Tortoise

# The Better Food Index

## Methodology report

JUNE 2022

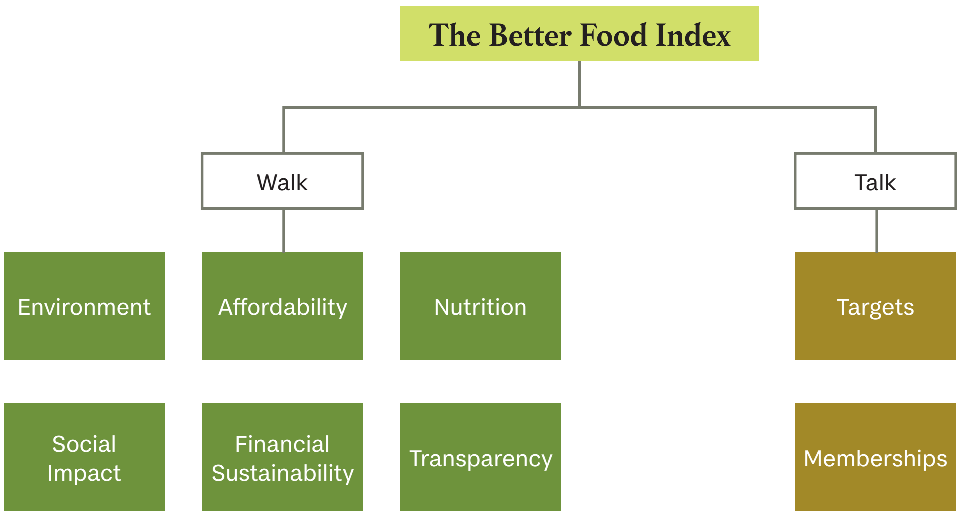
Tortoise

# Executive summary

The Better Food Index is a measure of the social, environmental and economic performance of the 30 largest food companies in the UK. It builds on The Responsibility100 Index – an index that ranks FTSE100 companies according to a variety of social and environmental metrics.

The Better Food Index uses data from a range of sources, including annual and sustainability reports, non-governmental organisation research, information from regulatory bodies and our own investigation. The 106 indicators that comprise the Index have been selected with the following in mind:
– Reflect publicly-available information
– Use up-to-date data sources
– Speak to key issues in the UK food sector
– Are calculated relative to a company's size

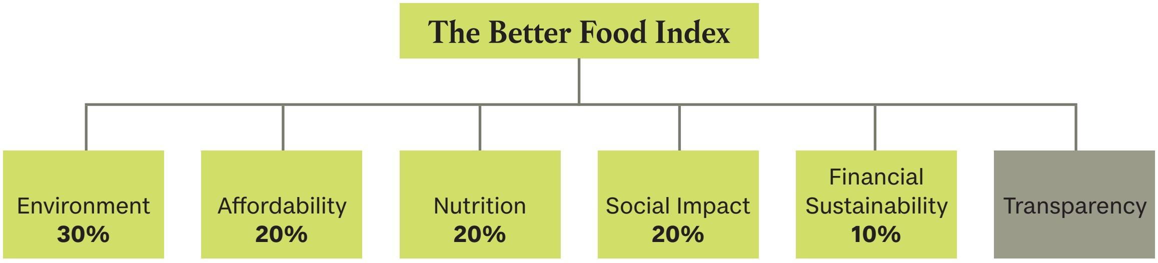
We adopt the following three lenses, each of which tells us something different about the social and environmental performance of any given company:
– Walk
– Talk
– Transparency




The 'Walk' score documents the tangible impact that companies have on the food sector, as well as actions taken to improve sustainability performance. It is split into the following 5 key pillars:

**Environment** how do they affect the planet?
**Social Impact** how does their work impact people and society?
**Affordability** how affordable are their products?
**Nutrition** how healthy are their products?
**Financial Sustainability** how financially viable is their business?

These pillars are weighted as follows:




The 'Talk' score refers to the commitments, targets and aims companies make, and the membership organisations they join. 'Talk' scoring helps to assess a company's engagement with key issues in the food system, as well as highlight those companies which have reported extensively on their commitments, targets and aims, but have not taken significant action on the range of factors measured by the Index. We have also assessed how ambitious targets are for each company by identifying whether they have set interim targets, tracked their progress, and have an end-date that is ahead of the industry standard (e.g. Net Zero by 2050). This analysis is instructive in understanding a company's priorities and preparedness to make change.

The 'Transparency' score captures how many applicable indicators the company has reported on, enabling us to gain an insight into how open and transparent they are about their current social, environmental and economic performance. We believe that consumers and citizens have a right to know about, and scrutinise, a company's sustainability commitments and actions. This addition to the Index framework helps us to quickly identify the most and least transparent companies, and allows us to disentangle poor reporting from poor performance. The score encourages better reporting, regardless of current performance.

Like the Responsibility100 Index, the aim of the Walk/Talk/Transparency framing helps us to understand which companies are discussing action, taking action and how open they are in their reporting, as well as observe how this balance may play out over time.

## Why is The Better Food Index necessary?

Food companies have an enormous impact on the planet and our livelihoods. And yet, much of the food on our supermarket shelves is made by large, opaque companies that are rarely scrutinised for their farming practices, production methods and pricing strategies. Published in the midst of a cost of living crisis and an environmental emergency, The Better Food Index aims to hold power to account and shine a light on some of the best and worst practices within the UK food industry.

Building an index is not without complexity. Creating a comprehensive portrait of the social and environmental performance of private and publicly-listed companies is challenging. Furthermore, private-food companies are often private-label producers, meaning that they make 'own-brand' product lines for retailers and food service businesses - adding a second layer of obscurity.

We believe that data is necessary for effective decision-making, and having a public ranking can spur momentum to take action now. The Index holds data across a range of pressing social and environmental issues, from greenhouse gas emissions and animal welfare to gender equality and modern slavery. In assembling this data we aim to catalyse conversations about how large UK food companies can operate more effectively and ethically for both people and the planet.

## Guiding Principles

Below we have detailed the key methodological principles that underpin The Better Food Index.

1. **Publicly-available.** The majority of data we include in the Index is from publicly-available sources, either published company reports, websites or open third-party sources, such as Companies House. The 'Product Portfolios' that inform our Nutrition and Affordability pillars are the only exception. In favour of accuracy, especially in the case of companies that produce unbranded/ 'own-label' goods, these portfolios are based on our own investigative research, company responses and market data provided by Euromonitor, an international market research database.
2. **Recent.** As different companies will publish their annual and sustainability reports at different times of the year and some data is published less frequently, the data underlying The Better Food Index is drawn from a range of years rather than only the year of this edition. In order to ensure that The Better Food Index can be reasonably considered to be 'up-to-date', we apply a limit of only including data sets that are less than, or equal to, three years old. In this report, that means from 2019 – April 2022. For indicators that are updated more regularly, such as all Glassdoor-related data and the Market Capitalisation figure for each company, we have recorded a value from March 2022.
3. **Relevant.** The Better Food Index is specifically focused on the UK food sector. It encompasses both private and public companies; private-label and branded products; and producers and manufacturers. Our indicators are relevant to the majority of the companies, and reflect the most important challenges facing the UK food system today.
4. **Relative.** Even within the 30 largest UK food companies, there are considerable differences in their scales of operation. Where possible, we have calculated a relative measure in order to fairly compare companies of different sizes, such as taking total energy or water usage and dividing it by their revenues. In some cases, however, this is not possible and we have collected data in a raw or absolute form, for example, the 'Number of Whistleblowing Cases Reported'.

## Our Methodological Process

Below we have detailed the key stages involved in the development of The Better Food Index.

1. **Company selection**

   The 30 companies were selected based on an OC&C ranking of top UK food and drink businesses by turnover. We have 16 own-label producers and 14 branded goods producers and manufacturers. They can be further categorised as follows:
   - 11 Meat companies
   - 7 Consumer Goods companies
   - 4 Convenience Foods companies
   - 2 Dairy companies
   - 2 Drinks companies
   - 2 Seafood companies
   - 2 Grocery companies

| Company Name | Description | Speciality | Branded / own-label | Public / Private |
|---|---|---|---|---|
| Boparan Holdings | Boparan Holdings owns a variety of food production companies across the UK. Their largest company - 2 Sisters Food Group - primarily focuses on private label manufacturing for retailer and food service markets. They mainly sell poultry-based products. | Meat | Own Label | Private |
| Associated British Foods | Associated British Foods is a British multinational food processing and retailing company. They sell ingredients (such as sugar and yeast), as well as manufacture both private-label and branded goods (e.g. Twinings and Jordans). In The Better Food Index, we focus on data for the ABF Grocery division. | Grocery | Branded | Public |
| Arla Foods | Arla Foods is a multinational dairy cooperative based in Denmark, and is the largest dairy producer in the UK. Arla sells much of their dairy products via their three brands: Arla, Lurpak and Castello Cheeses. They also produce a sizeable amount of own-label products for British retailers. | Dairy | Own Label | Private |
| Avara Foods | Avara Foods is one of the UK's largest food businesses, supplying chicken, turkey and duck to retailers, food service businesses and food manufacturers. They were formed as a joint venture between Cargill's UK fresh poultry business and Faccenda. | Meat | Own Label | Private |
| Bakkavor | Bakkavor is a key player within the fresh prepared food market, specialising in developing private label products for global grocery retailers and international foodservice operators. Their top-performing food categories include ready meals, soups, pizzas and deserts. | Convenience Foods | Own Label | Public |
| Birds Eye | Birds Eye is an international brand of frozen goods, specialising in frozen fish, peas and chicken. | Frozen Goods | Branded | Private |
| Britvic | Britvic is an international company that produces a variety of soft drinks (e.g. Robinsons, Tango and J2O). They also have an exclusive licence with PepsiCo to make and sell Pepsi MAX, 7UP, Rockstar Energy and Lipton Ice Tea. | Drinks | Branded | Public |

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| Coca-Cola Europacific Partners | Coca-Cola Europacific Partners Great Britain Limited manufactures and markets a range of household brands including Coca-Cola, Fanta, Dr Pepper and Schweppes. They also produce a range of bottled water products and sports drinks. | Drinks | Branded | Public |
| Cranswick | Cranswick is a leading UK food producer and supplier of premium, fresh and added-value food products. They supply retailers, restaurants and food-to-go chains with a variety of products including fresh pork, cooked meats, bacon, sandwiches and savoury pastries as well as continental meats, cheese, olives and antipasti. | Meat | Own Label | Public |
| Dunbia | Dunbia is one of Europe's leading food manufacturers supplying quality meat products for national and international retail, commercial and foodservice markets. They specialise in beef and lamb products. | Meat | Own Label | Private |
| Eight Fifty Food Group | Eight Fifty Food Group is a multi-protein food processor and supplier of seafood and pork products. They were recently acquired by Sofina Foods, a privately owned Canadian company that provides food products for retail and food service businesses. | Meat | Own Label | Private |
| Fletcher Bay Group | Fletcher Bay Group is a holding company for a group engaged in processing, manufacture, supply and marketing of fresh fruit and produce meat and animal by-products. | Meat | Own Label | Private |
| Farmers Boy | Farmers Boy, a wholly owned subsidiary of Morrisons, produces added-value chilled goods such as bacon and sausage, whole and sliced cooked meats, fruit and savoury pies and quiches, mince, cheese and precision cut steaks. | Meat | Own Label | Private |
| Greencore Convenience Foods | Greencore Convenience Foods supplies all major UK supermarkets, convenience stores and food service businesses with a range of sandwiches, salads, sushi, ready meals, soups, sauces and more. | Convenience Foods | Own Label | Public |
| Hilton Food Group | Hilton Food Group supplies meat, fish, ready-to-cook, vegetarian meals, and more to British retailers. They supply over 500 million meals to the UK consumers every year, and supply 41% of UK households from their Huntingdon site. | Meat | Own Label | Public |

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| International Procurement & Logistics | International Procurement & Logistics, a wholly owned subsidiary of Asda, sources a variety of different products, including fresh fruit, vegetables and wines. | Grocery | Own Label | Private |
| H. J. Heinz Foods | Heinz is a household brand and a leading food processing company in the UK, making products from baked beans and soups, to salad dressings and pasta sauces. | Convenience Foods | Branded | Public |
| Kellogg's | Kellogg's is an American multinational food manufacturing company that produces a range of household branded products such as Kellogg's Corn Flakes, Frostie's and Coco Pops. | Consumer Goods | Branded | Public |
| Mars UK | Mars UK is a multinational manufacturer of confectionery, pet food and animal care, and other food products. Their top-selling products include Mars bars, M&M's and Dolmio. | Consumer Goods | Branded | Private |
| Mondelez | Mondelez is a multinational confectionery, food, beverage and snack food company. Their brands include Cadbury, Philadelphia and Belvita. | Consumer Goods | Branded | Public |
| Moy Park | Moy Park is a Northern Ireland based poultry meat producer, supplying branded and own label chicken products to leading retailers and foodservice providers throughout the UK. | Meat | Own Label | Private |
| Muller | Müller is one of the UK's largest dairy brands, sourcing milk from 1,300 farmers in Britain to develop, manufacture and market a wide range of branded and private label dairy products for the UK market. | Dairy | Branded | Private |
| Neerock | Neerock, a wholly owned subsidiary of Morrisons, processes and supplies products from cattle, goats, sheep and pigs. | Meat | Own Label | Private |
| Nestlé | Nestlé is a Swiss multinational food and drink processing conglomerate corporation, producing everything from baby food and bottled water to ice cream, cereals and petcare. | Consumer Goods | Branded | Public |
| Premier Foods | Premier Foods is a British food manufacturer that owns many well-known brands, including Mr Kipling, Ambrosia, Oxo and Bisto. | Consumer Goods | Branded | Public |

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| Pilgrim's Pride | Pilgrim's UK is the UK's number one pig farmer and producer, operating across several hundred farms and 15 manufacturing sites, supplying many of Britain's leading retailers and foodservice outlets. | Meat | Own Label | Private |
| Princes Group | Princes Group is an international food and drink group involved in the manufacture, import and distribution of branded (e.g. Batchelor's, Branston and Flora) and own-brand products. | Meat | Branded | Private |
| Samworth Brothers | Samworth Brothers is a British food manufacturer which produces a range of chilled and ambient foods, from sandwiches, meals and savoury pastries to salads, cooked meats and plant-based meals for both own-label and branded. | Convenience Foods | Own Label | Private |
| Unilever | Unilever is a British multinational consumer goods company that produces 400+ brands worldwide, including Ben & Jerry's, Colman's, Marmite and Pot Noodle. | Consumer Goods | Branded | Public |
| Pladis UK & I | Pladis UK & Ireland (formerly, United Biscuits) is a British multinational food manufacturer, makers of McVitie's biscuits, Jacob's Cream Crackers, and Twiglets. | Consumer Goods | Branded | Private |

**2. Data-gathering**

Data was gathered from each company's most recently published annual and sustainability reports, supplementing this with a number of third-party, publicly-available datasets. The product portfolios that inform the nutrition and affordability indicators are an exception: they are based on our own investigation, informed by Euromonitor sales data, and, in some cases, product information provided directly by companies. All relevant sources are detailed in the indicator table in this report.

**3. Bespoke scoring**

We have also conducted bespoke analysis on a number of different indicators. For example, we have analysed the ambition level for various targets, by looking at the proposed target figure, the timeframe for achieving this target and the baseline against which improvement is measured. These measures are used together to calculate the relative "effort" a company must make to achieve their target.

We also use custom scoring when handling emissions data. During our data collection phase, we found that a majority of companies within the Index either failed to report Scope 3 emissions entirely, or reported a very low number that we judged to be not representative of the true figure (Scope 3 emissions can account for 90-95% of emissions in the food sector, and therefore, should be higher than Scope 1 & 2 emissions). Therefore, we have created a bespoke 'Scope 3 Score' where we award a score of 0 to companies that failed to report on Scope 3; a score of 1 to those who reported a Scope 3 figure lower than their combined Scope 1 & 2 emissions; and a score of 2 to those companies reporting a Scope 3 figure higher than their combined Scope 1 & 2 emissions.

**4. Missing data**

For all 'Walk' metrics, such as '% Energy from Renewables', we consider two kinds of missing data. If an indicator is not relevant to a company (e.g. beef certifications for a drinks manufacturer) then we class the indicator as N/A and it is excluded from a company's score. If we believe an indicator is material to a company but is not reported on, it is classed as 'Missing' Where this occurs, the indicator is ignored when totalling the score for the Pillar, but is later accounted for in the Transparency score, where they are penalised.

Where companies have not publicly reported on a target or membership – the 'Talk' indicators – we assume this target or membership does not exist and impute 0 accordingly. The absence of a publicly reported target implies it does not exist, which is different from most 'Walk' indicators.

**5. Normalisation**

We normalise our indicators to establish comparability between companies. This means bringing data of varying size and magnitudes onto a uniform scale from 0 to 1, so we can compare different metrics concisely. In the majority of cases this scaling is linear, but for some indicators we cap unusually low/high outliers in order to avoid distorting the linear scale around a single value.

We tend to avoid collecting indicators that are binary (e.g. Company Offers Free-From Alternative Products). This is because a switch from 'No' to 'Yes', or 0 to 1, would induce a 100% value change. For non-binary indicators, it is much harder to go from 0 to 100 (e.g. % of Livestock Living Outside of 'Close Confinement Systems'). To overcome this challenge, binary indicators are capped at 2 for the 'Engagement' component.

## Weighting

We weight each indicator using a combination of the following four factors:

1. **Engagement.** This is designed to reflect the effort or engagement that it takes to improve the indicator's score. Each indicator is scored on a five-point scale, ranging from 'low' (a bare minimum, 'passive' effort, such as becoming a 'Member of Sedex') to 'high' (a significant financial or procedural commitment, such as decreasing Scope 1 & 2 Emissions across the business).
2. **Importance.** This reflects the significance of what this indicator entails, relative to the other indicators. Each indicator is scored on a five-point scale, ranging from 'fairly important' to 'existential'. For example, '% of Workforce that are Graduates' will receive a low importance rating, whereas '% Reduction in Emissions Intensity' is vital to improving the food sector's impact on the world.
3. **Relevance.** This captures how relevant the indicator is to the food system. Each indicator is scored on a five-point scale, ranging from 'not directly relevant' to 'explicitly referring to'. For example, having an 'Employee Representative on the Board' is less food-sector specific than '% of Livestock Living Outside of Close Confinement Systems'.
4. **Reliability.** This assesses the quality of the data captured by any given indicator. Each indicator is scored on a five-point scale ranging from 'incomplete and unreliable' to 'complete and reliable'. For example, financial indicators such as 'Revenue' are more reliable than '% of Senior Management who are Disclosed as Disabled'.

**Example weighting**

The indicator '% of Electricity from Renewables' is weighted:
- **2 for Engagement.** It is possible, and relatively simple, to switch providers to ensure electricity comes from renewable sources. ⅓ of companies in The Better Food Index already source 100% of their electricity from renewables.
- **4 for Importance.** Renewable electricity is an important step in a company's journey to Net Zero.
- **5 for Relevance.** Over ⅓ of all human-caused greenhouse gas emissions originate from the world's agri-food systems. As such, transitioning away from fossil fuels is highly relevant for the food sector.
- **4 for Reliability.** The % of electricity from renewable sources is typically reported in a company's annual report.

**What is the impact of the weightings?**

Each layer of the weighting system for The Better Food Index is intended to more appropriately balance the influence of each indicator on the overall score. It is intended to account for the fact that contributions from companies take many different forms, and have varying degrees of impact on the overall sustainability of that company.

Given that the indicators included in the Index each express a specific and important factor, to leave the indicators unweighted would make their impact on the overall score arbitrary rather than specific. This is because the relative weight of the indicators would be determined by the number of indicators in each pillar; rather than the importance of the pillars themselves. Tortoise, therefore, takes the decision to apply weights to each indicator.

As the indicators in the Better Food Index are grouped into sub-dimensions - the thematic pillars - the application of equal weighting across all variables would imply unequal weighting of the pillars due to the variation in the number of indicators in each. However, this is not the case. We have weighted each pillar as follows:
- **Environment 30%**
- **Affordability 20%**
- **Nutrition 20%**
- **Social Impact 20%**
- **Financial Sustainability 10%**

The pillar weightings reflect the need for financially stable companies to produce healthy, affordable food in a sustainable way.

The full list of Indicator weights are available in the Annex of this methodology report.

**5. Beta launch and feedback**

The Better Food Index was launched in beta at the Tortoise Responsible Food Forum in April 2022. Experts from the food sector were invited to share their feedback on the Index structure and methodology at the conference, and in the weeks that followed between May and June. We also shared the Index in beta to the 30 participating food companies so that they could provide amendments to the data and give feedback on our methodology. We have integrated their feedback and made minor adjustments to the Index where relevant.

**6. Final scores**

We apply the weightings – as above – to the normalised data in order to calculate two scores:

- A normalised 'Walk' score, which takes into account those indicators identified as 'action'-related.
- A normalised 'Talk' score, which takes into account those indicators identified as 'reporting' or 'commitment'-related.

## Missing Values

Some of the data-sets we have used are not complete. To avoid adding arbitrary influences to the scoring we have therefore adopted two basic principles:

1. The absence of data on some indicators is assumed to mean the absence of the indicated activity; companies are not assumed to have done anything for which there is no indicative data.
2. Missing data should not credit a company in relation to the average performance of other companies in the Index.

We are confident that The Better Food Index is a fair reflection of the relative amount of action and reporting undertaken by each company according to the accessible data.

Our hope is that the number of missing values will be reduced over time. If companies want to retain control over their reputations, the onus is on them to provide robust and transparent data on their activities.

We are open to feedback and comments to keep improving the ranking as the conversation around sustainable food develops. Please email: betterfoodindex@tortoisemedia.com to share your thoughts.

# Annex

## Walk Indicators

| Indicator | Pillar | Description | Engagement | Importance | Relevance | Reliability | Overall weight |
|---|---|---|---|---|---|---|---|
| Scope 1 and 2 Emissions | Environment | Scope 1 emissions are Greenhouse Gas (GHG) emissions that originate directly from operations that are owned or controlled by the reporting company. Scope 2 emissions are indirect GHG emissions associated with the generation of purchased or acquired electricity, steam, heating, or cooling consumed by the reporting company. | 5 | 5 | 5 | 4 | 5.82 |
| Scope 3 Emissions Score | Environment | This indicator encompasses whether a company's Scope 3 reporting is accurate. This is based upon research that Scope 3 emissions are typically higher than Scope 1 and 2 in the food system. Our methodology is as follows:<br>- If Scope 3 emissions are not reported, score = 0<br>- If Scope 3 emissions are reported and < Scope 1&2, score = 1<br>- If Scope 3 emissions are reported and > Scope 1&2, score = 2 | 4 | 5 | 5 | 4 | 5.29 |
| Average Relative Cost of Flagship Portfolio | Affordability | The relative cost of the goods a company produces, compared to the wider market for similar products. This information is then collated across goods produced by the company, and weighted by sales where available. | 4 | 4 | 4 | 3 | 5.23 |
| HFSS Content of Most Expensive vs Least Expensive Products | Affordability | This indicator splits a company's portfolio by the average relative cost of flagship portfolio indicator, into their cheapest and least cheap products. We then compare the average nutritional profiles of the products within and take the difference between the two. A score below 0 indicates a company sells unhealthy goods more cheaply than their average. | 4 | 3 | 5 | 3 | 4.78 |
| Average Fruit/Veg/Nut Content per £ of Product | Affordability | The average cost of 1g of fruit, veg and nuts, as defined by Public Health England (weighted by sales where available) across a company's products. | 4 | 3 | 4 | 3 | 4.65 |
| Average Fibre Content per £ of Product | Affordability | The average cost of 1g of fibre (weighted by sales where available) across a company's products. | 4 | 3 | 4 | 3 | 4.65 |
| Average Protein Content per £ of Product | Affordability | The average cost of 1g of protein (weighted by sales where available) across a company's products. | 4 | 3 | 4 | 3 | 4.65 |
| Average Nutrition Density (Nutrition/Calories) of Product Portfolio | Nutrition | The nutrient density of foods refers to the relative amount of nutrients per calories, and is estimated through nutrient profiling methods. | 5 | 5 | 5 | 3 | 4.09 |

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|---|---|---|---|---|---|---|---|
| Average Nutrient Profile of Portfolio | Nutrition | The average Nutrient Profile score of products, using Public Health England's Nutrient Profiling Model. A score above 4 designates a product as a High, Fat, Salt and Sugar product (HFSS). | 5 | 5 | 5 | 3 | 4.09 |
| % of Products with "Red" Sugar Levels | Nutrition | The Food Standards Agency (FSA) notes that products classified as 'Red' (i.e. the most unhealthy), are those that have 15g+ sugar per 100g. This is above the recommended proportional nutritional intake. | 4 | 4 | 4 | 3 | 3.27 |
| Company Offers Free-From Alternative Products | Nutrition | Free-from foods are foods made without specific ingredients like gluten, dairy, or nuts, making it suitable for those who suffer allergies, intolerances, or other health requirements. | 2 | 3 | 5 | 4 | 3 |
| % Operating Profit Margin | Financial Sustainability | Operating profit is the total income a company generates from sales after paying off all operating expenses, such as rent, employee payroll, equipment and inventory costs. The operating profit figure excludes gains or losses from interest, taxes and investments. | 5 | 3 | 4 | 5 | 2.91 |
| % of Products with "Red" Salt Levels | Nutrition | The Food Standards Agency (FSA) notes that products classified as 'Red' (i.e. the most unhealthy), are those that have 1.5g+ salt per 100g. This is above the recommended proportional nutritional intake. | 4 | 3 | 4 | 3 | 2.9 |
| % Reduction in Emissions Intensity | Environment | Emission intensity can be reported as the total volume (tonnes) of emissions per tonne of food produced, or total volume (tonnes) of emissions per £ million revenue. A positive value means the company has reduced their emissions, a negative value means a rise in emissions. | 4 | 5 | 5 | 2 | 2.65 |
| Revenue | Financial Sustainability | Revenue is the total amount of income generated by the sale of goods or services. | 4 | 3 | 4 | 5 | 2.58 |
| % Revenue Growth YoY (Average Last 3 Years) | Financial Sustainability | Year-over-year growth, averaged over 3 years (from 2018-2021). | 4 | 3 | 4 | 5 | 2.58 |
| % of Products with "Red" Saturated Fat Levels | Nutrition | The Food Standards Agency (FSA) notes that products classified as 'Red' (i.e. the most unhealthy), are those that have 5g+ saturates per 100g. This is above the recommended proportional nutritional intake. | 4 | 2 | 4 | 3 | 2.54 |
| % Revenue Growth YoY | Financial Sustainability | The year-on-year growth in revenue, over the reporting period. | 4 | 2 | 4 | 5 | 2.25 |
| % Personnel Growth | Financial Sustainability | The number of employees (full time and part-time) in the company, expressed as a % of growth compared to the previous financial year. | 2 | 3 | 3 | 5 | 1.85 |
| R&D Investment (£) | Financial Sustainability | Investing in Research and Development (R&D) may demonstrate a commitment to long-term improvement in the company, as well as a company's ability to be agile and change with incoming trends/ research. | 2 | 2 | 2 | 3 | 0.87 |
| Products Reformulated | Nutrition | Product reformulation is done in order to improve the health and nutritional characteristics of an item. | 2 | 4 | 4 | 1 | 0.85 |

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|---|---|---|---|---|---|---|---|
| Total Energy Consumption (MWh) | Environment | The total energy consumed by a company per year. | 4 | 4 | 4 | 4 | 0.84 |
| CDP Climate Score | Environment | CDP runs the global disclosure system for companies to manage their environmental impacts, and invites reporting on current practices and procedures, risks and opportunities, and strategy. | 4 | 4 | 4 | 4 | 0.84 |
| WWF Palm Oil Score | Environment | The WWF Palm Oil Scorecard measures what steps companies take to improve their own palm oil supply chain, in addition to examining further actions they are taking to drive transformation across the industry. The scorecard scores companies out of a possible 24 points. | 3 | 4 | 4 | 4 | 0.74 |
| CDP Water Score | Environment | CDP is a not-for-profit charity that runs the global disclosure system for investors, companies, cities, states and regions to manage their environmental impacts. The CDP Water disclosure involves reporting on current practices and procedures, risks and opportunities, and targets/strategy. | 3 | 4 | 4 | 4 | 0.74 |
| Total Water Consumption | Environment | Total Water Consumption includes both direct (operational) and indirect (supply-chain) water footprints. | 4 | 5 | 5 | 3 | 0.71 |
| % of Water Recycled/ Reclaimed | Environment | Water recycling and reclamation involves taking water from a variety of sources (e.g. sewage, industrial wastewater, etc.) and treating it for beneficial reuse purposes, such as in agriculture and irrigation, potable water supplies, groundwater replenishment, industrial processes, and environmental restoration. | 4 | 5 | 5 | 3 | 0.71 |
| % Energy from Renewables | Environment | Renewable energy is energy collected from renewable resources that are naturally replenished on a human timescale, e.g. solar, wind, geothermal heat, etc. | 4 | 5 | 4 | 3 | 0.7 |
| % Electricity from Renewables | Environment | Electricity produced from renewable energy sources comprises the electricity generation from hydro plants (excluding that produced as a result of pumping storage systems), wind, solar, geothermal and electricity from biomass/wastes. | 2 | 4 | 4 | 4 | 0.65 |
| % of Recycled Content in Packaging | Environment | Packaging made from recycled content is any packaging product that has been manufactured using non-virgin materials. | 4 | 4 | 5 | 3 | 0.64 |
| CDP Forestry - Cattle | Environment | CDP runs the global disclosure system for companies to manage their environmental impacts, and invites reporting on current practices and procedures, risks and opportunities, and strategy. The Cattle certifications considered in CDP are RA SAN Standard for Sustainable Cattle Production Systems and RSB, as well as various initiatives and agreements, e.g. Cattle Agreement (TAC). | 3 | 3 | 3 | 4 | 0.63 |

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|---|---|---|---|---|---|---|---|
| CDP Forestry Score - Soy | Environment | CDP runs the global disclosure system for companies to manage their environmental impacts, and invites reporting on current practices and procedures, risks and opportunities, and strategy. The Soy certifications considered in CDP are RTRS, ProTerra, ISCC and RSB, as well as various initiatives and membership organisations committed to improving deforestation risk in the soy supply chain. | 3 | 3 | 3 | 4 | 0.63 |
| CDP Forestry Score - Palm Oil | Environment | The Carbon Disclosure Project (CDP) runs a global disclosure system for companies to manage their environmental impacts, which invites reporting on current practices and procedures, risks and opportunities, and strategy. The Palm Oil certifications acknowledged in the CDP Forestry score are RSPO, ISCC, RA SAN & RSB. The score also takes into consideration a variety of Palm Oil initiatives as well and other deforestation-related measures. | 3 | 3 | 3 | 4 | 0.63 |
| % of Senior Management who are Female | Social Impact | The percentage of senior management active at the company/group who identify as female. | 4 | 4 | 5 | 4 | 0.6 |
| % Median Gender Pay Gap in 2020 | Social Impact | The absolute percentage difference between the median pay of a company's male and female employees from the previous reporting period in the UK. | 4 | 4 | 5 | 4 | 0.6 |
| % Median Gender Pay Gap in UK | Social Impact | The absolute percentage difference between the median pay of a company's male and female employees across the company, as reported to the UK government. | 4 | 4 | 5 | 4 | 0.6 |
| % of Suppliers that have been Risk Assessed | Social Impact | The percentage of supply chains that the company has subjected to a specific risk assessment procedure, e.g. supplier surveys, audits or investigation according to a particular methodology. | 4 | 4 | 5 | 4 | 0.6 |
| % Median Gender Bonus Gap in UK | Social Impact | The absolute percentage difference between the median bonus pay of a company's male and female employees, as reported to the UK government. | 4 | 4 | 4 | 4 | 0.58 |
| Food Loss as a % of Total Food Production | Environment | Food Loss' is operational food waste. It occurs before the food reaches the consumer and is different to 'food waste', which occurs either when it reaches the supermarket, or after food is purchased by consumers. Food loss as a % of total food production reveals the level of efficiency within the food production system, and therefore, the extent to which it can be considered sustainable. | 3 | 4 | 5 | 3 | 0.57 |
| Company Publishes List of All Suppliers | Social Impact | The company publishes a list of all suppliers, including Tier 1 and beyond, that the company conducts business with. | 5 | 3 | 3 | 4 | 0.57 |
| Living Wage Provider | Social Impact | Whether the company is a Living Wage Foundation Accredited Organisation. | 2 | 4 | 4 | 5 | 0.56 |

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| % of Supplier Invoices Paid Within Agreed Terms | Social Impact | The percentage of invoices paid within contractually-agreed terms. | 2 | 4 | 4 | 5 | 0.56 |
| % of Supplier Invoices Paid Within 30 days | Social Impact | The Good Business Charter strongly recommends that members prioritise paying all suppliers within 30 days, especially for small suppliers that rely on payments to continue business. | 3 | 3 | 4 | 5 | 0.56 |
| % of Products that are Organic | Environment | Organic food is the product of a farming system which avoids the use of man-made fertilisers, pesticides, growth regulators and livestock feed additives. Irradiation and the use of genetically modified organisms (GMOs) are generally prohibited by organic food criteria. | 4 | 3 | 4 | 3 | 0.56 |
| Company Does Not Use Antibiotics Prophylactically | Social Impact | Prophylactic antibiotics are antibiotics given to animals in a routine manner to prevent illness occurrence, rather than in response to it. It is widely thought that giving antibiotics to animals prophylactically is used to compensate for their substandard living conditions where disease outbreaks are common and harder to control, and to prevent infection. This pattern of antibiotic usage has been linked to rising rates of antimicrobial resistance, which threaten both animal welfare and human health. | 2 | 5 | 4 | 3 | 0.56 |
| % Waste to Landfill | Environment | Zero waste to landf ill means diverting all waste from landfill disposal. | 2 | 3 | 4 | 4 | 0.55 |
| Company Publishes List of Tier 1 Suppliers | Social Impact | The company publishes a list of all direct (Tier 1) suppliers that the company conducts business with, including contracted manufacturing facilities or production partners. | 4 | 3 | 3 | 4 | 0.5 |
| % of Animals that Receive Growth Promoting Substances/ Hormones | Social Impact | The UK and the EU have prohibited the use of substances having a hormonal action for growth promotion in farm animals for decades on the grounds that it is unethical and a risk to human health. | 4 | 5 | 5 | 3 | 0.5 |
| % of Brands that have a Soil Association Organic Certification | Environment | The Soil Association's Organic Certification is a leading organic standard and encompasses the EU Organic Regulation standard. This certification also goes beyond EU compliance, and assesses animal welfare, human health protections, and environmental impacts. | 3 | 3 | 4 | 3 | 0.49 |
| % of MSC/ ASC Certified Fish and Seafood | Environment | The Marine Stewardship Council (MSC) standard is used to assess if a fishery is well-managed and sustainable. The Aquaculture Stewardship Council (ASC) is a similarly world-leading certification scheme for farmed seafood – known as aquaculture. | 3 | 3 | 4 | 3 | 0.49 |
| % of Certified Sustainable Coffee | Environment | Certifications within the coffee production system can help support positive action in the coffee supply chain, reducing environmental and social risks. | 3 | 3 | 4 | 3 | 0.49 |

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| % of Certified Sustainable Cocoa | Environment | Cocoa certifications aim to reduce the risks and harms across the cocoa supply chain. The total % of cocoa that is certified reveals the extent of companies' commitment to reducing the negative social and environmental impact of cocoa production. | 3 | 3 | 4 | 3 | 0.49 |
| % of Responsibly Sourced/ Deforestation-free Beef | Environment | Responsibly sourced / deforestation-free beef is critical in reducing global environmental harm. Beef certifications, and other voluntary schemes can help promote more ethical and environmentally-friendly behaviours across the supply chain, and safeguard against key risks. | 3 | 3 | 4 | 3 | 0.49 |
| % of Certified Sustainable Soy | Environment | Soy is a key driver of global deforestation. There are a number of certification schemes that exist to protect against the risk of deforestation, in the form of Credits, Mass Balance, Segregated, or Area Mass Balance. The top certification providers in soy are: ProTerra, RTRS, Danube, ISCC Plus, Cargill Triple S, CRS, Bunge Pro S, Cefetra and Donau Soja. Certifying soy enables greater transparency and traceability throughout the supply chain, as well as supporting efforts to help people and the environment. | 2 | 4 | 4 | 3 | 0.49 |
| Lost Time Injury Frequency Rate (LTIFR) | Social Impact | The number of workplace injuries that resulted in an employee's inability to work the next full work day. This is expressed as a Lost Time Injury Frequency Rate. | 4 | 4 | 4 | 3 | 0.44 |
| Total Value of Fines Relating to 'Planet' | Social Impact | The total value of fines, settlements and other financial penalties related to environmental factors issued to the company/group by UK and US regulators over the past three years. | 4 | 4 | 4 | 3 | 0.44 |
| Total Value of Fines Relating to 'People' | Social Impact | The total value of fines, settlements and other financial penalties related to social factors issued to the company/group by UK and US regulators over the past three years. | 4 | 4 | 4 | 3 | 0.44 |
| % of Portfolio that Contains Alcohol | Nutrition | The NHS advises that regular consumption of alcohol, even at low-risk levels, is associated with increased risk of cancer, stroke, nervous system damage, as well as disease of the heart, liver or brain. | 2 | 1 | 2 | 1 | 0.42 |
| % of Cage-Free Eggs in Products | Social Impact | The percentage of cage-free eggs utilised as ingredients within companies' products. | 4 | 3 | 5 | 3 | 0.4 |
| % of Animals Free from Routine Mutilations | Social Impact | The percentage of animals free from routine mutilations (e.g. tail docking, beak trimming of laying hens, etc.) | 4 | 3 | 5 | 3 | 0.4 |
| % of Livestock Living Outside of 'Close Confinement Systems' | Social Impact | Close confinement deprives an animal of their physical and psychological needs, including exercise, social bonding, and the ability to express their natural behaviours, e.g. factory farming. | 4 | 3 | 5 | 3 | 0.4 |

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| Total Number of Fatalities | Social Impact | The number of fatalities at the company within the reporting year. | 3 | 4 | 4 | 3 | 0.39 |
| % of Waste Recycled | Environment | Recycling is the process of collecting and processing materials that would otherwise be thrown away as rubbish and turning them into new products. | 4 | 3 | 4 | 2 | 0.37 |
| Average Rating on Glassdoor | Social Impact | The average rating given to the company/group by users on Glassdoor. | 3 | 2 | 2 | 4 | 0.36 |
| Percentage of Total Glassdoor Reviews as Recommen-dations (%) | Social Impact | The proportion of a company's Glassdoor re-viewers that would recommend working for the company to a friend. | 3 | 2 | 2 | 4 | 0.36 |
| CEO Approval Rating on Glassdoor | Social Impact | The proportion of a company's Glassdoor re-viewers that would recommend working for the company to a friend. | 3 | 2 | 2 | 4 | 0.36 |
| % of Animals Transported <8 hrs | Social Impact | It is an industry-wide standard that animals should not be transported for more than eight hours unless the additional requirements for vehicles carrying out long journeys are met. | 3 | 3 | 5 | 3 | 0.35 |
| % of Work-force that are Appren-tices | Social Impact | The number of apprentices, as a proportion of total employees in a company. | 3 | 3 | 3 | 3 | 0.33 |
| Meat/Dairy Producer Offers Plant-Based Alternatives | Environment | A plant-based product consists of all minimal-ly processed fruits, vegetables, whole grains, legumes, nuts and seeds, herbs, and spices and excludes all animal products. | 2 | 2 | 2 | 3 | 0.31 |
| Employee Represent-ative on Board | Social Impact | Whether a company has an employee repre-sentative among a company's board of direc-tions. This can be one or a combination of the following:<br>- A director appointed from the workforce<br>- A formal workforce advisory panel<br>- A designated non-executive director | 2 | 2 | 2 | 4 | 0.29 |
| % of Senior Manage-ment who are BAME | Social Impact | The percentage of senior management active at the company who identify as Black, Asian or Minority Ethnic. | 4 | 4 | 4 | 2 | 0.29 |
| % of Workforce that are Graduates | Social Impact | The number of graduates, as a proportion of total employees in a company. | 3 | 2 | 3 | 3 | 0.28 |

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|---|---|---|---|---|---|---|---|
| Total Count of Fines Relating to 'Planet' | Social Impact | The total number of fines, settlements and other financial penalties related to environmental factors issued to the company/group by UK and US regulators over the past three years. | 3 | 2 | 2 | 3 | 0.27 |
| Total Count of Fines Relating to 'People' | Social Impact | The total number of fines, settlements and other financial penalties related to social factors issued to the company/group by UK and US regulators over the past three years. | 3 | 2 | 2 | 3 | 0.27 |
| Number of Whistleblowing Cases Reported | Social Impact | A whistleblower is a person, usually an employee, who exposes information or activity within a private or public organisation that is deemed illegal, immoral or illicit. | 1 | 3 | 4 | 3 | 0.24 |
| Total Count of Human Rights Accusations | Social Impact | The absolute number of human rights accusations, compiled by the Business and Human Rights Resource Centre (made over the past three years), that have not been replied to by the company. If the company has received no human rights accusations, this value appears as N/A. | 3 | 3 | 4 | 2 | 0.23 |
| % of Water Sourced from Water-Stressed Areas | Environment | Water stress occurs when the demand for water exceeds the available amount during a certain period, or when poor quality restricts its use. Water stress causes deterioration of fresh water resources in terms of quantity (aquifer over-exploitation, dry rivers, etc.) | 3 | 4 | 4 | 1 | 0.19 |
| Food donations (Tonnage) | Social Impact | Donating to food banks and organisations is an indicator of a company's engagement with the local area, social issues, and a commitment to improving the society in which the business operates. | 2 | 3 | 3 | 2 | 0.19 |
| % of Senior Management who are LGBTQ+ | Social Impact | The percentage of senior management active at the company/group who identify as LGBTQ+. | 5 | 4 | 4 | 1 | 0.16 |
| % of Senior Management who are Disclosed as Disabled | Social Impact | The percentage of senior management active at the company/group who are disclosed as disabled. | 5 | 4 | 4 | 1 | 0.16 |
| Company Publishes a Responsible Marketing Policy | Social Impact | Whether a company has a responsible marketing policy for their HFSS products. The Advertising Standards Agency (ASA), limits advertising HFSS products in media directed at anyone under 16. | 1 | 1 | 1 | 4 | 0.15 |
| % Employee Turnover | Social Impact | Employee turnover, or employee turnover rate, is the measurement of the number of employees who leave an organisation during a specified time period. It is often considered indicative of employee morale and how well a company looks after its employees. | 2 | 2 | 1 | 2 | 0.14 |
| Value of Donations (£) | Social Impact | Donating to charitable organisations may indicate a company's engagement with the local area, social issues, and a commitment to improving the society in which the business operates. | 2 | 2 | 3 | 1 | 0.08 |

# Talk Indicators

| Indicator | Engagement | Importance | Relevance | Reliability | Overall Weight |
|---|---|---|---|---|---|
| Food Waste Target Ambition | 3 | 4 | 5 | 5 | 5.87 |
| Emissions Target | 3 | 4 | 5 | 5 | 5.87 |
| Plastic Target Ambition | 3 | 4 | 5 | 5 | 5.87 |
| Net Zero Target Ambition | 3 | 4 | 5 | 5 | 5.87 |
| FairTrade Certification | 2 | 4 | 5 | 5 | 5.15 |
| Company Partially B Corp Certified | 2 | 4 | 4 | 5 | 4.99 |
| Sedex member | 2 | 4 | 3 | 5 | 4.82 |
| Company Reports Progress Against Targets | 3 | 4 | 3 | 4 | 4.44 |
| Consumer Goods Forum member | 2 | 3 | 5 | 5 | 4.42 |
| Food Industry Initiative on Anti-microbials (FIIA) member | 2 | 3 | 5 | 5 | 4.42 |
| Company Sources from Red-Tractor Approved Farms | 2 | 3 | 4 | 5 | 4.26 |
| UK Soy Manifesto member | 2 | 3 | 4 | 5 | 4.26 |
| One Planet Business for Biodiversity (OP2B) member | 2 | 3 | 3 | 5 | 4.1 |
| Global Coalition for Animal Welfare member | 2 | 3 | 3 | 5 | 4.1 |
| Interim Targets | 2 | 4 | 3 | 4 | 3.86 |
| Number of Targets Related to the Environment | 3 | 3 | 3 | 4 | 3.86 |
| Number of Targets Related to Social Impact | 3 | 3 | 3 | 4 | 3.86 |
| Number of Targets Related to Nutrition | 3 | 3 | 3 | 4 | 3.86 |
| Number of Targets Related to Affordability | 3 | 3 | 3 | 4 | 3.86 |
| Ambition of Science Based Target | 4 | 4 | 4 | 3 | 3.86 |
| Cool Farm Alliance Member | 2 | 2 | 4 | 5 | 3.54 |
| UN Global Compact member | 2 | 2 | 3 | 5 | 3.38 |
| Follows the Five Freedoms | 1 | 3 | 5 | 2 | 1.48 |