction path. At our fermentation plant, operational improvements led to a 16% reduction in electricity use per tonne of production between 2024 and 2025. Using robust metering data and by driving action through daily directional setting, excess electricity consumption is interrogated and eliminated. In parallel, a new, more efficient compressor installed at the same site will reduce energy demand compared to the previous process by a further 12% when two fermenters are running.

Our focus in recent years has been on efficiency improvements through various small projects, using data to help us pinpoint and tackle the main sources of waste. By reviewing the process, the team realised a simple action like spreading products throughout the full width of the nitrogen freezer tunnel could avoid 40% nitrogen per kg of product produced.



Belasis, our fermentation site in Billingham

Use Different - Exploring Routes to Decarbonisation

Alongside reducing energy used, we also invest in developing alternatives to hard-to-abate processes. We work closely with universities and external partners to support our decarbonisation journey, recognising that there are few straightforward solutions. Two of our most recent projects have been:

- A Knowledge Transfer Partnership with De Montfort University, which helped identify and plan decarbonisation pathways for our Methwold site.
- A techno-economic feasibility study with the Net Zero Industrial Innovation Centre at Teesside University on novel carbon capture routes for small emitters, using the biogenic emissions from our fermenters as a case study.

Academic–industry collaboration is a cornerstone of our Net Zero roadmap, ensuring we benefit from cutting-edge thinking to help deliver emissions reductions. In turn, we support our academic partners through guest lectures, knowledge sharing, and student placements, helping to expand our Net Positive vision beyond our own operations.

Like many UK manufacturers, some elements of our long-term transition depend on the development of national low-carbon infrastructure, including hydrogen networks and affordable industrial electrification. For this reason, we work closely with groups such as the Net Zero Industrial Leadership Group and Teesside Hydrogen Task & Finish Group to drive cross-industry action, rather than waiting for change.

We do not currently support offsetting / ‘beyond value chain mitigation’ of emissions, prioritising instead decarbonisation of our own supply chain. In the future, if required, we aim to ensure permanent removal of residual emissions through gold-standard removals programmes.



Net Zero Industrial Innovation Centre, Teesside University

POSITIVE OPERATIONS

We will reduce our water consumption and actively repurpose or reuse it.

Water is one of our most critical resources – which is why understanding and managing water risk is a key priority across our operations.

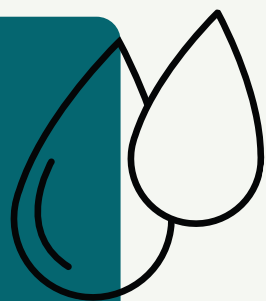
Mapping Our Operational Water Use

We have assessed water risk at all our manufacturing sites and, reassuringly, our northern sites in Stokesley and Billingham are expected to remain at low risk of water stress over the medium to long term. Our Methwold site in Norfolk, however, is located in an area identified as potentially facing future water stress.

Strengthening Water Resilience

To help address the water challenge in Methwold, we joined the Environment Agency's Local Resource Options water basin balancing initiative. Working alongside local farmers, we shared water use and discharge data to identify collaborative actions that could help reduce pressure on the local water basin and strengthen long-term water resilience.

76%
of the
business's
water
consumption
is used by the
Belasis site



While our Belasis site is not located in an area that is currently water-stressed, it accounts for 76% of the business's total water consumption.

Recognising the opportunity to do more, the team is expanding the loss identification and elimination programme that delivered significant energy savings and will apply the same approach to water and steam reduction from 2026 onwards.



POSITIVE OPERATIONS

We support the holistic wellbeing of our people by creating a workplace where colleagues can thrive physically, mentally and socially.

Making Healthcare More Accessible

At Quorn Foods, we are committed to supporting our colleagues' overall wellbeing and empowering them to take an active role in managing their health. To make healthcare more accessible, we have introduced health kiosks across all four sites, enabling colleagues to conveniently monitor key health metrics, access personalised wellbeing insights and make informed decisions about their health.

Colleagues can also access 20-minute video consultations with NHS-registered private GPs at a time that suits them. In addition, all colleagues are encouraged to complete an annual health check through a self-administered finger-prick blood test, which assesses 20 health indicators and can help identify potential health concerns at an early stage.

By providing convenient access to health information, preventive screening and medical support, we aim to help colleagues take proactive steps towards maintaining and improving their health.

100-Miles Walking Challenge

In May 2025, we took on the challenge to walk 100 miles for mental health. The challenge started on 01 May and finished on 31 May, over 100 colleagues from across the business took part with many completing their 100 miles in the first 10 days! By completing the 100-mile walk for mental health challenge, colleagues were actively dedicating their time to improve their mental health. The challenge was a huge success and will be returning every year.

We support our people in their holistic wellbeing.

Training on Nutrition and Sustainability

In 2024, we introduced the training suite including the principles of Net Positive, environmental sustainability and healthy eating. The programme helps colleagues develop practical knowledge and skills that support both personal wellbeing and our sustainability ambitions.

Employee-Benefit Policies

Work-life balance is important to Quorn Foods. We provide our colleagues with the flexibility to deliver their caring responsibilities, fulfilling their personal interests and aspirations outside of the business while continuing to meet business needs.

In the past few years, we have launched our internal Code of Conduct, updated policies for flexible working, flexible holiday, sabbatical leave, retirement, and a suite of family-friendly policies including paternity, neonatal and parental leave. Updating our policies ensures our framework evolves with the organisation.

We also refreshed our long service award policy to show the business's acknowledgement of colleagues' sustained commitment, loyalty, and contribution to the business, as well as celebrating significant service milestones achieved over many years.



Health Kiosk at Stokesley Site

Widening Our Wellbeing Support Through GroceryAid

To bring more external wellbeing support to our colleagues, Quorn Foods has been a supporter and advocate of GroceryAid since 2018. GroceryAid provides financial, emotional and practical support to grocery people, to help them through tough times. All support is completely free and confidential, and includes a range of non-repayable financial relief grants, a 24/7 Helpline for immediate emotional support, and more. GroceryAid helps colleagues working across all areas of the grocery industry including manufacturing, supermarkets, independents, wholesalers, distribution, sales and all support functions, encouraging them to get the help they've earned.

Our colleagues learned about these support offers on GroceryAid Day while also raised funds for the charity through completing the Yorkshire Three Peaks Challenge, bake sales and other activities.



Above: Colleagues on completion of the Yorkshire 3 Peaks Challenge | Right: Colleagues taking on the 100 Mile Challenge

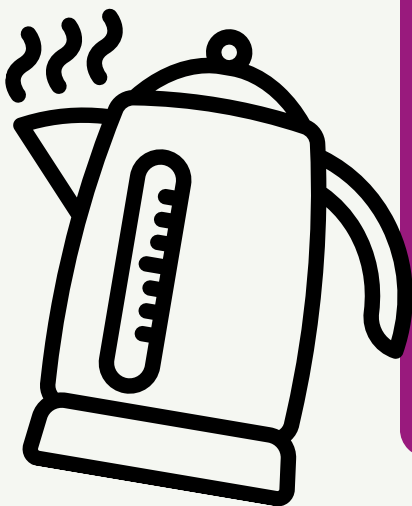
POSITIVE PRODUCT

At Quorn, we are on a mission to minimise the environmental impact of the packaging we use to protect our products. We have an ongoing programme of work that aims to reduce our packaging by removing unnecessary materials, improving recyclability and increasing recycled content.

A Simpler Pack, A Smaller Footprint

In March 2025, we removed the cardboard sleeves from our Quorn and Cauldron Sausages and Mozzarella & Pesto Escalopes. To replace the sleeve, we introduced surface-printing on the existing top-web and incorporated a base label, using current manufacturing lines and minimal movement of already available equipment.

This transition provides multiple environmental benefits, including reduced packaging waste and a potentially lower overall carbon footprint per product. This minimalistic approach reduced packaging weight by approximately 20% per product. The escalope tray was also redesigned to further reduce plastic use. This combination resulted in an annual saving of 75,000 kgCO₂e (based on 2025 sales). This is equivalent to eliminating approximately 365,000 road miles in carbon emissions!⁷



A carbon saving equivalent to boiling 1.4 million kettles! ^{*,11}

This optimisation enabled us to use fewer raw materials, while maintaining essential branding and consumer information, demonstrating a balance between sustainability and consumer focus. Carton sleeves serve minimal functional purpose in protecting the product itself, unlike the primary packaging, which ensures product safety and shelf life.

By 2030, 100% of our packaging will be recyclable or reusable and we will have eliminated the use of virgin fossil-fuel based plastic.



Eliminating Unnecessary Packaging

In addition to reducing the amount of primary packaging we use, which ultimately ends up with the consumer for recycling or disposal, we also look for opportunities to reduce our secondary transit packaging. Secondary packaging provides protection through the various supply chains we use, ensuring products make it onto shelves in the same condition as when it left the factory.

In doing so, our Procurement and Packaging teams identified an opportunity to reduce the pallet wrap weight by over 70%. The teams also replaced 30% of the virgin plastic with recycled material while maintaining pallet stability and safety during transit.



^{*} Based on the 75,000kgCO₂e avoided

Increasing Recycled Content in Our Packaging

Looking ahead to 2027 and beyond, we will continue to make positive steps forward with our ambition to reduce and ultimately eliminate the use of virgin plastic through targeted packaging improvement projects.

We have plans to move current PP trays with no recycled content to rPET trays with 30-50% recycled content, and we are continuously looking for more opportunities to remove unnecessary packaging.

Designing for a More Recyclable Future

Alongside the progress within Quorn to reduce the environmental impact of our packaging, we continue to monitor external developments to ensure our packaging remains aligned with evolving recycling infrastructure and collection systems. For example, the soft plastic used across all frozen products and snacking bags is designed for recycling, using a single plastic material which can be easily sorted and recycled.

Today, recycling this type of flexible plastic typically requires consumers to return it to collection points at larger supermarkets, which can present a barrier to participation. However, with the anticipated introduction of kerbside collections for soft plastics in the UK by 2030, access to recycling is expected to become significantly easier. This change will enable us to update the recycling labelling on our frozen and snacking bagged products in the UK and increase the proportion of recyclable packaging across our portfolio to approximately 95%, supporting our ambition to make sustainable choices simpler for consumers.



POSITIVE PRODUCT

At the heart of Quorn Foods is the great tasting, nutritious food that every consumer can trust. Our purpose is “healthy food for people and planet”, and we take that responsibility very seriously.

In 2024, we established a nutrition database to enable the business to monitor the ‘health’ status of our Quorn and Cauldron portfolio. The database monitors two aspects of nutrition: adherence of innovation projects to our global nutrition profiles, and a ‘healthy’ score based on the Nutrient Profile Model UK 2004 with the absence of red traffic lights.

Working Towards 100% Portfolio of Healthy Foods

95%
of our product
portfolio was non-
HFSS at end of
2025

Healthy products should not be classified as high in fat, sugar and salt (non-HFSS).

Setting 2024 as our baseline, we saw our ‘healthy’ score rise from 87% of our portfolio at the end of 2024 to 95% of our portfolio by the end of 2025. The aim is to reach 100% of our portfolio meeting the healthy score by 2030.

Creating New Products Adhering to Our Global Nutrition Profiles

The nutrition profiles set category specific maximum levels for calories, total fat, saturated fat, sugar and salt, in line with government reformulation targets and minimum levels of fibre and protein. The profiles also take into consideration nutrient profiling scores to ensure as much of the portfolio is non-HFSS as possible.

Between 2023 when the nutrition profiles were first launched and 2025, we saw the compliance of innovation meeting the global nutrition profiles improved from 50% to 75%.

By 2030, 100% of our food will be healthy and responsibly formulated.



Fibre Benefits

Within the UK, there is a huge shortfall between the daily recommended fibre intake of 30g and actual consumption. 96% of UK adults fail to meet this target, averaging only 16g to 17g per day. This deficiency increases the risk of developing a wide range of health issues such as cardiovascular disease, type 2 diabetes, and bowel cancer.

Unlike meat, Quorn mycoprotein is a natural source of fibre, and at the end of 2025, 94% of our products sold were a source of, or high in fibre. This is because the cell wall of mycoprotein provides a high fibre content, and is distinctive to plant-based foods.

Two-thirds of the fibre found in Quorn mycoprotein is composed of beta-glucans, a highly complex soluble fibre well-known for its cardiovascular and immune benefits, and the other third is chitin which behaves uniquely in the human gastrointestinal tract. Scientific research on Quorn’s mycoprotein suggests that the unique fungal fibre combination acts as a prebiotic, significantly improving gut health and lowering colon cancer risk markers when red and processed meat are replaced with Quorn products.⁴



94%
of our products
sold in 2025
were a source
of/high in fibre.



No Artificial Ingredients

In 2025, we began removing artificial ingredients from our core frozen ingredients. We now have eight products in the ‘High in Protein with No Artificial Ingredients’ range, across frozen and chilled. Also proudly displaying ‘High in Fibre’, ‘Low in Saturated Fat’ and ‘Cooks in 10 Mins’ on pack, the range delivers the clarity and reassurance shoppers are looking for.

The launch of the range was supported by a 10-week campaign including TV, VOD, social, influencers, podcasts, PR and a major shopper marketing push across 1,500+ supermarkets, recruiting over 435K buyers.⁸

The range has resonated with shoppers seeking greater nutritional transparency, with brand recommendation rising three points and perceptions in taste, health, quality and value improving in the first quarter post-launch.⁹

COOKS
IN 10
MINS





Protein Bites

Quorn Protein Bites, our first single-serve snack range, launched in 2026. The range of three products: Sweet Chilli, Roasted, Cocktail Sausages, has been a huge success for the brand and the category.

High in protein, low in saturated fat and a source of fibre, the snacks provide a convenient on-the-go option.

And they are proving incredibly popular with a broad range of consumers, so much so they became the category's strongest-performing NPD launches of summer 2026, attracting new shoppers and achieving market-leading repeat rates.



POSITIVE SOCIETY

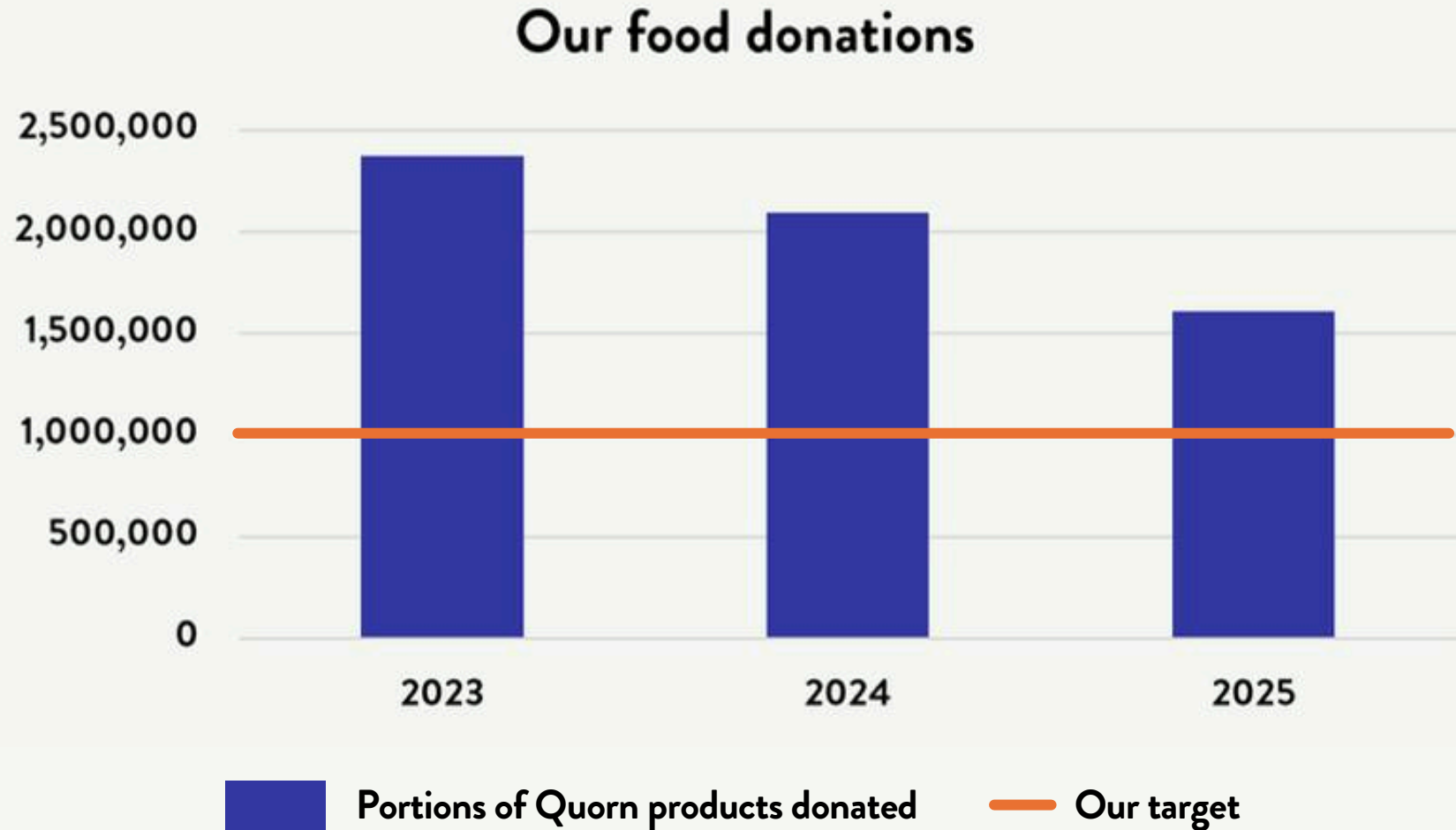
We donate at least 1 million portions of food every year to people who need it.



Food insecurity remains a critical global challenge, exacerbated by the pandemic, climate shocks, conflict and economic instability. Access to good nutrition is a human right. To help address this issue, we aim to donate at least one million portions of Quorn products each year by redistributing surplus ready-to-sell food to charities and finding opportunities to rescue food suitable for human consumption that would otherwise go to waste.



Quorn and other businesses being recognised for our contribution to the King's Coronation Food Project



Food Redistribution

Improved stock management and forecasting reduced the amount of surplus food available for redistribution between 2023 and 2025. Despite this, we continued to exceed our annual donation target by at least 50%, while expanding our global charity network and ensuring available surplus reached the people who needed it.

We have also been a long-term supporter of FoodCycle, a national charity that brings people together through community dining, helping to tackle loneliness, food insecurity and food waste.

“When you come to FoodCycle, you get to meet new people and make new friends. You can sit and have a chat, and you also get a free meal; which is one meal you don’t have to cook for yourself. I think FoodCycle is like medicine for the community.”
-Sharing from a FoodCycle’s guest



23
charities we actively supported across the world.

Leveraging Food Suitable for Human Consumption

Our product developers have been working with Felix (formerly FareShare) to co-create new products made from donated Quorn in their Food Life Extension Programme (FLEX). This project creates recipes from short-dated products and extends their shelf life through processes like canning, freezing or juicing. For example, surplus Quorn Pieces from a line trial have been included very successfully in a BBQ bite stew, extending their life to three years, preventing waste and feeding more families.

In 2026, we will continue our work with Felix to explore routes to redistributing misshaped products as part of the King’s Coronation Food Project.

Beyond food donations, our chefs and colleagues have volunteered at charities in Belgium and the UK, sharing practical knowledge with community chefs on creating nutritious meals using Quorn products. We also continue to support FoodCycle, a UK charity that tackles food insecurity and social isolation through community dining initiatives.



FLEX product made with Quorn Pieces



Vegetarian hamper at Basket Brigade’s 2025 Christmas event

Connecting Food Charities for Greater Impact

Basket Brigade is a food charity in London that only operates one day every year on the 23rd of December. On that day, their volunteers pack up donated food into Christmas hampers and deliver to households in deprived areas across London. Quorn Foods has been supporting the project by donating Quorn Roasts to their vegetarian hampers.

As Basket Brigade doesn’t have its own warehouse, we have linked them up with City Harvest, a food redistribution charity in London. Thanks to this connection, Quorn Roasts are stored at City Harvest’s warehouse and delivered to Basket Brigade on the project day. Any food unused on the day is donated back to City Harvest to redistribute to other people who need it.

The charity distributes around 1,500 baskets of food, love and hope every Christmas, supporting approximately 6,000 people in London. Since our partnership started in 2022, we have contributed around 350 vegetarian hampers to the project every year.

We have worked with Quorn for over four years, and they have become a trusted partner in helping us deliver baskets of food, love, and hope to vulnerable families, enabling us to provide more choices for recipients. Throughout this partnership, Quorn has provided invaluable logistical support, working flexibly around the complexities of our operation to help ensure each event is a success. Together, over this period, we have supported and fed more than 6,000 individuals and families. Quorn's partnership has been instrumental in helping us reach more people and deliver meaningful support where it is needed most. We have established a great working relationship with the team and it is always wonderful when the team attends event day.

Vanessa Fernandis, Trustee

**BASKET
BRIGADE**
UK

SOME COMMENTS FROM CHARITIES

Sustainability and social impact go hand in hand at Ateljee vzw (Belgium) and Quorn Foods. We're very proud of our partnership, giving Quorn's surplus food a new purpose in our kitchens!

Thanks to Quorn we can elevate the quality of our dishes and make delicious food available for every Ghentian citizen.

Sien Vleeschouwers, Manager



Our partnership with Quorn has been long-standing and immensely rewarding. They provide vital funding for our work, enabling us to continue providing weekly community meals for around 3,500 people every week. They also donate Quorn products for our network of projects to cook with, ensuring our guests can eat a nutritionally-balanced meal, as well as staff giving their time to volunteer.

Victoria Meier, Head of Fundraising



In 2025 alone, 24.69 tonnes of nutritious Quorn food reached our members, creating 58,548 meals for families who are working hard but feeling the pressure of rising costs. For us, this isn't just about surplus redistribution. It's about prevention. It's about making sure affordable, protein-rich food is accessible before families hit crisis point. Quorn understands that good food should nourish people, not become waste. Together, we're proving that environmental responsibility and household resilience can go hand in hand.

Vic Harper, CEO



Like Quorn, City Harvest is focused on good food and a sustainable planet. We're proud to have Quorn as a supporter and could not do what we do without their continued support. In 2025 their donation totalled 16.1 tonnes of food, which is equivalent to over 38,000 meals and to diverting almost 60,000 tonnes of greenhouse gas emissions from landfill. Thanks to Quorn for supporting us to help feed Londoners in need.

Julia Prebble, Food Sourcing Manager



Rory O'Connell, Account Manager



POSITIVE SOCIETY

We empower our people and communities to act as Net Positive champions.

At Quorn, everyone is encouraged to take action on the sustainability issues that matter most to them. Our colleagues extend the positive impact of the business by empowering the wider community, particularly the next generation, to become Net Positive champions.

Enabling Colleague Volunteering

Quorn cultivates a strong culture of volunteering across its workforce, empowering colleagues to make a positive contribution to their local communities. This commitment is reflected in teams regularly incorporating volunteering activities into away days and team-building events.

Following a volunteering session at Felix (formerly FareShare), two colleagues set up a monthly volunteering opportunity for Quorn employees at two Felix depots, demonstrating our ongoing commitment to supporting organisations that address food insecurity.

Colleagues can currently request to volunteer at their chosen charity, with support from their managers. Over the next two years, our People team plans to formalise and enhance this approach, ensuring that volunteering opportunities are accessible and consistently supported across the business.



Colleagues volunteering at Felix

Educational Partnership Programme

Quorn colleagues have a strong track record of engaging with schools, colleges and universities through research collaborations, skills development initiatives and educational outreach activities. Across the business, colleagues have used their expertise to inspire and support young people, helping them develop knowledge, confidence and awareness of future career opportunities.

Our colleagues regularly participate in STEM engagement events with school pupils, while our Foodservice innovation chefs have delivered cooking and healthy eating workshops for many years. Sustainability champions have also supported the Young Green Briton Challenge, mentoring secondary school students as they develop solutions to sustainability issues within their communities. In addition, colleagues from a range of functions have contributed guest lectures and specialist learning sessions at educational institutions.

In 2025-2026, these activities were brought together under the Educational Partnership Programme (EPP), a structured education and outreach initiative designed to build meaningful, long-term partnerships with schools and colleges. The programme aims to increase young people's understanding of career pathways, broaden awareness of opportunities within the food industry, and support the development of future talent. It complements existing careers education activities as well as later-stage early careers programmes, including apprenticeships and internships.

This year, our EPP Ambassador network will strengthen partnerships with schools and colleges and implement governance structures to support the effective delivery and long-term success of the programme.



POSITIVE SOCIETY

We advocate for a more just, sustainable food system.



Achieving healthy, sustainable and equitable diets requires action beyond our own operations. Through collaboration, advocacy and evidence-based expertise, we work to influence the policies and practices that shape the wider food system. Reflecting this commitment, we have expanded our Net Positive agenda to include a new goal: "We advocate for a more just and sustainable food system."

We're a member of
**GREEN DEAL PROTEIN
SHIFT ON OUR PLATE 2.0**
in Flanders (Belgium)

This demonstrates our support to the transition towards more meat-free diets to reduce environmental impact while also support better health.

Advocating for Food System Transformation

This goal will capture our approach to policy engagement, strategic partnerships, and other activities targeted at improving the planetary health outcomes of dietary patterns common to our major markets. We will develop the framework for and measurement of this goal over the next 12 months, including relevant policies, processes, and publicly available progress reports. We have already established several pieces of advocacy related to this goal:

Within the UK, Quorn is a proud signatory to several food policy initiatives, including the 10-Point Plan for Plant-Rich Diets, which advocates measures to promote plant-rich diets and accelerate alternative protein innovation to benefit public health, the economy, and the environment. We are one of more than 60 organisations supporting this campaign through brand communication, stakeholder engagement, and participation in policy-focused events.

Other campaigns we support include the Good Food Bill, the joint call for UK Retail Protein Diversification, and the Better Business Act – all of which offer practical and meaningful recommendations to improve approaches to food governance and business ethics at a national level.

Evidence-based Advocacy

Effective advocacy should be grounded in quality evidence and insight. Our research partnerships contribute significantly to the growing knowledge base on mycoprotein, helping to inform policy discussions on healthy and sustainable protein sources. This evidence has supported the recognition of mycoprotein in the UK's Eatwell Guide for more than a decade, and for the first time in the Dietary Guidelines for Americans 2025-2030.

Quorn colleagues contribute their expertise to academic programmes and conferences where positive protein choices, sustainable diets and responsible business themes intersect. We also contribute to wider public engagement in food science, such as participating in the Science Museum's flagship Future of Food exhibition and satellite events.



Tasting the Future of Food

As part of the Future of Food programme, Quorn took part in a Science Museum Lates event organised by the Alternative Proteins Association, where our team served product samples and discussed the history and science behind mycoprotein with hundreds of visitors as they explored the exhibition and learned about the wider topic of sustainable food innovation.

The high level of audience engagement and enthusiasm demonstrates the growing public interest in alternative proteins and the role they can play in the future food system.



Finally, strong and purpose-driven relationships with a diverse set of organisations are crucial to disseminating accurate knowledge about mycoprotein to stakeholders around the world. Partnerships offer collective campaigning on policy topics that are material to our business, including market-based regulatory changes to labelling and communications. Separately, partners support the upskilling of our colleagues on key issues, such as running an educational webinar co-hosted with the British Nutrition Foundation, and open to all staff, on the topic of ultra-processed foods.

We look forward to sharing more about the scope and progress of this new goal in the next report.



QuornTM FOODS QUDOS AWARDS

In 2026, 8 Qudos awards were given to colleagues & teams who lived and breathed our values.

All peer-to-peer nominations were voted by our Values & Behaviours Ambassadors across the business.



QUORNPRO

The way we eat can support both human and planetary health. Through QuornPro, our foodservice division, we are developing practical blended-protein solutions that can help chefs and operators create healthier, lower-carbon choices for diners.

QuornPro's Meat Halfway

In 2023, QuornPro proposed Meat Halfway to the NHS: replacing 50% of meat in popular dishes such as shepherd's pie and chilli con carne with Quorn products. The initiative has become a powerful catalyst for change, helping caterers serve meals that are healthier, lower in carbon and more affordable, without compromising on taste.

The results have been overwhelmingly positive. In taste tests, many diners did not notice the difference, and in some cases, they preferred the flavour and texture of the blended dishes. Quorn Mince also absorbs excess oil from the meat, creating a high-quality, great-tasting dish.

Feedback from participating NHS sites has also been extremely encouraging with menus reducing carbon emissions* while also lowering saturated fat and cholesterol and increasing fibre intake.



47k tonnes
of CO₂e could be saved
if 20% of annual meals
were to be swapped

The scale of the opportunity is significant. If just 20% of the NHS's 140 million annual meals were converted to Meat Halfway dishes, it could save around 47,600 tonnes of CO₂e and at least £1.12 million in food costs.**

This initiative has been adopted in a range of settings, such as universities, hospitals, and contract catering operations. Meat Halfway demonstrates how sustainable innovation can support public health, potentially lower environmental impacts without compromising on taste or choice.

*The carbon footprint comparison of 100% meat menu and blended menu was done using Klimato tool in May 2023.

**Savings per annum based on 28m meals with 1.7kgCO₂e savings from a 454g portion of Meat Halfway cottage pie calculated from cradle to gate using Klimato in May 2023. Cost savings assuming 4p per portion meal saving based on Quorn Mince 1.5kg pack @ £9.06 and average beef cost of £7.52 per kg in 2023.



Blending Quorn Products into Meat

Yes, that's right! We didn't just stop at blended recipes. We have worked with commercial butchers to combine responsibly sourced beef with Quorn mycoprotein to create the blended product range.

Featuring burgers, meatballs and mince, the blended range delivers the taste, texture and appearance diners expect from meat, alongside valuable operational, nutritional and environmental benefits:

- Improved yield: just 5% cook loss compared with 18% for a standard beef burger
- Easy to use: cooks and handles like the equivalent meat product, a straight swap in familiar dishes
- Nutrition: provides dietary fibre in products that usually have none, with fewer calories and less saturated fat than traditional beef or pork equivalents
- Lower carbon footprint: our example blended burger can have a carbon footprint up to 40% lower than a standard beef burger*

We also tested three of the products with people who know foodservice best – chefs! The blended 114g Burger, Meatballs and Mince passed independent testing through the Craft Guild of Chefs Product Endorsement Programme. Chefs praised their appearance, moisture retention, minimal shrinkage and versatility, earning all three the Approved Product badge.

David Flochel, our CEO, said: “This range provides a practical option for operators and diners looking to reduce meat consumption without removing it entirely. It delivers the familiar eating experience people expect, while helping operators manage costs, improve yield and evolve their menus in a realistic, scalable way.”



*Calculation was done by Klimato carbon footprint tool in December 2025. The carbon footprint of Quorn products has been verified by the Carbon Trust in 2021. The carbon footprint of beef was from Klimato database. Calculation based on 113g burger, which in its protein content has 60% British red-tractor beef and 40% Quorn products.

2025
DATA

The reporting data is based on our material topics.



Disclosure	Data	Unit
CLIMATE ACTION		
TOTAL ENERGY CONSUMPTION	130,871	MWh
Total energy consumption (non-renewable)	52,299	MWh
a. LPG	4,954	MWh
b. Nitrogen	3,871	MWh
c. Carbon dioxide	446	MWh
d. Natural gas	37,931	MWh
e. Steam	4,812	MWh
f. Electricity consumption (non-renewable)	285	MWh
Total energy consumption (renewable)	78,572	MWh
a. Steam	43,312	MWh
b. Electricity consumption (renewable)	35,260	MWh
Percentage of renewable energy	60	%
Energy intensity	16	GJ/MT
Total energy consumption	471,136	GJ
Total production output	29,004	MT

Disclosure	Data	Unit
EMISSIONS		
Scope 1 GHG emissions	10,322.00	tCO ₂ e
Scope 2 GHG emissions (market-based)	1,706.00	tCO ₂ e
Scope 2 GHG emissions (location-based)	14,727.30	tCO ₂ e
Scope 3 GHG emissions	56,417.00	tCO ₂ e
FLAG emissions	16,410	tCO ₂ e
GHG intensity based on total Scope 1 & 2 GHG emissions	0.41	tCO ₂ e/ MT
WORKFORCE WELLBEING		
TRAINING		
Total training hours	12,140	hours
Average training hours per employee	16.6	hours
HEALTH & SAFETY		
Number of days lost to work-related injuries, fatalities & ill health	40	days
Number of hours worked	1,724,162	hours
Number of work-related accidents	53	cases
Absence rate due to work-related injuries, fatalities & ill health	0.02	%

2025

DATA

The reporting data is based on our material topics.



Disclosure	Data	Unit
RESOURCE USE AND CIRCULAR ECONOMY		
WASTE		
Waste generated	34,335.60	MT
a. Hazardous	4.26	MT
b. Non-hazardous	34,331.34	MT
Waste diverted from disposal	33,970.77	MT
a. Hazardous	0	MT
b. Non-hazardous	33,970.77	MT
i. Preparation for reuse	7.24	MT
ii. Recycling	102.8	MT
iii. Other recovery operations	33,860.73	MT
Waste directed to disposal	364.83	MT
a. Hazardous - offsite	4.26	MT
b. Non-hazardous - offsite	360.57	MT
Percentage of waste to landfill	1	%
Food waste		
Food waste volume	2,268	MT
Food waste intensity	7.8	%

Disclosure	Data	Unit
PACKAGING		
Packaging tonnage	5131.16	MT
Percentage of recyclable packaging	98	%
Percentage of recycled content in packaging formats		
a. Paper	0	%
b. Plastic	30-80	%
c. Wood (81% of our wooden pallets are in a closed-loop return system)	0	%
d. Aluminium	0	%
NUTRITION		
Percentage of products classified as non-high in fat, salt and sugar (non-HFSS; NPM 2004)	95	%
Percentage of products classified as a source of/high in fibre	94	%
Percentage of products classified as source of/high in protein	99	%
Percentage of products carrying on-pack nutrition information	100	%
Percentage of new product development meeting internal nutrition standards	75	%
RESPONSIBLE SOURCING		
Percentage of suppliers by spend signing up to Supplier Code of Conduct	74	%
Percentage of key ingredients by spend covered by supplier human rights assessments	60	%
Percentage of key ingredients by spend covered by biodiversity risk assessments	60	%

2025

DATA

The reporting data is based on our material topics.



Disclosure	Data	Unit
GOVERNANCE AND PURPOSE EMBEDDING		
ETHICS		
Number of confirmed information security incidents	0	cases
Number of product recalls	0	cases
CORRUPTION		
Number of confirmed corruption incidents	0	cases
COMPLIANCE		
Total number of non-compliance with environmental laws & regulations	0	cases
Total amount of monetary fines for non-compliance to environmental laws & regulations	0	GBP
PURPOSE EMBEDDING		
Percentage of management team members with sustainability objectives	100	%
WATER USE		
Water withdrawal	882,405	m ³
Water intensity	30.42	m ³ /MT
Number of water-stressed locations	1	site
FOOD EQUITY AND SOCIETAL IMPACT		
Number of charities supported in the UK, EU and USA	23	charities
Number of Quorn product portions donated	1,606,496	portions
Number of volunteering hours (with partnered charities only)	149	hours

Disclosure	Data	Unit
BIODIVERSITY AND LAND USE		
Percentage of soy used certified deforestation-free	100	%
Percentage of palm oil used certified deforestation-free	100	%
EQUITY, DIVERSITY AND INCLUSION – OWN WORKFORCE		
EMPLOYEE DATA		
Total number of employees as of Dec 31, 2025	732	count
a. Number of female employees	259	count
b. Number of male employees	473	count
DIVERSITY		
Percentage of women employed in the whole organisation	35.38	%
Percentage of women at leadership level	35.29	%
Percentage of women at top management level	25	%
Percentage of women within the organisation’s board	20	%
Percentage of mean hourly rate pay gap	0.32	%
Percentage of median hourly rate pay gap	4.26	%
Percentage of mean bonus pay gap	35.93	%
Percentage of median bonus pay gap	43.08	%

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