



Appetite for a **Better World**

Sustainability Report **2024**

Nomad Foods

Contents

About this Report

This is Nomad Foods' eighth annual Sustainability Report. It covers the calendar year from January to December 2024 unless otherwise stated and covers all trading subsidiaries of Nomad Foods excluding the acquired business in the Adriatic region (except where specified). This report was influenced by the Global Reporting Initiative (GRI), and includes standards defined by GRI guidelines. It meets the requirements of the EU Directive on Non-Financial Reporting.

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CEO foreword

Nomad Foods is proudly celebrating its tenth anniversary as a public company. This offers us a moment to reflect on our journey so far and look ahead with ambition and optimism. I am incredibly proud of how far we've come over the last ten years and excited for what the future holds.



There has never been a more exciting time to be in frozen food. The many benefits of the category including taste, convenience, affordability, nutrition, and reduced food waste are increasingly being recognised by consumers. These advantages are not only relevant but essential as we face global challenges such as climate change, food insecurity, and growing supply chain pressures. This is also why sustainability remains fundamental and at the heart of our business.

As we look to the next decade, we've introduced a bold new vision: to be the *world's frozen food champion*. We've also refined our purpose to reflect the positive impact frozen food can have on people and the planet: making mealtimes better with the goodness of frozen food. This purpose energises our entire organisation and guides our actions every day.

Our purpose is brought to life through our sustainability strategy, *Appetite for a Better World*, which is aligned with the UN Sustainable Development Goals. It is built around three core pillars: Better Sourcing, Better Nutrition, and Better Operations, each with clear timebound commitments.

Yet, we know that real impact comes not just from setting goals, but from delivering results. Over the past year, we've made bold strides in our sustainability journey including:

- We were included in the Dow Jones Sustainability Europe Index for the fourth consecutive year, achieving a top score of 100 in the Health and Nutrition category, along with improvements in areas such as Climate Strategy, Energy, and Environmental Policy and Management.
- We are leading industry-wide change through the *Move to Minus 15* initiative. Our research into raising freezer temperatures to -15°C , which could reduce energy use by 10–11%, is currently helping shape discussions with policymakers, NGOs and industry leaders.
- We ensured 99.6% of our fish and seafood is either Marine Stewardship Council (MSC) or Aquaculture Stewardship Council (ASC) certified, with 10 of our markets now 100% MSC or ASC certified.

For Nomad Foods, sustainability represents more than just a responsibility. It is our greatest opportunity to build a resilient, inclusive, and sustainable business with our teams, customers, suppliers and wider business partners. I invite you to explore this report to see how we are making a meaningful difference.

Stéfán Descheemaeker,
CEO Nomad Foods

Nomad Foods overview

Nomad Foods at a glance

Nomad Foods is Europe's leading frozen food company, with a portfolio of iconic brands, including Birds Eye, Ledo, iglo, Findus, and Frikom.

Headquartered in the UK, we employ close to 8,000 people, generate more than €3 billion in net revenue, and operate in 22 key markets. Our products feature in over 22 million meals a day across Europe.

We believe frozen food is perfectly positioned to meet consumer needs, offering great quality, taste, nutrition, convenience, value, and less food waste. Our brands have been at the heart of family life for decades, and we want them to remain favourites for generations to come. That's why we prioritise long-term business resilience by investing in our people, brands, and growth.



Our growth model

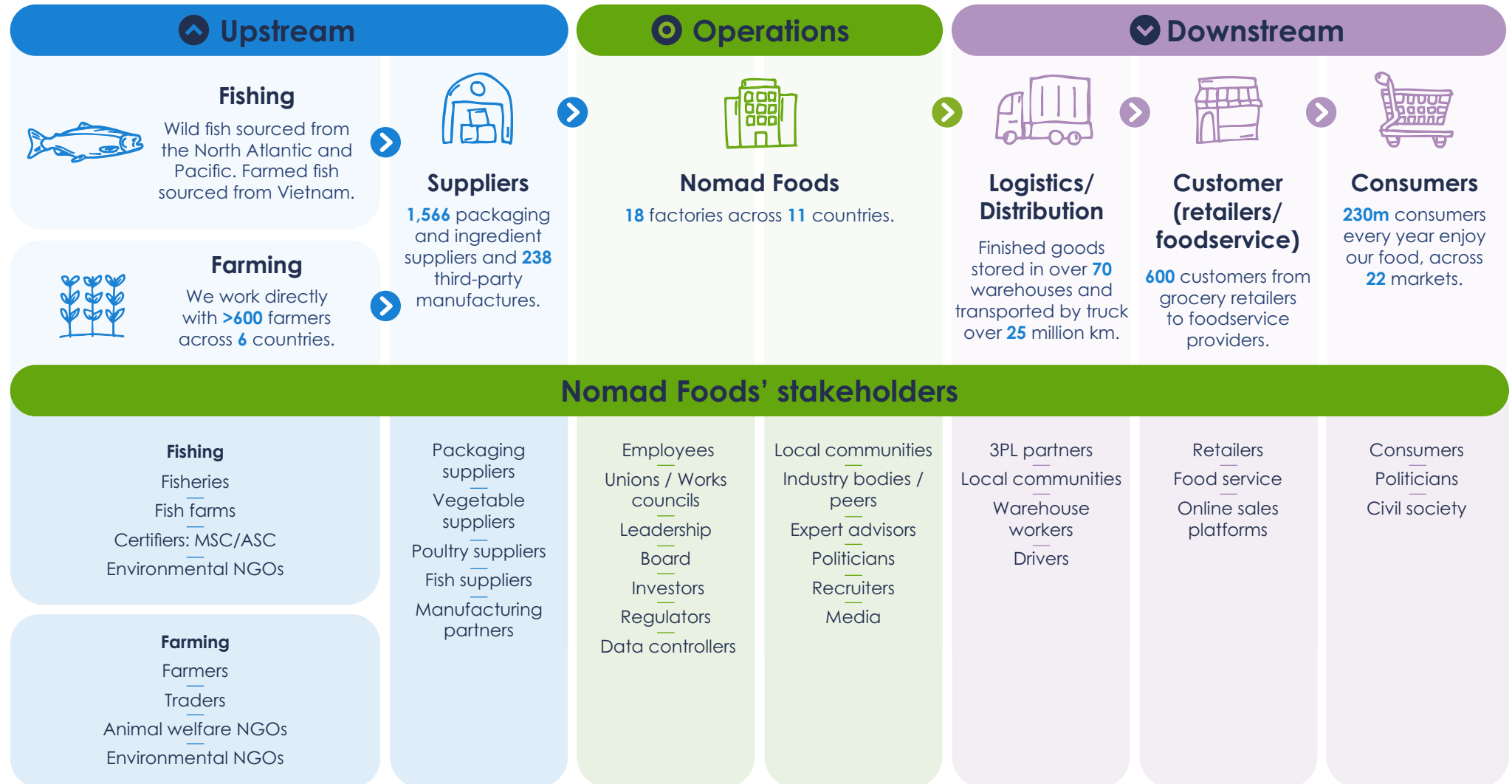
Our growth model, illustrated in the flywheel, is central to our strategy for delivering strong shareholder returns. We are continuously enhancing efficiency and productivity across our sites, logistics, and supply chain, while investing in data and technology to streamline operations and unlock costs savings. Greater productivity allows us to invest in growth opportunities while protecting margins. We remain committed to increasing Advertising & Promotional spending to maximise the potential of our strong brands. At the same time, we are strengthening our Revenue Growth Management toolkit and refocusing on innovation to drive sustained organic growth.

Markets in which we operate

Brands	Markets
	UK, Ireland
	UK
	UK, Ireland
	Italy
	Finland, France, Norway, Spain, Sweden,
	Switzerland
	Austria, Belgium, Germany, Netherlands, Portugal
	Spain
	Belgium
	Croatia, Bosnia & Herzegovina, Hungary, Kosovo, Montenegro, Slovenia
	Serbia, North Macedonia



Our global value chain*



*All figures include our Adriatics business.

Our vision and purpose

Our vision

As we celebrate the first ten years of Nomad Foods, we want to define what we will stand for in the next ten years. Since 2015, we have acquired six frozen food businesses to create a consolidated frozen food portfolio with more than €3bn in net revenues. We are extremely proud of what we have achieved so far and believe we are uniquely positioned to lead the frozen food industry into the next decade. Therefore, we have an exciting new vision:

To Be The World's Frozen Food Champion

Our purpose

As Europe's leading frozen food company, consumers are at the heart of our business, and we play a central role in their lives. Our brands have been part of family life for decades, and we are committed to ensuring they can be enjoyed for generations to come.

We have therefore revised our purpose to reflect our main reason for being. Our new purpose, making mealtimes better with the goodness of frozen food, reflects the joy we bring to the meal occasion and our commitment to providing good food that is delicious, nourishing, sustainable, affordable and accessible to all:

Making Mealtimes Better with the Goodness of Frozen Food

Our Manifesto

We believe that freezing is the ultimate way to keep food fresh.

We will champion delicious, affordable food that is full of goodness and crafted with healthy ingredients like Vegetables, Fish and Chicken.

We believe that frozen food has the unique ability to democratise good food.

We are committed to food that is free from artificial additives, nutritionally balanced and made with care.

We limit the impact our food has on the planet, whether through reducing food waste, sourcing responsibly or using less energy in freezing.

It's time for everyone to discover the wonderful benefits of frozen food.

Our values

Our values connect us together as one team. They create the mindset, behaviours and actions we need to thrive now and in the future. They have been created in partnership with teams from across Nomad Foods and are central to our culture, and because we have created them together, are relevant to every location, function and role.



We get it done as one team –

we welcome diverse contributions



We love our food –

we innovate with passion



We are humble and ambitious –

we focus on what makes us better



We care –

about each other, our consumers, our partners and the planet



We are accountable –

we do what we promise



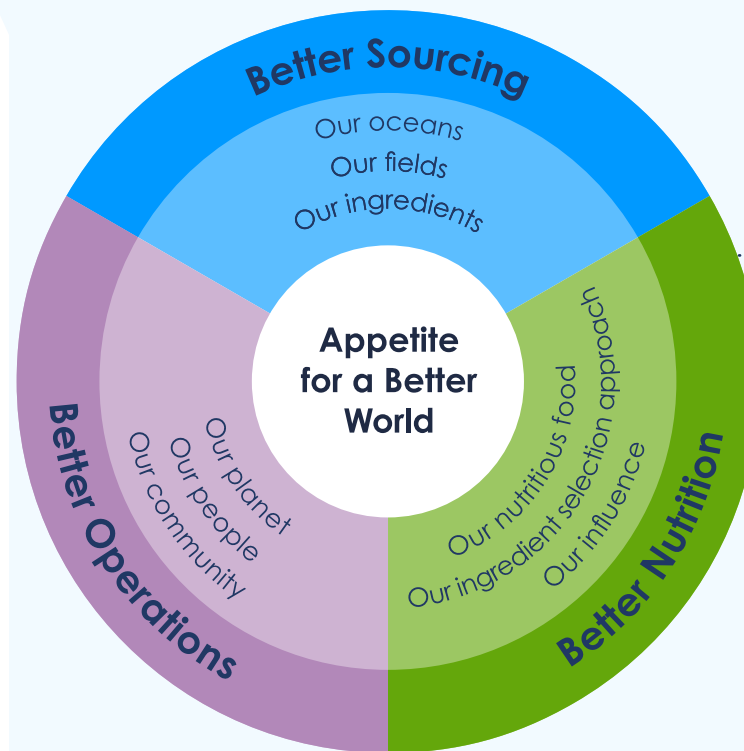
Sustainability strategy

The way in which food is produced, packaged, shipped and eaten has a major impact on the health of people and the planet. Food systems account for over one-third of global greenhouse gas emissions,¹ 70% of global water usage,² and are the number one driver of biodiversity loss.³

We believe the food industry plays a pivotal role in transforming the food system to ease pressure on resources while building resilience and inclusivity, helping to meet the challenge of feeding a global population estimated to be 8.5 billion by 2030.⁴ And we believe it can do this in a way that delivers delicious, healthy and nutritious food to consumers. This aligns closely with our purpose and manifesto.

Consumers, retailers, and stakeholders are increasingly asking for brands that are more sustainable. As a company whose brands are accessible to mainstream consumers, we have a unique opportunity to influence everyday choices and promote sustainable diets.

Our sustainability activity is driven by the three core pillars of our Appetite for a Better World sustainability strategy:



We have established clear, time-bound targets aligned with the UN's Sustainable Development Goals. We regularly engage with key stakeholders – many of whom we've partnered with for decades – to help us deliver on our targets and drive learning and progress.



Better Sourcing

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

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



Better Nutrition

Making food that is nutritious and lower impact

- Health and nutrition
- Ingredient selection
- Responsibly marketing
- Food safety and quality




Better Operations

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







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

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

Stakeholder engagement process

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

Progress against targets

SDGs	SDG sub-targets	Our targets	Results	Status
Better Sourcing				
 	2.4, 2.5 12.2 14.1, 14.4 15.2, 15.5	100% fish and seafood from sustainable fishing or responsible farming by the end of 2025	99.6%	On track
 		100% of our vegetables, potatoes, fruit and herbs from sustainable farming practices by the end of 2025	94.9%	In progress
Better Nutrition				
	2.1	Grow sales from Healthier Meal Choices year on year (% total net sales from HMC)	96%	Achieved
		100% of our portfolio to be without taste enhancers, artificial flavours and artificial colourants by 2025*	99.7%	In progress
Better Operations				
	2.4, 2.5 12.2 14.1, 14.4 15.2, 15.5	Reduce our greenhouse gas emissions intensity across our operations by 45% by 2025 from a 2019 baseline**	-37.4%	In progress
		100% of our consumer packaging will be recyclable by the end of 2030	95.8%	On track

*This target was previously set for 2024 but has been extended to 2025 to give us time to work with acquisitions.

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

Approach to materiality

Our materiality assessment is the foundation of our sustainability strategy, ensuring we focus on the social, environmental and governance issues which matter most.

In 2024, we conducted a double materiality assessment in line with the European Sustainability Reporting Standards (ESRS) to identify our most significant impacts, risks, and opportunities.

The double materiality concept considers:

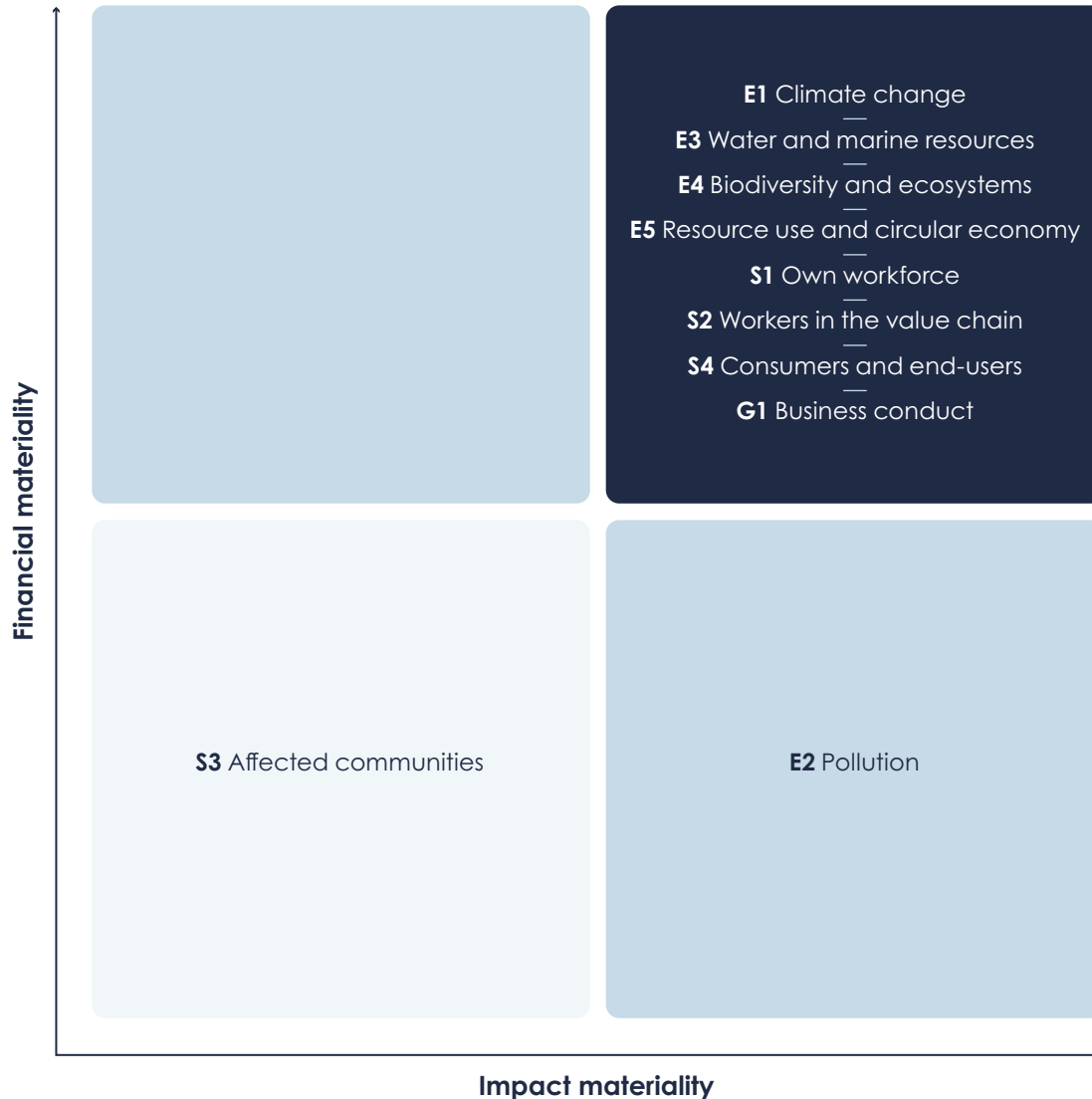
- **Impact materiality:** How our business activities may have actual or potential, positive or negative impacts on people or the environment, and
- **Financial materiality:** How sustainability-related issues create risks or opportunities that could impact our financial performance.

In line with the ESRS guidance, we considered sustainability topics as material when they met the criteria for impact materiality, financial materiality, or both.

Our materiality process

- 1. Understanding the business context and external environment.** We conducted desk-based research to understand the full scope of our business and the external environment that influences it. We mapped our full value chain – from upstream sourcing to downstream distribution and identified key stakeholder groups within each segment. Our research included an analysis of macroeconomic, regulatory, and sector-specific trends, as well as material topics identified by industry peers and insights from our 2023 disclosures. We also reviewed sustainability topics outlined in the ESRS standards and cross-referenced them with leading frameworks, including GRI, SASB and ISSB. This process resulted in a long list of 17 potential material topics mapped against the ten ESRS topical standards and 94 sub-topics.
- 2. Stakeholder engagement.** A key objective of our materiality process was to understand how stakeholders perceive sustainability-related impacts, risks and opportunities. Using our value chain mapping, we identified key stakeholders, including farmers, suppliers, NGOs, employees, investors, regulators, affected communities, governments, media and consumers. We conducted interviews to gather both qualitative insights and quantitative rankings, asking stakeholders to rank the long list of topics by importance and highlight any gaps. Their input was used to define the impacts, risks and opportunities (IROs) for each topic, which were assessed as positive or negative, actual or potential, and short- or long-term.
- 3. Evaluating impact and financial materiality.** We assessed each sustainability topic for its impact and financial materiality. To determine impact materiality, we evaluated topics based on scale, scope, irremediability and likelihood of impacts on people and the environment. For financial materiality, we assessed how sustainability-related risks and opportunities could affect our financial position, performance and resilience, using criteria such as magnitude and likelihood of financial impact. Using a structured scoring approach, each IRO was assessed on a 0–5 scale. We set thresholds to determine materiality, meaning that any topic with an impact, risk or opportunity score above the threshold was considered material. Our Risk Committee reviewed all IRO scores to ensure completeness and accuracy, before final approval by our Executive Committee. This resulted in a refined list of nine material topics, presented in the materiality matrix below.

Materiality matrix



● Impact and financially material ● Impact or financially material ● Not material

ESRS topic	Sustainability strategy pillar	Page
E1 Climate change	Better Sourcing / Better Operations	26 , 63
E2 Pollution	Better Sourcing	26
E3 Water and marine resources	Better Sourcing / Better Operations	26 , 63
E4 Biodiversity and ecosystems	Better Sourcing	26
E5 Resource use and circular economy	Better Operations	63
S1 Own workforce	Better Operations	63
S2 Workers in the value chain	Better Sourcing	26
S4 Consumers and end-users	Better Nutrition	48
G1 Business conduct	Better Sourcing / Better Operations	26 , 63

The table above shows how our material ESRS topics map to our sustainability strategy and therefore where relevant information can be found within this report. Moving forward, we will be evolving our strategy and reporting to further address all relevant topics and sub-topics identified through our double materiality assessment.

Our material topics and IROs

⬆️ Upstream value chain
⦿ Own operations
⬇️ Downstream value chain

Climate change

[See Climate change and greenhouse gases](#)

[See Agriculture](#)



Why it matters

Our biggest climate impacts stem from sourcing vegetables, fish, poultry, and deforestation-linked commodities like soy, cocoa, and palm oil, as well as downstream food loss and waste. Key risks include climate-driven crop yield declines and changes in marine biomass, although opportunities lie in climate-smart farming, access to green financing, and cost savings from improved energy efficiency.

Impacts

Scope 1 and 2 GHG emissions



Risks

Climate impacts through agriculture and fish sourcing



Opportunities

Regenerative farming impacts against climate change



Scope 3 GHG emissions



Climate-related regulation and stakeholder climate transition requirements



Improved energy efficiency



Climate impacts through deforestation (for animal feed)



Green financing



Pollution

[See Fish and seafood](#)



Why it matters

As a major purchaser of wild-caught seafood, we recognise the impact of abandoned, lost, and discarded fishing gear, known as ghost gear – one of the most harmful forms of aquatic plastic pollution. Ghost gear threatens endangered species, damages ocean habitats, and affects coastal livelihoods.

Impacts

Marine plastics on water pollution



Risks

Opportunities

Water and marine resources

[See Fish and seafood](#)

[See Waste and water](#)

[See Agriculture](#)



Why it matters

Agriculture is highly water-intensive, and our processing operations also require significant water use, while fish sourcing contributes to marine resource depletion. Overfishing, regulatory pressure, and stricter quotas could disrupt supply chains, increase costs, and heighten reputational risks around wild-caught fish. An opportunity exists to enhance consumer acceptance of alternative fish species and encourage consumption of fish and seafood sourced from sustainably managed fisheries or responsibly managed farms.

Impacts

High water intensity in agriculture and aquaculture



Risks

Reliance on wild caught fish (overfishing)



Opportunities

Expanding into other fish species



Bycatch of marine resources



Consumer concerns over wild caught fish



Overfishing of marine resources



Fish trawling



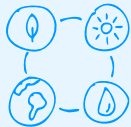
High water intensity in operations



Biodiversity and ecosystems

[See Fish and seafood](#)

[See Agriculture](#)



Why it matters

Our business both depends on and impacts ecosystems. Sourcing vegetables and fish contributes to biodiversity loss through agricultural expansion, aquaculture, infrastructure and resource extraction. The depletion of natural resources threatens supply stability, while biodiversity loss increases regulatory risks. Growing investment in regenerative agriculture offers opportunities to enhance resilience against ecological challenges.

Impacts

Deforestation to grow animal feed	⬆️
Industrial farming impacts on ecosystem services	⬆️
Use of pesticides and fertilizers on ecosystem services	⬆️
Regenerative agriculture practices	⬆️

Risks

Biodiversity regulation	⬆️ ⦿
Soil degradation	⬆️

Opportunities

Expanding into aquaculture and cultivated fish	⬆️
Regenerative farming impacts on agriculture	⬆️

Resource use and circular economy

[See Packaging](#)



Why it matters

As a global food company, our biggest resource impact comes from food waste. Reducing food waste presents opportunities to lower operating costs and explore new revenue streams through improved waste management programmes. It can also offer a compelling reason for consumers to purchase more frozen food, thereby increasing revenues for the business.

Impacts

Food waste	⬆️ ⬇️ ⦿
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Risks

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Opportunities

Operational food waste management	⦿
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Own workforce

[See Employee health, wellbeing and development](#)

[See Diversity, equity, and inclusion](#)



Why it matters

With close to 8,000 employees, we have a direct impact on workplace safety, fair pay, job security, diversity and inclusion and development. Key risks include serious injury resulting in legal liabilities and operational disruptions, while opportunities exist to enhance employee satisfaction and retention.

Impacts

Hazardous working conditions	⦿
Fair pay impact on employee wellbeing	⦿
Secure employment and inclusion and diversity impact on employee wellbeing	⦿
Learning and development programmes	⦿

Risks

Employee fatality or high severity injury	⦿
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Opportunities

Health and safety culture	⦿
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Supply chain working conditions

[See Social impact of supply chain](#)



Why it matters

Working conditions in global fish and agriculture supply chains can be linked to forced labour, child labour and health and safety risks. Growing regulatory and stakeholder pressure is driving greater accountability, increasing the need for robust human rights due diligence. Any association with human rights abuses poses risks of financial penalties, regulatory scrutiny and reputational damage.

Impacts

Forced labour in the fish supply chain ⬆️

Child labour and forced labour in the agriculture supply chain ⬆️

Health and safety in the supply chain ⬆️

Exploitative payment practice in the supply chain ⬆️

Risks

Association to human rights issues in the supply chain ⬆️⬇️

Stakeholder expectations in human rights due diligence ⬆️⬇️

Opportunities

Consumer safety

[See Responsible marketing](#)
[See Food safety and quality](#)



Why it matters

We have a responsibility to ensure our products are safe to eat. Unsafe or mislabelled food can cause serious health impacts, including illness or fatalities. Key risks include product recalls, regulatory non-compliance and marketing disputes, while responsible marketing offers an opportunity to strengthen consumer trust.

Impacts

Responsible marketing practices ⬇️

Risks

Product recall ⬇️

Marketing dispute ⬇️

Food safety regulation 🕒

Opportunities

Health and nutrition

[See Health and nutrition](#)
[See Ingredient selection](#)
[See Responsible marketing](#)



Why it matters

We support access to good nutrition and food security by providing tasty and nutritious food that's available year-round. Furthermore, through responsible marketing, we can promote healthier choices and support public health.

Impacts

Providing a secure supply of nutritious and affordable food ⬇️

Risks

Opportunities

Consumer understanding of frozen food ⬇️

Influencing consumer decision making ⬇️

Responsible sourcing

[See Fish and seafood](#)

[See Agriculture](#)

[See Animal welfare](#)

[See Social impact of supply chain](#)



Why it matters

Our biggest impacts lie in animal welfare and supply chain transparency. Animal welfare poses financial and reputational risks as stakeholder expectations rise, while compliance with traceability and due diligence regulations remains a growing challenge.

Impacts

Animal welfare



Supply chain transparency



Relationship with suppliers



Risks

NGO campaign



Supply chain due diligence regulations



Customer pressure to improve supply chain traceability



Stakeholder interest in animal welfare



Opportunities

Enhancing supply chain traceability



U.S. Alaska Pollock Fishery. Photo by Mark Meyer. Courtesy of the Marine Stewardship Council

Foundations of sustainable business

Sustainability risk and resilience

Sustainability risks can have material financial impacts on businesses through supply chain and operational disruptions, legal penalties, reputational damage and shifts in consumer demand.

This underscores the importance of having a robust and systematic way to identify and assess sustainability risk for our business, which is a crucial part of building a resilient and sustainable business that has the potential to deliver long-term growth.

Nomad Foods' Risk Management process is designed to assess and monitor strategic, operational, financial, climate and nature-related risks to our business. We employ the common three-step risk management approach: identifying actual or potential risks, assessing these risks, and taking action to accept, mitigate or eliminate the risks.

This process is led by Internal Audit and managed by our Risk Committee, which meets quarterly and reports to the Executive Committee. An Operational Risk Owner is assigned to manage the risk and implement the controls required.

Through this process, the Sustainability team is responsible for maintaining a sustainability risk and controls assessment, which identifies the key sustainability risks and the internal controls and assurance required to manage each risk in line with our risk appetite. Risks are assessed based on their probability and associated impact on our business, in addition to the level of comfort we have around the controls currently in place to manage the risk.

Our risk assessment is also informed by our ESRS-aligned double-materiality assessment outlined earlier.

Given the complex and everchanging nature of sustainability risks, we maintain a dynamic approach, reviewing our risks and controls assessment at least annually, and adapting and evolving where necessary.

Further information on our key sustainability and wider business risks can be found within our [2024 Annual Report](#).



Sustainability governance

Strong governance is essential for creating a resilient business and delivering on our sustainability strategy. Our governance structure covers key areas such as board composition and independence, taxation and taxation risks, executive remuneration, conflicts of interest, compliance and workforce governance. Further details can be found in our [2024 Annual Report](#).

We have a robust sustainability governance model to ensure that sustainability matters including climate change, human rights, sustainable sourcing, packaging, water and waste are consistently considered and embedded into our decision-making processes and ways of working. This model also holds us accountable to our commitments, ensuring transparent reporting on our progress and enabling us to navigate risks and opportunities as they arise.

Board oversight

Our Nominating and Corporate Governance Committee oversees corporate responsibility and sustainability risks impacting our business on behalf of the Board of Directors. It provides guidance, periodically reviews sustainability strategies and initiatives, and assesses management reports on sustainability performance and ESG disclosures, recommending changes when necessary. The Nominating and Corporate Governance Committee's Terms of Reference can be found [here](#).

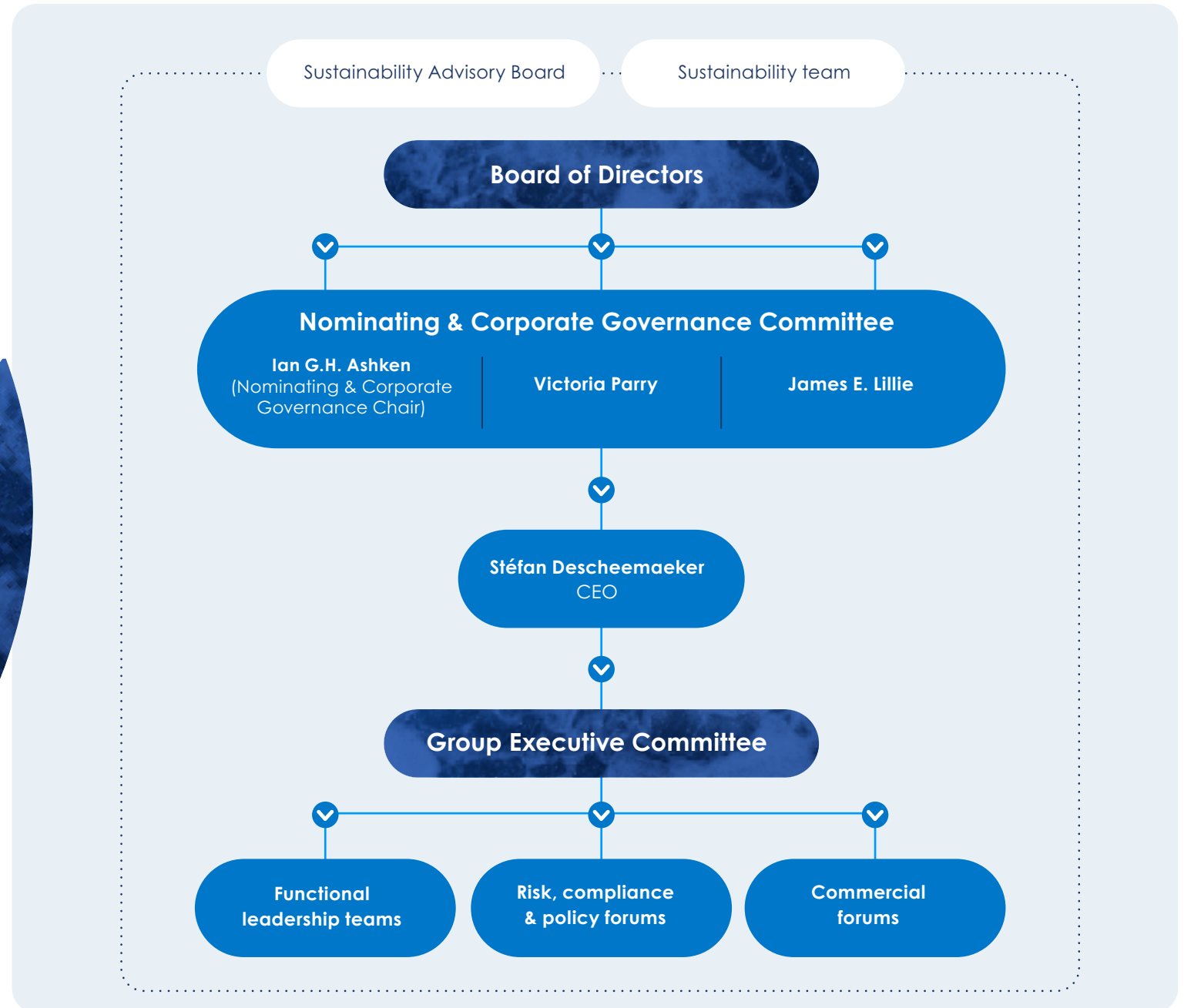
Management oversight

Managerial oversight of sustainability is provided by our Executive Committee, chaired by our CEO. Formal quarterly reviews are held to assess sustainability risks, strategies and performance. Our Sustainability team, led by our General Counsel who reports directly to our CEO, leads strategy development, compliance monitoring and reporting. We also have an external Sustainability Advisory Board, currently comprising of six highly regarded sustainability experts from academia, the charity sector and industry. The Sustainability Advisory Board provides independent perspectives on our strategy and progress and meets at least annually.



Operational oversight

Sustainability is integrated across key business functions, with leadership teams embedding ESG topics into core processes and objectives. This ensures that environmental and social considerations inform decisions in innovation, sourcing, manufacturing, marketing and sales.



Policies and approach

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

Our [Code of Business Principles](#) sets out our commitment to act fairly and ethically, describing what is important to us when conducting business. The Code applies to all Nomad Foods employees and other staff, part-time and permanent, as well as the Executive Committee and the Board of Directors. All employees upon joining Nomad Foods are asked to complete the Code of Business Principles training and confirm their commitment to adhering to these principles.

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

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

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

We also have a Gifts and Hospitality Policy and a Conflicts of Interest Policy to promote transparency and integrity in our business interactions. Our [Group Tax Strategy](#) outlines our approach to managing tax affairs and mitigating tax-related risks. In line with government regulations, we disclose lobbying activities on public websites. To ensure adherence to these codes and policies, we maintain a range of control procedures designed to uphold ethical and lawful practices across our operations.



Anti-bribery and corruption

We have a zero-tolerance approach to bribery and corruption, whether involving public officials or commercial third parties. This is outlined in our Code of Business Principles and our Anti-Bribery and Corruption Policy. We are fully committed to complying with anti-corruption laws in every country where we operate.

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

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

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

- Compliance on topics that are material to our sustainability agenda is reported annually in our Sustainability Report.
- We raise awareness and train colleagues to identify potential corruption and bribery risks, especially in Sales, Marketing, Procurement, and other commercial functions.
- Suppliers are required to confirm compliance with our Supplier Code of Conduct, and we follow up on any non-compliances.
- A dedicated hotline (see the section entitled Speak Up programme below) is available for employees and suppliers to report suspected non-compliances and breaches.
- Our zero-tolerance approach is reinforced by disciplinary actions for breaches, ranging from warnings to dismissal in severe cases.

We also have enhanced risk-management controls for higher-risk functions to safeguard against corruption. Beyond the principles and procedures outlined above, these measures include prohibiting payments to politicians or political parties, as well as using supplier questionnaires and risk-based audits to mitigate supply chain risks.



Speak Up programme

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

In 2024, we received 13 reports via the Safecall line. These reports were all reviewed and investigated to the satisfaction of our Compliance Committee. Our Compliance Committee assists the Executive Committee in overseeing compliance with our Code of Business Principles and other Group policies, and coordinates the investigation and handling of compliance incidents and reports escalated internally or received via the Safecall reporting line. The Compliance Committee is chaired by our General Counsel who is a member of the Executive Committee.



ESG regulation and reporting

There is increasing scrutiny from stakeholders – including consumers, employees, NGOs, the media, investors and regulators – on the social and environmental impacts of businesses.

Simultaneously, there is growing recognition of the risks posed by ESG issues to long-term business resilience and success, leading to greater demand for standardised monitoring and reporting of non-financial metrics. In response, regulatory bodies have introduced significant legislative requirements. Key regulations include the EU Non-Financial Reporting Directive, the Corporate Sustainability Reporting Directive (CSRD), and the EU Taxonomy. There is a growing focus on mandatory sustainability due diligence through legislation like the German Supply Chain Due Diligence Act and the EU Corporate Sustainability Due Diligence Directive (CSDDD).

We integrate sustainability into our business through our Appetite for a Better World sustainability strategy which includes adopting sustainable sourcing practices across our key commodities and prioritising the delivery of healthy, nutritious food – often ahead of regulatory requirements. We welcome standardised ESG reporting, as it enables stakeholders to compare companies' sustainability efforts more collectively. It also drives businesses to adopt a more structured approach to managing ESG risks, setting clear objectives and fostering strategic sustainability actions. As a New York Stock Exchange-listed company operating across Europe, we are committed to complying with all applicable ESG regulations. Key regulations include:

- UK Modern Slavery Act and Norwegian Transparency Act: Latest statement found [here](#).
- UK Equality Act 2010: Latest Gender Pay report found [here](#).
- German Supply Chain Due Diligence Act: Latest statement found [here](#).
- Sweden Annual Accounts Act: We report in all applicable entity Financial Statements for the 2024 financial year.
- UK Climate-related Financial Disclosures: We report in all applicable entity Financial Statements for the 2024 financial year. Our latest Task Force on Climate-related Financial Disclosures (TCFD) aligned statement can be found [here](#).
- EU Deforestation Regulation (EUDR) – End-2025.
- CSRD: Given the EU's Omnibus proposals announced in February 2025, we will now report in 2028 for the 2027 financial year for our in-scope European entities, and in 2029 for the 2028 financial year for our non-EU parent company, Nomad Foods Europe Limited. We will continue to monitor legislative developments.
- EU Corporate Sustainability Due Diligence Directive (CSDDD) – 2027.
- EU Pay Transparency Directive – 2027.
- EU Forced Labour Regulation – 2027.

Reporting

We recognise the importance of providing investors, customers, consumers and wider society with greater transparency on how we manage sustainability. Accordingly, we are committed to clear reporting on our material sustainability risks, activities and progress.

This Sustainability Report covers all trading subsidiaries of Nomad Foods, excluding the acquisition of our business in the Adriatic region in late 2021 (unless specified). Unless otherwise stated, data is reported for the period 1st January to 31st December 2024.

We use relevant KPIs to assess the impact of our operations, aligned with our materiality assessment. Our reporting is guided by key sustainability reporting frameworks and standards, including:

- UN Sustainable Development Goals (SDGs):** We fully support delivery of all the SDGs; however, given the nature of our business and brands, we believe we can have the largest impact on the following: SDG 2 – Zero Hunger, SDG 12 – Responsible consumption and production, SDG 14 – Life below water, SDG 15 – Life on land, and SDG 17 – Partnerships for the Goals.
- Global Reporting Initiative (GRI) Standards:** We have prepared this 2024 Sustainability Report with reference to the GRI Standards. A detailed GRI Index table can be found in the appendix.
- EU Non-Financial Reporting Directive (NFRD):** Although we are not subject to the EU NFRD, we have prepared this 2024 Sustainability Report to meet the requirements of the NFRD.

Work is underway to fully integrate our business within the Adriatic region into our Sustainability reporting. Due to the size of this business and its distinct product portfolio and go-to-market model, the process is complex. We have made progress in several areas and have reflected this within relevant sections of our report.

Assurance

Third-party assurance is critical to ensuring the integrity of our published data and strengthening stakeholder trust. We have commissioned GUTcert, an accredited verification body and member of the AFNOR Group, to conduct reasonable assurance of our total CO₂ eq emissions. The scope includes Scope 1, Scope 2, and Scope 3 emissions under the Greenhouse Gas Protocol, 'A Corporate Accounting and Reporting Standard.' GUTcert's verification is based on ISO 14064 –3, considering ISO 14064 –1 and ISO TR 14069. Our 2024 Assurance Statement can be found on [page 112](#).



Better Sourcing

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Fish and seafood

Fish and seafood are uniquely nutritious foods, offering high-quality protein, vitamin B12, selenium and iodine. The diversity among fish and seafood species results in unique nutritional profiles; some being rich in specific nutrients such as omega-3 fatty acids, phosphorus and vitamin D, all of which contribute significantly to human health. They also play a critical role in improving food security, alleviating poverty, and boosting livelihoods, whilst supporting a healthy and resilient planet.⁵

The unique role that fish and seafood can play in feeding the world's growing population sustainably, underpins the United Nations Food and Agricultural Organisation (FAO)'s visionary 'blue transformation' strategy designed to enhance the potential of food systems under water.⁶ In 2022, fisheries and aquaculture production reached a record 223.2 million tonnes.⁷ Yet the sector still faces major challenges from unsustainable practices, overfishing and illegal, unreported and unregulated (IUU) fishing, climate change and pollution.

The FAO states that 37.7%* of global fish and seafood stocks have been fished beyond sustainable limits.⁸ This jeopardises current and future fish and seafood stocks, biodiversity, ocean ecosystems and coastal communities. Key drivers of these impacts include irresponsible practices, such as IUU fishing, the avoidable bycatch of non-target or too juvenile species and the polluting of oceans with chemicals and abandoned fishing equipment (known as ghost gear). These threats

to the marine environment occur alongside the accelerating impacts of climate change, such as rising sea temperatures, changes to marine biomass moving patterns and ocean acidification. Fish and seafood supply chains are also prone to human rights issues, with poor working conditions and modern slavery remaining some of the sector's biggest challenges.

By adopting sustainable sourcing practices, we can all contribute significantly to making these systems more sustainable while also improving the long-term stability and resilience of our supply chain.



**This calculation treats all fishery stocks equally, regardless of abundance and catch. When weighted by their production levels, biologically sustainable stocks account for 76.9% of the assessed stocks monitored by FAO.*

Approach

We are committed to sourcing 100% of our fish and seafood from sustainable fishing or responsible farming by the end of 2025.**



Our policy on [Fish and Seafood Sourcing](#) stipulates that we only source from suppliers that comply with either the [FAO Code of Conduct for Responsible Fisheries](#) or the [FAO Technical Guidelines for Aquaculture](#). IUU fishing is the biggest threat to commercially sustainable fishing – one that industry players can actively address. We work closely with our suppliers to exclude any IUU wild capture fish and seafood from any of our markets, or fish and seafood stocks that are depleted or recovering.

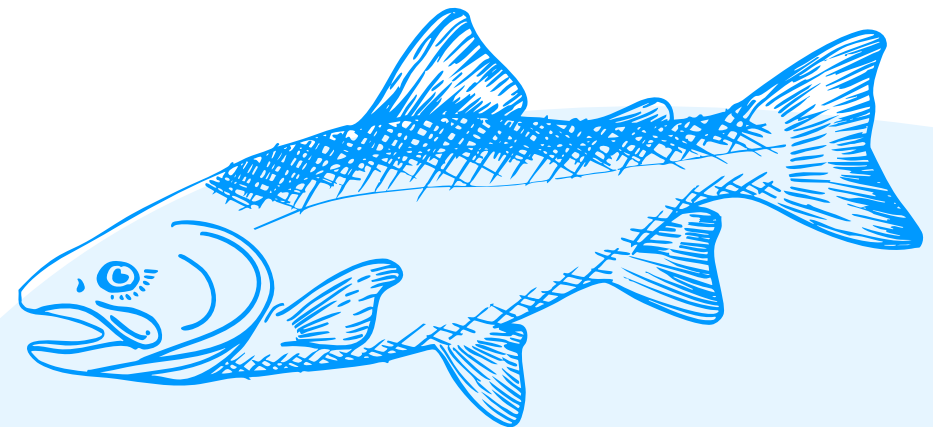
We use independent third-party certification schemes to validate the sustainable fish and seafood sourcing credentials of our supply chain, including the [Marine Stewardship Council \(MSC\)](#) for wild capture fisheries and the [Aquaculture Stewardship Council \(ASC\)](#) for farmed fish and seafood. All parties across the supply chain must meet the schemes' standard, with certification carried out by auditors approved by the independent accreditation body Assurance Services International (ASI). For more information on the MSC and ASC Standards, see page 19 of our [2022 Sustainability Report](#).

We have a robust sourcing strategy designed to ensure our fish and seafood supply chain is resilient and can withstand changing climate conditions, as well as wider supply chain risks. This will enable our business to meet future demand for our products. The strategy focuses on the following areas:

- Sustainable wild fish and seafood sourcing:** Sourcing from sustainable fisheries as certified by the MSC to ensure the long-term health and sustainability of our fisheries.
- Species diversification:** Increasing the range of species and sourcing regions within our portfolio.
- Aquaculture:** Increased use of aquaculture to enable fish and seafood to be farmed under controlled conditions in line with the ASC Farm Standard, helping to ensure continuity of supply into the future.

- Innovation:** Establishing innovation partnerships aimed at developing and scaling emerging food technologies in areas including cell-cultured fish and seafood and alternative proteins such as bivalves. Specifically, in early 2025 we announced an expanded strategic partnership with [BlueNalu](#) to support the commercialisation of cell-cultivated seafood products.

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



**This target excludes our Adriatics business due to its specific fish and seafood portfolio, with a new sourcing strategy currently under development.

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

Progress



99.6%

of purchased fish and seafood volume MSC- or ASC- certified in 2024



2023: **99.5%**
2022: **98.9%**



99.3%

of sales volume MSC- or ASC- eco-labelled in 2024



2023: **98.2%**
2022: **96.5%**

In 2024, 99.6% of our sourced fish and seafood volume was MSC- or ASC- certified, an increase of 0.1 percentage points from 2023. As a result, the proportion of our sales volume that was MSC- or ASC-eco-labelled also increased from 98.2% in 2023 to 99.3% in 2024. We remain the largest branded producer of MSC-certified and labelled fish and seafood globally.

Our focus for 2024 was on transitioning our remaining non-certified products to MSC- or ASC-certified alternatives.

This included updating recipes such as our tuna empanadilla and certain vegetable mixes to ensure all fish and seafood ingredients in these products meet certification standards, including using ASC prawns.

Squid and seafood mixes remain the most challenging to certify, as only three MSC-certified squid fisheries exist globally, covering just 2–3% of commercially used squid supply, but we will continue to work to increase certified supply and reformulate to achieve our 100% certification target.

Of the 15 markets covered by our commitment, only five have not yet reached 100% certification by the end of 2024 (Italy, Spain, France, Switzerland and Austria). Across these markets, we have robust plans in place for the 15 products that remain to be relaunched or replaced before full certification is achieved.

In 2024, we mapped our Adriatic supplier base to assess compliance to our sustainability requirements. Using this insight, we have launched our first MSC- and ASC- certified fish and seafood products within our Adriatic Cluster, with 3.7% of our fish and seafood sales volume now carrying either the MSC- or ASC- ecolabel. We also began work to develop a certification transition plan for this part of our business to increase the proportion of our portfolio from MSC or ASC sources moving forward.



I'm confident our continued focus on certification and diversification is the right path forward. It is sometimes challenging for our business, but it is a necessary step for the benefit of the planet and to meet our commitment as a company, stepping up as a leader within global fish and seafood brands."

Ana Rodríguez Vázquez,
Cluster Senior Brand Manager Meals and Food Service



CASE STUDY

Findus Italy: Leading the way in sustainable fish and seafood

In 2017, Findus Italy announced its ambition to work towards 100% MSC- and ASC-certified fish and seafood, with a target date of 2025.

In 2024, we took the final steps toward reaching this goal by reformulating seafood sauce recipes so that they only include certified species. These updates were completed in March 2025, meaning our entire range of fish and seafood is certified. We are extremely proud of this achievement



Findus is the undisputed leader of the frozen food market in Italy and being a leader means also driving change. The achievement of 100% MSC- and ASC-certified fish and seafood makes us extremely proud. We can state today that we have made a significant step ahead that will contribute to healthier oceans and fish stocks for the next generation."

Renato Roca,
Country Manager, Italy.



and announced the news at a press conference in Milan in March – the same venue at which we made our original commitment eight years before.

Our impact has also extended beyond our own portfolio. As the market leader in frozen fish and seafood in Italy, we have played a key role in driving industry-wide change. By 2024, the total volume of MSC-certified fish and seafood had tripled compared to 2017. This is in part the result of growing consumer awareness of MSC and ASC eco-labels. Recognition of the MSC label grew by 18% between 2018 and 2024, driven in no small part by our dedicated 360° communications plan.



Southern Europe is the area in Europe with the highest fish consumption per capita; it's an established ingredient in our meal repertoire and part of our culture. Italy is the second of our markets to reach the target of '100% sustainable sourcing' within the Southern Europe Cluster, following Portugal. We are also working hard to ensure the transition is complete in Spain by the end of 2025. Italy's move has a huge impact on the whole company and represents a great example of collaboration among all stakeholders – colleagues, suppliers and partners such as MSC and ASC. Sustainability is not a choice nowadays, and our role is both to lead and inspire other players, within and beyond frozen. This is a big achievement and we are happy to celebrate it. It has been a long journey, but we made it."

Alberto Di Leo,
Cluster General Manager, Southern Europe.

CASE STUDY

Driving awareness of our sustainable sourcing credentials at Birds Eye

In October 2024, we ran a 10-week in-store promotion across 200 stores to spotlight Birds Eye's 100% MSC- or ASC-certified fish sourcing. The campaign aimed to raise consumer awareness of our market-leading credentials and position Birds Eye as the superior choice for responsibly sourced fish.

Stores exposed to the promotion experienced an immediate sales uplift that continued after the campaign ended. The activation also created a broader halo effect, driving growth across the Birds Eye frozen fish and chicken ranges, as well as across the Aunt Bessie's and Goodfella's brands in the wider Nomad Foods portfolio.

During the campaign period, both Nomad Foods and Birds Eye outperformed the category and key competitors. The commercial impact reinforces the value of our leadership on certified sourcing, now achieved across ten of our markets.

Creating tasty teatimes

with 100% responsibly sourced fish

it better be **BirdsEye**

CERTIFIED SUSTAINABLE SEAFOOD **MSC**

Responsible farmed **ASC**

Future plans

Our priority for 2025 is to continue working towards sourcing 100% of our fish and seafood from sustainable fishing or responsible farming by year-end.

At the same time, we intend to develop a suitable transition strategy for the additional fish and seafood species in our Adriatic business, which includes around 20 more species than the Nomad legacy portfolio.

We also plan to collaborate with the MSC and other partners to encourage more fisheries and species to join the MSC programme, increasing the availability of sustainably sourced fish and seafood in the future.

Agriculture

Agriculture is a significant contributor to climate change and is also vulnerable to its impacts. For businesses like ours with large agricultural supply chains, adopting more sustainable practices is important to mitigate risks and build resilience.

Agricultural practices can lead to soil degradation, water pollution, biodiversity loss and adverse effects on local communities and Indigenous peoples. Some crops, like palm oil and soy, are associated with specific risks such as deforestation and habitat destruction.

We are committed to promoting the adoption of sustainable agricultural practices to safeguard natural resources, biodiversity and communities connected to our agricultural supply chain. This also reduces long-term risks to our business as climate change and the degradation of land and ecosystems can compromise the availability and quality of key ingredients crucial for our operations.



Approach

Our target is to source 100% of our vegetables, potatoes, fruit and fresh herbs through sustainable farming practices by the end of 2025.

Our [Agriculture Policy](#) addresses the economic, environmental and social impacts of our agricultural practices. It includes our commitment to Integrated Farm Management, which promotes a more sustainable farming model through technology, responsible pesticide use, water management and soil health. The policy covers our own operations, our tier one suppliers and all other suppliers in our supply chain.

Around half of our vegetables, potatoes and herbs are sourced from over 600 farmers with whom we have a direct relationship and long-term contracts. The rest are sourced from trusted third-party suppliers. Ingredients covered by topic-specific sustainability schemes, such as palm oil or soy, are excluded from this scope, as they are managed through separate certification targets (see High risk ingredients right).



High-risk ingredients

We have specific policies governing our use of ingredients at high risk of causing deforestation. Our [Palm Oil Policy](#) states that we will only purchase palm oil from Roundtable for Sustainable Palm Oil (RSPO) Segregated certified sources, meaning it can be traced back to RSPO-certified mills. In 2024, 100% of the palm oil we sourced for in-house production was RSPO-certified segregated.

Our [Soy Policy](#) sets out our commitment to work towards using responsibly sourced soy across our supply chain. It covers all brands and soy used to produce our products, whether directly as an ingredient or indirectly through feed. We commit

to verifying that the soy in our supply chain is not from deforested land (legally or illegally) and is sourced from relevant certification schemes wherever possible. Where this is not yet possible, we compensate through the Roundtable on Responsible Soy (RTRS) credit scheme, purchasing RTRS credits for the volumes of soy that are not yet 100% sustainably certified.

In 2024, we focused efforts on developing a holistic view of forest risk commodities in scope of the forthcoming EU Deforestation Regulation (EUDR), including but not limited to soy and palm. Instead of mapping our use of verified responsibly sourced soy with suppliers, we used the RTRS online tool to determine the tonnage of indirect soy in our supply

chain. The tool calculates soy use in animal feed based on our volumes of farmed fish, red meat, poultry, eggs and dairy. Indirect soy accounts for most of our footprint, at 87%. We continued to support certified sustainable soy production through the purchase of RTRS credits as per our policy (covering 100% of our 2024 indirect and direct soy usage). In 2024, like previous years, we directed our credit purchasing to South America, the primary sourcing region of our soy.

We remain focused on developing our EUDR compliance strategy in line with the end of 2025 deadline, to ensure all in scope commodities are not from deforested sources as per the regulation's cut-off point.

The Sustainable Agriculture Initiative

We joined the [Sustainable Agriculture Initiative Platform](#) (SAI Platform) in 2018 and use its [Farm Sustainability Assessment](#) (FSA) to measure our suppliers' and farmers' progress towards our sustainable farming practices target. The FSA framework covers ten fundamental components of sustainable agriculture, including soil and water management, air quality and GHG emissions, biodiversity, and labour conditions. Farms or farm management groups are awarded bronze, silver or gold based on which requirements are met, and the framework aims to drive continuous improvement. A mixture of essential, intermediate and advanced requirements ensure which fundamentals are always being delivered, while also allowing farmers to identify key areas to focus their production efforts.

To align with our 100% sustainable farming practices target, we require a minimum of silver FSA verification. This involves external verification either through a benchmarked assurance scheme or an independent FSA verification audit. We implement the FSA framework actively with our direct farmers, who operate in farm cluster groups within our markets. Our trained agricultural teams provide support to these farming partners.

For third-party suppliers, we ensure compliance with our FSA silver or gold requirement through various approaches, often leveraging existing benchmarked assurance schemes. We are guided by the official SAI platform benchmarking tool, which facilitates easy comparison between third-party schemes and the FSA. This gives us the confidence that suppliers demonstrating compliance through benchmarked schemes are meeting the same requirements as direct implementation of the FSA framework, delivering consistency in our standards.

Where compliance gaps exist in our supply base, work is well underway to ensure roadmaps are in place, driving progress towards our target. This process is managed by our cross-functional FSA project team which includes representatives from Sustainability, Research & Development, Procurement and Agriculture Operations, who meet monthly to track progress and identify priorities.



Nomad Foods' Agricultural Purpose and Ambition (NAPA) framework

Our Agriculture Operations team consists of agricultural experts who work closely with our direct growers to deliver continuous improvement. Our NAPA framework sets out how we work with our contracted growers to build a more sustainable and resilient agricultural supply chain.

We run on-farm pilot projects focused on key areas such as biodiversity, soil management and water management. These projects enable us to test new technologies and agricultural methods and gather baseline data to inform target development and best practice guides. For more information on the NAPA framework, see page 21 of our [2021 Sustainability Report](#).

In addition to our policies and practices, we participate in specific initiatives to reduce carbon and protect nature and biodiversity, including pilot projects on regenerative agriculture. We are part of the SAI Platform's FSA Community and sit on the Crops Working Group (CWG), with a particular interest in the Regenerative Agriculture workstream. Through the CWG we engage with industry peers who may face similar challenges to Nomad Foods.



Progress

Target: 100% by 2025



94.9%

of our vegetables, potatoes, fruit and herbs produced using sustainable farming practices* in 2024



2023: 92.3%

2022: 90.8%

Target: 100% by 2025



100%

of our purchased volume of palm oil for in-house production was RSPO-Certified segregated in 2024



2023: 100%

2022: 99.4%



100%

soy volume (direct and indirect) covered by RTRS credits.

In 2024, we continued advancing towards our 100% sustainable farming practices target. In 2024, 94.9% of our sourced volume for in-scope commodities came from suppliers verified at FSA Silver or above, up from 92.3% in 2023. This marks a significant milestone for Nomad Foods and is a testament to our commitment to drive sustainable agriculture practices in our supply chains in partnership with our suppliers. To drive this progress, we strengthened supplier understanding of the FSA framework and benchmarked schemes and helped them identify the most suitable route to compliance. We also embedded FSA Silver verification as a requirement in our supplier onboarding process to ensure all new in-scope commodities meet this standard.

In 2024, we assessed Switzerland's primary third-party assurance

scheme to determine its alignment with the FSA framework. These insights will shape our strategy and roadmap, supporting Swiss suppliers in meeting our group-wide target.

Our Adriatic business is not included in our FSA reporting data or 2025 commitment. In 2024, we mapped the Adriatic supplier base to assess compliance with our sustainability requirements. Initial findings indicate that around 45% of in-scope volume meets FSA Silver standards. Throughout 2025 and beyond, we will engage suppliers to develop roadmaps to compliance.

Across the business, we faced challenges in sourcing certain commodities as FSA Silver-verified. This included frozen exotic fruits like mango, pineapple and chillies, and certain Asian vegetables and pulses,

for which FSA certification or equivalent schemes are not widely adopted and the scale of Nomad Foods purchasing is limited, inhibiting our ability to drive supply chain change. In certain cases where FSA was not available, we relied on [GLOBALG.A.P.](#), a widely recognised farm assurance programme that sets standards for good agricultural practices covering food safety, environmental sustainability and worker welfare. However, GLOBALG.A.P. does not always fully align with FSA Silver and sometimes requires additional measures to bridge the gap. We continue working with suppliers to identify opportunities to transition to FSA where possible, such as aiding one of the available "add-ons" to GLOBALG.A.P., or by supporting suppliers not currently engaged in third-party assurance to transition.

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

CASE STUDY

Demonstrating best practice with our direct farmers

In markets where we have direct farmers, we implement the FSA framework directly within cluster groups, with audits conducted every three years. All Nomad direct farmers hold FSA Silver or above, accounting for around 50% of the total vegetable volume used in Nomad Foods

products. In 2024, audits in Germany saw all farmers achieve FSA Gold, reflecting excellence in soil and water management, biodiversity protection and labour conditions. A diverse range of crops is grown in Germany, including spinach, basil, borage, dill, endives, kale, chervil, coriander, cress, oregano, parsley, pimpinelle, leek, red cabbage, sorrel, chives, celery, thyme and savoy cabbage.



It is a fantastic result to have achieved 100% FSA Gold in Germany across a broad range of crops for the second time running! This is a testament to the commitment to sustainability from our farming partners and the hard work that the Agriculture Operations team continues to deliver each year."

Lasse Lucht,
Agriculture Manager for Germany



A snapshot of our sustainable agriculture projects across Europe

Restoring biodiversity on farmland



Our [Peas for Bees](#) initiative helps farmers convert unproductive land into wildflower habitats, enhancing biodiversity and efficiency. Birds Eye provides a free six-species seed mix to support pollinators in summer. In 2024, 6.7 hectares were planted, with biodiversity gains validated by Yorkshire Wildlife Trust.

Digital farming pilot projects



In Germany, we're piloting 'Asterix', a self-propelled robot that detects and removes weeds without human intervention. Tested on spinach and basil, it reduces manual labour and herbicide use. We're also collaborating on a public R&D project with 'Farmdroid', another robot which seeds crops and weeds fields mechanically.

Improving soil health with the power of the pea



We're participating in the [Yield Enhancement Network](#) (YEN) in the UK, assessing how pea rotations improve soil health and carbon retention, and reduce chemical inputs. Initial data indicates that peas play a key role in regenerating soil microbiology and improving soil interactions.

Cultivating biodiversity with flower strips



For over 30 years, the German Agriculture team has maintained flower strips along vegetable fields to support biodiversity. These 3-meter-wide strips provide a vital retreat for wild bees and insects, helping sustain local ecosystems. Today, they span over 65 kilometres.

Biodiversity monitoring with 3Bee



In Italy, we partner with [3Bee](#) to monitor biodiversity and pollinators across 1,000 hectares near three of our sites. Using satellite imagery, AI, and IoT sensors, we gain real-time ecosystem insights that help us to enhance biodiversity and support pollinator populations.

Enhancing water efficiency



In Italy, we're improving water efficiency by installing weather stations with soil moisture sensors to support precision irrigation. Focused on drip-irrigated crops like zucchini and tomatoes, the system helps optimise irrigation schedules, reduce water use and boost long-term farm profitability.

Biodegradable mulching advancements



In Italy, we're replacing plastic mulch with biodegradable alternatives that deliver the same crop benefits, reduce waste and break down in soil. This innovation prevented 6,000 kg of plastic use in 2024 and supported more sustainable farming practices.

CASE STUDY

Engaging customers on our commitment to biodiversity through the Findus Italy 'Futuro Fiorito' campaign

In August 2024, we launched a six-month on-pack promotion across Findus Italy's vegetable range to spotlight our commitment to biodiversity, rooted in the Findus Italy 'Green for Love' manifesto. The campaign highlighted our collaboration with nature tech company [3Bee](#), whose biodiversity-monitoring technology was installed on farms surrounding our Cisterna di Latina production plant to track biodiversity and pollinator abundance.

This activation proved successful not only in reinforcing our sustainability messaging but also in driving commercial impact. The campaign delivered an uplift in total Findus brand sales, outperforming the Italian food market benchmark during the campaign period. Importantly, the sales momentum continued in the weeks following the promotion, demonstrating that sustainability-led storytelling can deepen customer connection and deliver lasting brand value.



Future plans

In 2025, we will continue our focus on supporting suppliers in their transition to FSA Silver, helping us to progress towards 100% sustainable farming practices by year-end. We have visibility on challenge areas and will continue to work to address these with the FSA framework continuing to form the basis of our requirements for suppliers.

We are also developing our Agriculture Strategy 2025–2030, working cross-functionally with our Agriculture Operations, Procurement and Marketing teams to shape our strategic vision for the next five years. This is likely to include next steps for carbon reductions at the farm level, formalising our approach to biodiversity and nature, and ensuring farmer livelihoods remain a priority, recognising the essential role our farming partners play in making mealtimes better with the goodness of frozen food. We are fortunate to have direct relationships with so many of our farming partners and this provides a unique opportunity for us to pilot new farming approaches and leverage the practical expertise and knowledge of our growers to help shape a strategy that's truly going to deliver. At the same time, we will advance our EU Deforestation Regulation (EUDR) compliance strategy throughout 2025, in preparation for the new application date of 30 December 2025.

Animal welfare

Animal products form a significant part of our portfolio and are a key source of protein in the human diet. We are committed to ethical sourcing and advancing animal welfare by ensuring that animals in the supply chain are treated humanely.

Neglecting this responsibility could result in inhumane living conditions for animals, reputational risk and could also pose risks to human health, such as exposure to antibiotic-resistant pathogens associated with the prophylactic use of antibiotics. Growing consumer and investor focus on animal welfare, coupled with stringent regulation, also makes prioritising animal welfare key for our success.

Approach

Fish and seafood is the largest animal protein source in our portfolio and is managed by specific policies and procedures see [Fish and seafood](#).

Our approach to sourcing other animal products, including beef, lamb, pork, chicken, dairy and eggs, is guided by our [Animal Welfare Policy](#) and [Animal Welfare Standard](#). These apply to all Nomad Foods products and brands, requiring compliance from our suppliers. The policy ensures humane slaughter for all animals used in meat

production and prohibits the use of antibiotics deemed critically important to human health (Critically Important Antimicrobials (CIAs) as determined by the World Health Organisation), prophylactic or growth-promoting antibiotics and hormones in any animal protein products. For eggs and egg-derived products – representing less than 1% of our portfolio – the policy stipulates they must be sourced from cage-free production systems.

Wherever we operate, all suppliers to Nomad Foods meet national legal requirements on animal welfare. Our approach is grounded in the globally recognised Animal Welfare Committee's (AWC) 'Five Freedoms of Animal Welfare':

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



We are also signatories of the Better Chicken Commitment (BCC)/European Chicken Commitment (ECC), a set of standards designed to drive higher welfare practices for broiler chickens. Developed by animal welfare and rights organisations across Europe, these standards significantly exceed regulatory minimums for animal welfare. We actively engage with NGOs on chicken welfare and the BCC, reinforcing our commitment to improving broiler welfare through the implementation of our Chicken Welfare Strategy. In 2024, we joined the [Global Coalition for Animal Welfare](#) (GCAW), demonstrating our commitment to working collaboratively with the wider industry to transition to higher welfare standards across all animal protein supply chains.

Animal welfare assurance is complex. For broilers specifically, there are many local and global schemes in operation, each with their own requirements, definitions of good practice, assessment criteria and auditing. In 2023, we engaged an external consultant to conduct a thorough benchmarking exercise of industry animal welfare standards. This evaluation informed the development of our Chicken Welfare Strategy, aimed at enhancing our broiler welfare, industry collaboration and consumer transparency. As part of this strategy,

we have committed to sourcing 100% third-party welfare-assured broiler meat by the end of 2025. To deliver against our target, we continue to work closely with suppliers to aid the transition to third-party assured broiler meat where gaps currently exist. We recognise and accept several welfare schemes, including [GLOBALG.A.P.](#), [Red Tractor](#) and [Farm First](#). You can read the full list of accepted schemes in Annex 1 of our Animal Welfare Standard. We review this list every two years or more frequently if needed.

Each year, we conduct a questionnaire with our poultry suppliers to assess their welfare standards and track progress against our commitment. This gives us valuable insights into areas affecting animal welfare and sustainability, such as health assessment processes, country of origin of feed and, where applicable, transportation details such as the total time and number of stops from farm to slaughter. This year, we migrated our annual poultry questionnaire to the Qadex platform to improve data collection, automation and reliability. Additionally, we enhanced existing questions and introduced new ones to ensure we capture the most relevant insights for assessing our progress. We also periodically review suppliers of other animal proteins, including pork, dairy and beef, to inform policy and programme developments.

Animal Welfare Policy and Standard

Animal proteins are a key part of our portfolio and consumer diets, and we are committed to improving animal welfare across our supply chain. This year, we updated our [Animal Welfare Policy](#) and introduced a more detailed [Animal Welfare Standard](#), providing clear requirements and guidance to help suppliers meet our

expectations. The Standard also defines the responsibilities of various teams and committees within Nomad Foods to ensure effective implementation. To build awareness and support compliance, both documents have been communicated internally and shared with suppliers. They will be reviewed every two years or sooner if needed, with our broader animal welfare strategy integrated as it begins to be developed in 2025.



Our purpose at Nomad Foods is to make mealtimes better with the goodness of frozen food. This means ensuring that we are proud of the animal welfare within our supply chains. We are committed to continuous improvement and will work with our suppliers and wider industry to ensure we are helping to elevate welfare standards wherever possible."

Alisha Anstee,
Group Sustainability Manager for Agriculture.



Progress



100%

Purchased **VOLUME OF POULTRY** from non-cage reared chickens 2024



100%

Purchased **EGG VOLUME** from non-cage reared chickens 2024

POULTRY
20%



RED MEAT
7.7%

Total **PURCHASED VOLUME OF ANIMALS** by breed type in 2024



FISH AND SEAFOOD
72.3%

The results from our 2024 poultry questionnaire* show that 100% of the chicken we source is compliant with EU welfare laws and regulations, in line with BCC/ECC standards, and no suppliers use prophylactics or growth promoting antibiotics. The BCC/ECC standards also require that the industry meets improved environmental standards, including cage-free, daylight requirements and access to enrichment.

The survey also shows:

- 100% of our birds are cage-free and free from multi-tier systems.
- 91% of our suppliers offer some natural daylight to birds supplied to us (43% of our suppliers provide daylight to 100% of the birds supplied to us).
- 52% of our suppliers offer 100% of the birds supplied to us with permanent enrichment.
- 100% of birds are stunned before slaughter.
- 47% of our suppliers use controlled atmospheric stunning (CAS), gas or electrical water bath without live inversion.

Whilst the BCC/ECC does not have specific requirements on travel times to

slaughter, we believe this is an important factor when considering bird welfare:

- 92% of our suppliers keep travel times under five hours and 63% have maximum travel times of three hours or less.

For more details, see the [Better Chicken Commitment table](#) in the Data section of this report.

Like many signatories, we continue to face challenges in meeting certain BCC/ECC commitments. This includes maintaining a maximum stocking density of 30kg/m², which requires suppliers to use more space to produce the same volume of meat. The EU is a net importer of chicken, where demand outstrips supply, and this is further challenged by a shift to lower stocking densities. In 2024, we saw widespread commitment from major UK retailers to 30kg/m² stocking density, and this is expected to further strain UK supply. In addition, planning restrictions in many EU countries limit poultry expansion, making it hard for suppliers to meet this requirement.

The adoption of slow-growing breeds is also a challenge. While some suppliers can transition, most EU broiler meat from these breeds is reserved for the fresh

*Data reflects the percentage of suppliers supplying Nomad Foods, not the percentage of purchased volume of animals. In 2024, we had over 90% response rate to our survey, representing over 95% of the volume we procure. Where full transparency was not available from suppliers, we have assumed legal minimums, even if they have previously shown a higher level of compliance.

market, which limits supply for frozen products. As a result, we source from outside the EU, where availability of slow-growing breeds currently remains low. One of the major challenges in transitioning to slower-growing breeds is its impact on carbon emissions. As signatories of [SBTi](#), we are actively exploring ways to decarbonise our supply chain. Shifting to slower growing breeds is associated with higher carbon emissions, primarily due to the increased feed consumption over a longer lifespan. This challenge has not yet been resolved but is an area of ongoing industry dialogue and collaboration. In addition, the cost implications of adopting slower-growing breeds are significant. Despite these constraints, we remain committed to collaborating with the industry, such as through the [GCAW](#), to find shared solutions.

Fish welfare

Fish represents the largest share of our animal protein portfolio, with 99.6% of our sourced fish and seafood volume certified by MSC or ASC. While our animal welfare work has historically focused on land-based proteins, we are now taking a holistic approach to include fish welfare as part of our broader strategy. In 2025, ASC is bringing together its twelve species-specific standards into a single ASC Farm Standard to provide greater consistency across all species. This updated standard introduces a new

principle on fish welfare, aiming to improve conditions for farmed fish, reduce stress and disease and offer strengthened guidance on sensitive issues such as stunning and slaughter. We fully support ASC's efforts and welcome these enhanced fish welfare requirements as we continue progressing toward our goal of 100% of our fish and seafood from sustainable fishing or responsible sourcing by the end of 2025.

See [Fish and seafood](#) above for further details on our sourcing approach and progress.

CASE STUDY

Global Coalition for Animal Welfare (GCAW)

We have strengthened our industry engagement by joining the [Global Coalition for Animal Welfare \(GCAW\)](#), a multi-stakeholder initiative that unites producers, manufacturers, retailers and food service companies to advance animal welfare at scale. Through the GCAW, we engage in pre-competitive knowledge sharing, best practice exchange and stakeholder engagement. In 2024, we participated in GCAW working groups focused on broiler, laying hen and pig welfare. Moving forward, we will continue leveraging our membership to expand knowledge, strengthen industry connections and share best practices to help overcome systemic barriers to higher welfare standards across animal protein supply chains.

Future plans

In 2025, we intend to continue working towards our goal of sourcing 100% of our broiler supply from one of our third-party assured welfare schemes by the year-end, supporting our suppliers to transition where gaps exist. Building on this year's engagement with the GCAW, in 2025 we plan to start developing a broader animal welfare strategy that extends beyond poultry to include fish, beef, pork and eggs. As part of this, we plan to engage with suppliers to ensure our targets are both ambitious and achievable, and to deepen our industry collaboration, actively engaging with GCAW, and other platforms to drive practical, industry-wide solutions to common animal welfare challenges.

Following mapping work conducted in 2024, we will work to develop suitable strategies to transition our Adriatic supply to all of our animal welfare requirements, supporting our suppliers on this journey.

Social impact of supply chain

Respecting the human rights of people across our value chain – from the farmers who grow our food, to our employees, consumers and wider society – is a key priority.

The complex nature of global agricultural and seafood supply chains means that the workers we rely on can be exposed to human rights risks, including human trafficking, child and forced labour, poor working and living conditions, long working hours and low pay. These risks are greatest in countries with limited legal protections for workers, inconsistent enforcement of local laws or sectors heavily reliant on unskilled migrant workers.

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

Approach

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

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



To identify and address human rights risks and ensure compliance to our policies within our supply chain, we operate a risk-based monitoring programme using the Sedex platform. The programme covers all existing and new direct suppliers, including co-packers, and is managed by our Group Ethical Compliance Manager in close collaboration with our Supplier Assurance team, Procurement team and suppliers. The programme has four stages:

- 1. Engagement:** All suppliers, existing and new, must comply with our Supplier Code of Conduct which includes registering, linking and completing the Self-Assessment Questionnaire (SAQ) on Sedex.
- 2. Self-assessment:** The Sedex SAQ collects information on labour, health and safety, environment and business ethics. Suppliers must complete the Sedex SAQ and ensure their Sedex SAQ is reviewed periodically to ensure the information remains up to date. This is important as it feeds into the Site Characteristic score in the Sedex Risk Assessment tool, which is a key part of identifying risks within our supply chain.
- 3. Site risk assessment:** Risk is assessed using previous audit results, Site Characteristic risk (based on SAQ responses) and Inherent Risk, which uses country and sector risk indicators from third-party data. These scores help identify high-risk sites requiring audits.
- 4. Auditing and addressing non-conformities:** We conduct third-party ethical audits on high-risk suppliers to ensure compliance with our Supplier Code of Conduct and local laws. Audits are graded based on the number and severity of non-conformities and whether they are isolated or systemic, using our internal grading matrix. This grading determines audit frequency, ranging from every six months to two years. Our preferred audit format is the four-pillar [Sedex Members Ethical Trade Audit](#) (SMETA), though we accept specified alternatives. Non-conforming suppliers must address issues within set timelines, with corrective actions verified through follow-up audits or desktop reviews. We actively support suppliers in remediating non-conformities, using corrective action plans and regular check-ins to understand progress.

Internal quarterly KPI reports have been developed to report on progress, performance and improvement. These are reviewed by our Procurement teams and other key stakeholders. We are committed to reporting transparently on our human rights impacts and activities through our annual sustainability report. We also publish annually a [Modern Slavery Statement](#) to meet the requirements of the UK Modern Slavery Act and the Norwegian Transparency Act, along with a separate declaration as required under the German Supply Chain Due Diligence Act. These statements cover governance, human rights due diligence that has been undertaken, risk assessments, preventative measures, remediation and grievance mechanisms.

Our Introduction to Ethical Compliance e-learning training is mandatory for existing employees and new starters in Procurement, Supplier Assurance and Research & Development. It provides an introduction to ethical compliance, common issues, legal requirements and Nomad Foods' approach to ethical compliance.

Sedex | **Member**

Progress



95%

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



100%

of our new tier one direct suppliers were screened using social criteria in 2024



70%

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

In 2024, we upheld our target by maintaining 95% of tier 1 direct suppliers registered on Sedex. All suppliers underwent risk assessment using the Sedex Risk Assessment tool, and 100% of our new tier 1 direct suppliers were screened against social criteria.

We completed third-party audits of 110 sites – 28 co-packers, 75 raw material suppliers and seven packaging suppliers – covering over 100,000 workers. This represents a significant increase in the number of audits conducted in comparison to the previous year, driven by the shift to a risk-based audit cycle rather than a standard two-year schedule. Implementing this

change required engagement with suppliers to explain the new process and its rationale. In the long term, the updated audit approach will be embedded into our Supplier Code of Conduct and Human Rights Policy to ensure alignment and clarity.

Supplier audits

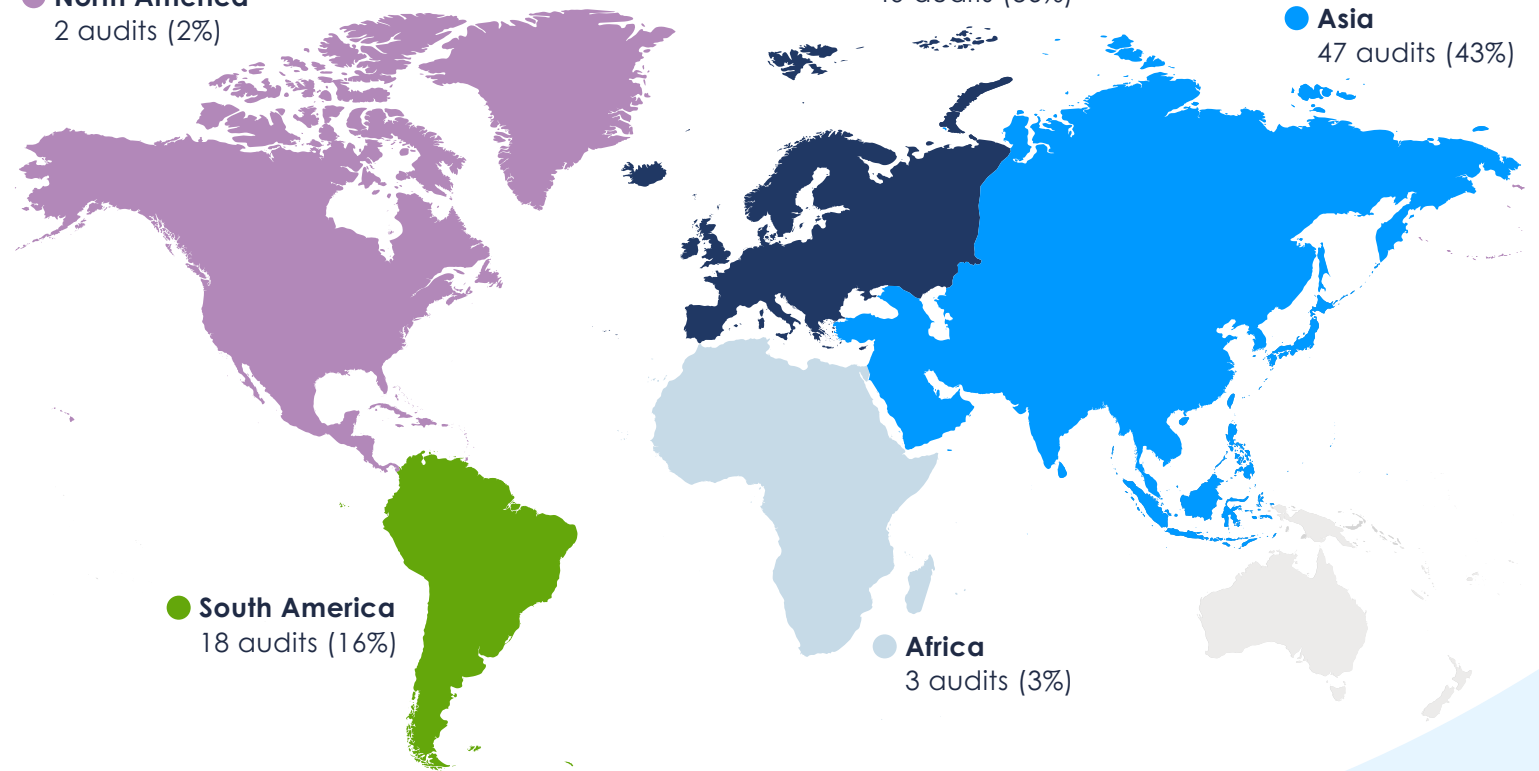
● North America
2 audits (2%)

● Europe
40 audits (36%)

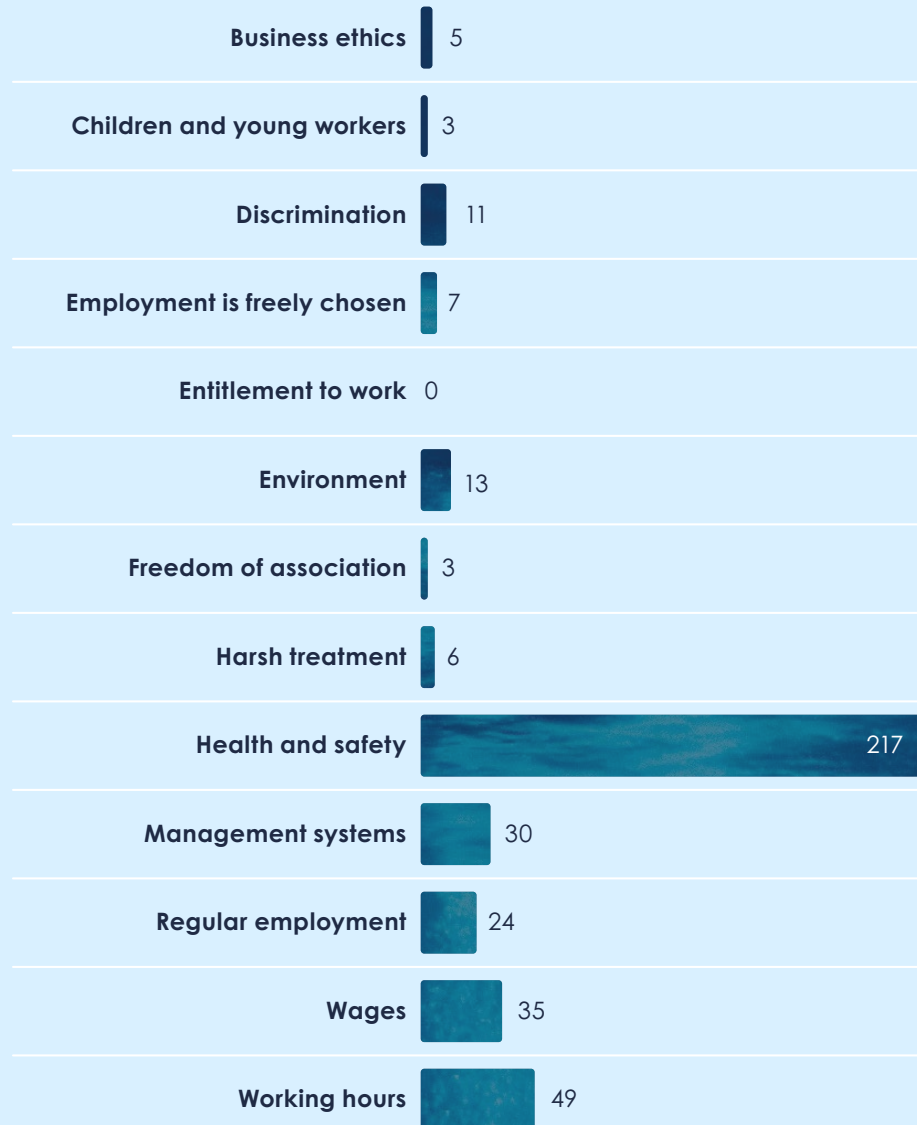
● Asia
47 audits (43%)

● South America
18 audits (16%)

● Africa
3 audits (3%)



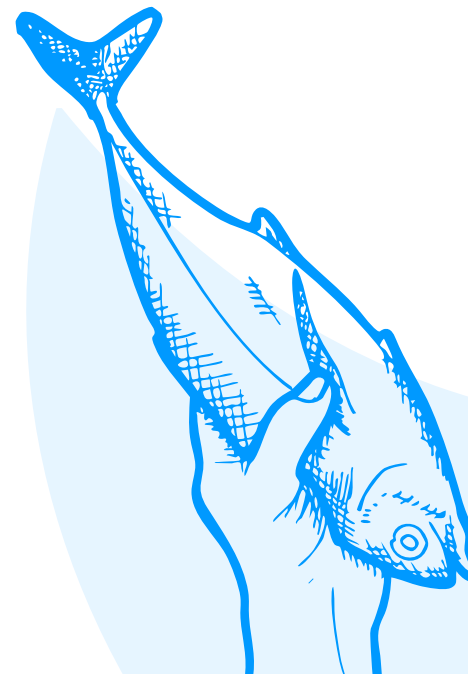
Areas of non compliance



The audits identified 403 non-conformities of which 192 were successfully closed. The remaining 211 are pending auditor review. Of these pending non-conformities, 17 are critical, 118 are high, 63 are medium, and 13 are low severity. The most common areas of non-compliance are Health & Safety and Working Hours, both of which are common in food supply chains and within the geographies we source from. We identified 16 non-compliances across the categories of Child & Young Workers, Employment is Freely Chosen, and Harsh Treatment. These were all minor policy and procedural issues rather than cases of poor treatment of workers.

This year, we completed our strategic review of our human rights programme, building on work initiated in 2023 and started acting on our findings. This included drafting our human rights policies and standards, improving risk assessment processes, expanding our audit programme and exploring ways to strengthen due diligence in our upstream fish supply chain. We also scaled our engagement with collaborative initiatives, such as the [Seafood Ethics Action Alliance](#) (SEAA), to address systemic industry-wide issues.

In 2024, we continued to onboard the Adriatics supply chain into our monitoring programme. Partnering with the Sedex Engagement team for support, the engagement was divided into two phases across the last quarter of 2023 and the first half of 2024. After two phases, 70% of Adriatic sites registered on Sedex, which was our minimum target for the project. We will continue to engage with those outstanding suppliers over the course of 2025.



CASE STUDY**Seafood Ethics Action Alliance**

We are members of the [Seafood Ethics Action Alliance](#) (SEAA), an organisation dedicated to ensuring ethical seafood supply chains by strengthening human rights and due diligence processes. As part of the Alliance's advocacy working group, we engage with key stakeholders to develop industry-wide solutions that advance human rights protections in seafood supply chains. This includes collaborating with certification bodies to expand and strengthen social standards within their frameworks.

**Future plans**

Our focus for 2025 will be on continuing to implement the enhancements identified in the strategic review, ensuring our human rights programme remains robust and responsive to the evolving landscape. We plan to roll out our updated policies, standards and procedures, and pilot a human rights due diligence system and alternative human rights due-diligence processes in our upstream fish supply chain.



Better Nutrition



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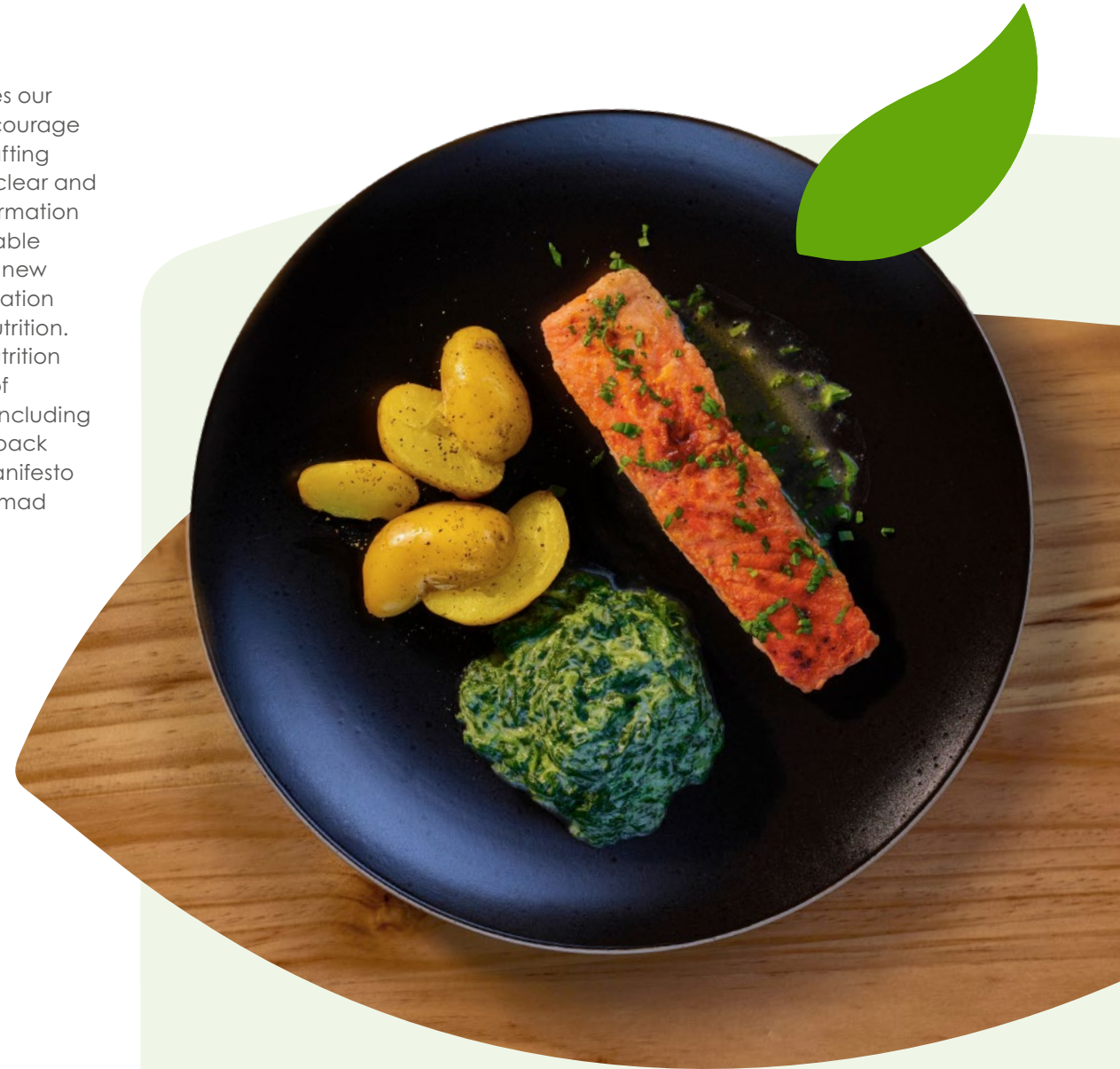
Health and nutrition

As Europe's leading frozen food company, we have an important role to play in shaping healthier diets by making nutritious and affordable options available to our consumers. With growing concerns about obesity, malnutrition, and non-communicable diseases, the need for healthy and accessible food has never been greater.

Our success depends on our ability to evolve our product portfolio to meet changing consumer and regulatory demands. We are committed to maintaining strong nutrition credentials, driving healthy product innovation and renovation, championing transparency through product labelling and actively engaging in the public discourse on health and nutrition.

Approach

Our Nutrition Manifesto outlines our eight key commitments to encourage positive choices, including crafting healthier products, providing clear and simple consumer nutrition information and making healthier, sustainable options more convenient. Our new [Policy on Nutrition](#) is the foundation of our leading approach to nutrition. It asserts that we are led by nutrition science and outlines our use of scientifically robust measures including nutrient profiling and front-of-pack nutrition labelling. Both our manifesto and our policy apply to all Nomad Foods brands and territories.

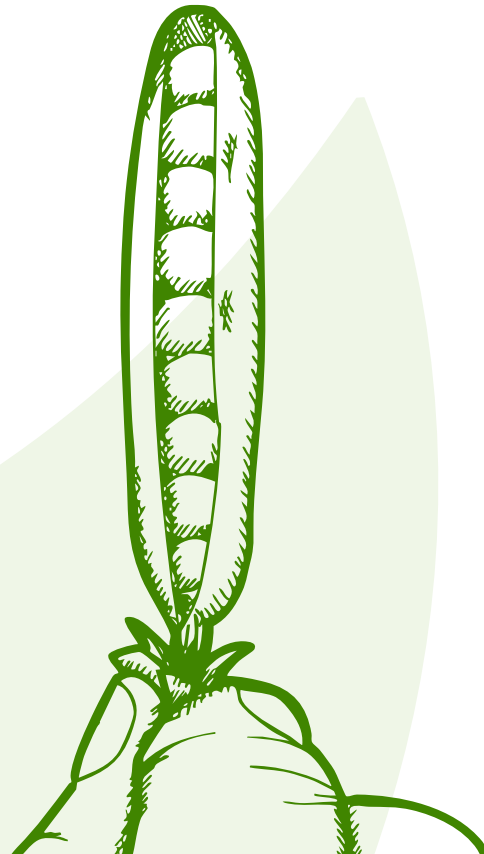


Our Nutrient Profiling Tool

We assess all our products against our Nutrient Profiling Tool (NPT) which is based on the UK Government Nutrient Profiling Model. This externally validated scoring system analyses the nutritional profile of each product to determine if it qualifies as a Healthier Meal Choice (HMC). A HMC product is non-High Fat, Salt or Sugar (non-HFSS) according to the UK Government Nutrient Profiling Model, while a non-HMC product is High Fat, Salt or Sugar (HFSS). Our NPT assesses positive ingredients and nutrients, including fruit, vegetables, fibre and protein, as well as nutrients of public health concern such as sugar, salt and saturated fat. All of our Research, Development and Quality (RDQ) teams, including our chefs, are trained in applying the NPT. We enforce a strict approval process for new products and rollouts of existing products. Any product not meeting HMC standards is automatically flagged for review and may require redevelopment or face rejection. For more information on our NPT, see page 45 of our [2023 Sustainability Report](#).

Our Nutrition Strategy

Our Nutrition Strategy covers our evolving product portfolio, which includes occasional foods like pizza alongside our core everyday products such as vegetables, fish, plant-based foods and chicken. It sets out our commitment to year-on-year growth in the proportion of our sales from both HMC products and nutritionally improved products, as well as our strategies to achieve responsible salt and sugar levels and to avoid 'hidden sugars'.



The strategy segments our portfolio into Everyday Foods, Occasional Foods and Special Purpose Foods, based on externally recommended consumption frequencies.

Everyday Foods:

These are held to our highest nutrition standards.

Occasional Foods:

These are inherently more indulgent, so we focus on nutritional improvement to the portfolio to achieve HMC status where possible.

Special Purpose Foods:

These are designed for consumers with specific nutritional needs, such as those with dysphagia, and are carefully crafted to meet these requirements.

For more detail on our Nutrition Strategy, see page 27 of our [2021 Sustainability Report](#).

Our product nutrition governance integrates nutrition considerations directly into our project management system, using a rating system based on our NPT. For example, any non-HMC rollout is flagged as 'red,' triggering a review process. This ensures the business case is weighed up against our nutrition commitments before a final decision is made. Green Cuisine is our first brand with a mandatory HMC requirement, marking a positive step in achieving our ambition to help the population transition to healthier and more sustainable diets.

We integrate and onboard recent product acquisitions by looking at their nutritional profiles, use of claims and labelling and compliance with our Codes of Practice for Nutrition Data Requirements and Marketing to Children Policy. In 2023, we updated our approach to account for our acquired ice cream portfolio. For more information on our nutrition approach to ice cream, see page 53 of our [2023 Sustainability Report](#).

Educating our team is essential to delivering our strategy. Our Nutrition Training programme ensures colleagues understand their local health landscape, why nutrition is important at Nomad Foods, and our ambitions for the future. It also supports compliance with our Nutrition Policy.





Nutritional labelling

We use on-pack nutrition labelling across all our markets to help consumers make informed choices. Where appropriate, we adopt nationally recognised schemes to highlight healthier choices and/or indicate the nutritional quality of our products, such as Multiple Traffic Light labelling in the UK and Ireland, Nutri-Score labelling in France, Belgium, the Netherlands, Germany, Portugal and Spain, the Keyhole symbol in Sweden and Norway, the Healthy Living logo in Croatia and the Heart Mark symbol in Finland.

In 2024, we commenced implementation of the revised Nutri-Score algorithm across our product packaging in all Nutri-Score markets. This algorithm update was designed to enhance consistency with dietary guidelines from participating countries, improve differentiation between foods based on salt and sugar content and better guide consumers toward healthier food choices. The revised criteria have raised the standard, shifting more products into the Nutri-Score C category and making it more challenging to achieve 'Green' Nutri-Score A or B ratings.

We continue to support the Nutri-Score front-of-pack nutrition labelling scheme based on evidence of its effectiveness in guiding healthier consumer choices. We have embraced the updated algorithm as a valuable tool to direct

our 2024 product reformulation efforts and drive healthier product innovations. Throughout the year, our RDQ experts, with the support of our Nutrition team, have conducted ongoing workstreams focused on nutritionally improving our product portfolios in alignment with the updated Nutri-Score algorithm.

For more information on our labelling approach, see [Responsible marketing](#) below.

Action on Fibre

Our UK brands are founding signatories of the Action on Fibre initiative which aims to bridge the gap between fibre intakes and recommendations. Our efforts focus on launching higher-fibre products across our three brand portfolios, reformulating existing products to boost fibre content and developing educational materials to raise awareness.

Food Data Transparency Partnership

We continue to support the UK's Food Data Transparency Partnership project – a partnership between government, industry and other experts, aimed to improve the availability, quality and comparability of data in the food supply chain, to create positive change in the food system – in which our Head of Nutrition and Sensory Science is involved as a Health Working Group member.

Progress

Target: Year on year improvement



96%

of total net sales from branded products assessed and classified as Healthier Meal Choices (HMC)



2023: 93.9%
2022: 93.3%



5%

of total net sales from branded nutritionally improved products



2023: 7%
2022: 8.4%



4.7%

of total net sales from nutritionally improved non-HMC products as a % of total non-HMC sales



2023: 10.1%
2022: 6.6%

Target: Maximisation



100%

of new product innovations assessed and classified as HMC



2023: 94%
2022: 97%



Progress against our targets

Total net sales from branded products assessed and classified as HMC increased from 93.9% in 2023 to 96% in 2024, meeting our target of year-on-year improvement. This progress was driven by a combination of initiatives, including the continued roll-out of healthy innovations, nutritional reformulation of less healthy products and targeted marketing campaigns and promotions designed to boost sales of HMC-classified products.

The percentage of total net sales from branded nutritionally improved products decreased from 7% in 2023 to 5% in 2024. While this meant the year-on-year improvement target was not met, it reflects a deliberate focus on depth over breadth. In 2024, we concentrated our efforts on Nutri-Score improvement, particularly within the Green Cuisine range. As a result, our improvement efforts were targeted at a small proportion of the portfolio, while the remainder of our efforts focused on driving healthy innovation.

Sales from nutritionally improved non-HMC products as a proportion of total non-HMC net sales also declined, from 10.1% in 2023 to 4.7% in 2024. This is because our non-HMC portfolio is now small and includes products like our limited red meat range, so opportunities for meaningful nutritional improvements are limited. We therefore focused our efforts on Nutri-Score improvement where possible.

New product innovations continued to support our healthier meal strategy, with the proportion of innovations assessed and classified as HMC rising from 94% in 2023 to 100% in 2024. This result reflects the strength of our product governance processes and commitment to health-led innovation. Additionally, 100% of Everyday Foods product launches by our Adriatics business were classified as HMC, further demonstrating our progress in embedding nutrition considerations into product development across Nomad Foods.



We also successfully met our 2024 ice cream target, with **100% of our ice cream cakes now providing 200 kcal or fewer per portion.**

For the sixth year running, we achieved a DSJI Health and Nutrition score of 100%, standing out significantly against the industry average of 15%. Our score demonstrates our continued sector leadership in maintaining a healthy portfolio, effective governance, transparency and responsible marketing practices.

This year our Nutrition and Regulatory teams delivered comprehensive refresher training on Nutrition and Regulatory Claims to the entire RDQ community, deepening their understanding of our standards and regulatory requirements.

Improvements to the nutritional profile of our portfolio

The implementation of the evolved Nutri-Score system outlined above led to significant nutritional improvements across our portfolio. In our fish and seafood range alone, we enhanced 23 products with actions such as targeted salt reduction.



Our innovative Birds Eye Steamfresh Meals range earned finalist status for the UK Food and Drink Federation Diet & Health Award. This next-generation line of healthy, vegetable-rich frozen meals provides one or two of a consumer's recommended five daily vegetable servings and 6.4–9.6g of fibre per portion, while preserving nutrients through microwave steaming. Across their first nine months on the market alone, these new Steamfresh meals added more than 3.5 million additional portions of vegetables onto the nation's plates. More broadly, across 2024, Birds Eye and Aunt Bessie's vegetable-based products added 36,600 tonnes of vegetables onto UK plates; the equivalent of 457,505,188 portions of vegetables!

For information on the Steamfresh Meals campaign launch, see [Responsible marketing](#) below.



This year, we delivered an improved, superior Goodfella's pizza range that maintained its non-HFSS nutritional profile after discovering our previous recipes weren't outperforming competitors from a sensory perspective. Our development team created new Cheese and Pepperoni recipes focusing on key drivers of consumer preference – appearance, colour and flavour balance. Both new non-HFSS recipes now outperform our main competitors' HFSS equivalents in taste tests.



I'm incredibly proud of the journey we've been on since we began reporting the proportion of our net sales from Healthier Meal Choices back in 2017. Since then, we've expanded from 13 to 22 markets and entered more traditionally indulgent segments like pizza and ice cream. We've also acquired Aunt Bessie's and Goodfella's in the UK, Findus in Switzerland and the Adriatic Fortenova group brands, including Ledo and Frikom. Despite this growth and diversification, we've continued to improve the nutritional profile of our portfolio. We've not only delivered meaningful innovation across our legacy business but also raised the bar for the brands we've acquired. As a result, the proportion of our legacy net sales from Healthier Meal Choices has risen from just over 80% in 2017 to 96% in 2024, and we've implemented a robust nutrition approach for our ice cream business. With a new and more rigorous health and nutrition reporting approach launching next year, this achievement stands as a powerful reflection of the progress we've made to date."

Lauren Woodley,
Head of Nutrition and Sensory Science.

CASE STUDY

Shaping the dialogue on health and nutrition

In 2024, we worked to establish our position as a nutrition thought leader through a strategic advocacy programme. We built our messaging around delivering tasty, convenient, nutritious and sustainable food options, while challenging misconceptions about 'ultra-processed' foods and promoting nutritional profiling as the key determinant of food health classification in Europe.

Our Head of Nutrition and Sensory Science participated in [Food Navigator's](#) Global Broadcast event and provided evidence to the House of Lords Diet, Health & Obesity Inquiry, where the chair recognised us as "the healthy side of the food industry." We also took part in two [Westminster Food and Nutrition Forums](#), both times as the only industry panellist, and collaborated with the [Food Foundation](#) in the UK on their 'Lobbying for Good' series where we called for regulation to level the playing field for the food industry while tackling the obesogenic UK food environment. We also appeared as an expert speaker and panellist on various health and nutrition topics at [Food Matters Live](#) events in Manchester, Ascot and Dublin.

Our media engagement in the latter half of 2024 reached over 24 million people through appearances on

BBC Radio 5 Live, contributions to the Financial Times and The Grocer, an article in the Guardian profiling our CEO and a Food Foundation 'State of the Food Industry' podcast. At policy forums, we advocated for mandatory healthy sales disclosure, mandatory front-of-pack nutrition labelling, Government commitment to HFSS advertising, placement and promotion restrictions and proper HFSS restriction enforcement.

Towards the end of the year, we participated in the Contribution of Business to Nutrition roundtable, hosted by [ATNi](#), [GAIN](#) and the Paris Peace Forum, strengthening engagement with global NGOs and investors ahead of the 2025 Nutrition 4 Growth Summit.

Future plans

In 2024, we established the foundation of our upcoming 2026 health and nutrition strategy, which we will develop and complete throughout 2025. We plan to implement an ambitious health and nutrition data transformation project that will help us with this process and inform future commitments. Our new health and nutrition strategy will undergo external expert review and Executive Leadership Team approval before implementation as a 'One Nomad Standard' across all brands and markets.

In 2025 we also plan to develop targeted health and nutrition communications across our master brands (Birds Eye, iglo,

Findus, Ledo, Frikom) that highlight their nutritional benefits while directly addressing misconceptions about frozen foods. In line with this, we plan to introduce a new Frozen category vision highlighting the inherent benefits of frozen foods: locked-in goodness, natural preservation without artificial additives, reduced food waste, portion control and convenience that supports healthier habits.

We will also look to strengthen our position as an industry thought leader by expanding our nutrition advocacy initiatives across European markets throughout 2025, driving positive perception change for both our portfolio and the frozen category.



Ingredient selection

Our approach to Ingredient Selection is informed by both nutrition science and food safety data, and we will only ever include safe ingredients in our foods.

However, there is growing interest in and concern around the influence of certain ingredients on the potential health impacts of food, and these concerns are being discussed in public forums and media across our markets, posing commercial and reputational risks for our business. Therefore, our approach to selecting ingredients to include in our foods goes beyond food safety to also recognise these concerns.

Approach

The newly updated Ingredient Selection approach at Nomad Foods is grounded in science and transparency. Applying to all Nomad Foods products and brands, the new Ingredient Selection Policy replaces Nomad Foods' previous Clean Labelling Policy. This policy was evolved to apply to Nomad Foods' expanded portfolio of food categories, to account for local needs of specific markets, and to respond to the developing 'ultra-processed' foods (UPF) narrative. This enhanced approach has been integrated into our standard product development and governance procedures, as well as briefing documents for suppliers and co-packers. The evolution of our approach involved comprehensive input from experts across our Research, Development and Quality (RDQ) community, with active engagement from our Executive Committee.

The policy categorises all ingredients into three RAG (Red, Amber & Green) groups*:

Green (no restrictions):

Ingredients perceived as natural or traditionally processed, such as vegetables, fish and flour.

Amber (use with caution):

Ingredients with a technological or regulatory need but some level of adverse perception, such as yeast extract, emulsifiers and dextrose.

Red (not permitted):

Ingredients linked to health concerns or negative public perception, such as artificial flavourings and colourants, MSG, hydrogenated fats and high fructose corn syrup.

*There is a separate RAG classification for both frozen foods (i.e. entire portfolio excluding Ice Cream) and for ice cream.



As a science-led business, our approach to ingredient selection is guided by nutrition science and food safety data. At the same time, we recognise growing consumer concerns around 'ultra-processed' foods and remain committed to continuously improving our recipes while ensuring transparent labelling, so consumers can make informed choices."

Lauren Woodley, Head of Nutrition and Sensory Science, Co-Owner of Nomad Foods' Ingredient Selection Approach.



Our Ingredient Selection Code of Practice provides practical steps to aid the implementation of the Ingredient Selection Policy. It applies to new product development, rollouts and acquisitions across retail and foodservice channels, ensuring consistent ingredient standards throughout our portfolio. We have trained our RDQ community on the full Ingredient Selection Policy and Code of Practice and embedded the new RAG classifications in our project governance process. Going forward, the Quality Standards Forum governance board is now responsible for reviewing and approving the use of new ingredients in our products according to the RAG classification.



Food safety has always been at the heart of our business. Every ingredient we use is rigorously evaluated, guided by peer-reviewed science, to ensure it meets the highest standards. Our ambition is to create great-tasting food that can be enjoyed every day. With our updated Ingredient Selection approach, we are strengthening this commitment, focusing on safe, high-quality ingredients that consumers can trust."

Sandy Brand,
Head of Regulatory, Co-Owner of Nomad Foods' Ingredient Selection Approach.

The evolved Ingredient Selection approach is underpinned by three core principles:

- Recipe optimisation:** Maximise Green ingredients, minimise Amber ingredients and eliminate Red ingredients. Identify opportunities to eliminate so-called 'UPF ingredients' where possible, while enhancing nutritional value in all new and reformulated products through ingredient choice.
- Transparent labelling:** Simplify ingredient lists for easy, quick reference.
- Consumer education:** Provide clear information about and reassure on safety of perceived 'UPF ingredients' that cannot currently be substituted or removed as they play an important role in the food product.

Additives

Additives are a sub-group of ingredients which must undergo stringent safety and regulatory evaluation. They must be listed in the respective positive lists – official lists of approved substances – produced by governments in the EU, UK and in all markets where we operate.

In our new Ingredient Selection RAG classification, additives are split across the Amber and Red categories, based on degree of adverse perception. We prioritise removing flavour enhancers, artificial colourants and artificial flavours – all classified as Red ingredients in our Frozen Foods RAG classification.

Ultra-processed foods (UPFs)

Rising interest in UPFs has prompted the creation of external frameworks and databases, such as Open Food Facts, to identify so-called 'UPF ingredients' in products. While these ingredients are scientifically validated as safe to use in food and beverages, their use poses reputational risks to our business.

The presence of 'UPF ingredients' varies by product category, as each presents unique culinary or technological challenges. Where these ingredients are used, we are actively assessing their functional roles and exploring alternatives. We also welcome further robust scientific research into their potential health impacts.

As part of our evolved Ingredient Selection approach, in 2024 we enhanced our Ingredient Selection Policy to address emerging concerns around UPFs and highlight 'UPF ingredients' within the Amber and Red ingredients lists of our enhanced RAG classifications for frozen foods and ice cream.

Progress



99.7%

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



2023: 99.4%

2022: 99%

In 2024, 99.7% of our portfolio was free from flavour enhancers, artificial flavours and artificial colourants, up from 99.4% in 2023. While our retail-branded portfolio achieved 100% compliance, we narrowly missed our target of 100% across the entire portfolio due to a small number of non-compliant products in the Nordics and Switzerland. These products have either been delisted or are scheduled for renovation in 2025 to meet compliance standards. We will continue working towards our goal of a branded portfolio free from flavour enhancers, artificial flavours and artificial colourants.

To support the rollout of our evolved Ingredient Selection approach, we trained 100% of our RDQ colleagues on our new Ingredient Selection corporate position, policy and code of practice. The training equipped teams with practical guidance on applying the new RAG classification system across all development activities, focusing on

cleaning up recipes, labels and technical documentation while demystifying 'UPF ingredients' for consumers. We also achieved 100% awareness of our new approach across our marketing teams, and our evolved approach has been integrated into our standard project governance procedures, as well as briefing documents for external partners.

Following their training, our RDQ product development experts assessed our top 25 priority product frozen foods segments against our Ingredient Selection classification and are implementing action plans to both remove remaining Red ingredients from the small number of products where they still appear, and to explore opportunities to remove or replace Amber ingredients in these product segments.

CASE STUDY

Finalising our Ingredient Selection RAG classification for ice cream

This year marked the completion of our brand-new Ingredient Selection RAG classification for our ice cream portfolio. Through close collaboration with our

Adriatic region product development experts and in consultation with external specialists, including ingredient experts and government authorities, we navigated the unique technical challenges of ice cream formulation across different formats.

Future plans

Our cross-category RDQ workstreams will continue to implement their action plans throughout 2025. Our ambition is to remove all Red ingredients from our portfolio by the end of 2025, and to minimise the presence of Amber ingredients throughout our entire portfolio, including our Adriatics business, longer term.

In 2025, our Adriatics business plan to undertake a full Ingredient Selection RAG classification assessment. This will involve auditing their branded portfolio against our frozen foods and ice cream Ingredient Selection classifications and developing approved action plans for removing Red ingredients and minimising Amber ingredients.



Responsible marketing

Transparent labelling and responsible marketing enable consumers to make informed and positive dietary decisions for themselves and their families. These practices also have the potential to encourage healthier and more sustainable choices, such as greater consumption of plant-based foods and sustainably caught fish.

Irresponsible marketing, including unclear labelling, health washing and green washing, can mislead consumers, promote unhealthy choices and erode trust. Children are particularly vulnerable, as they often cannot recognise the persuasive intent of advertising. We practice responsible marketing in compliance with relevant standards. Our communications help inform people about the benefits of our products and engage on the issues that matter to them.

Approach

Our Marketing Policy ensures our communications are truthful and not misleading. It governs how we communicate the health and sustainability credentials of our portfolio, how we present our products and brands, and positive representation of diverse communities. It also guides our communication to and representation of children and young people up to 17 years old. We only market Healthier Meal Choice (HMC) products to children, except for ice creams, which must meet our strict Created for Kids nutrition guardrails. All child-friendly advertising campaigns or brands featuring characters or icons that may appeal to children are assessed against the WHO Europe Nutrient Profiling Model.



We are currently in the process of assessing all products across our entire portfolio against this model. We actively participate in the [World Federation of Advertisers](#) (WFA) 'Responsible Advertising and Children' community of practice, ensuring we stay informed on the broader external landscape and can adapt our approach as needed. For more information on our Created for Kids nutrition guardrails and our Marketing Policy, see pages 54 and 62 of our [2023 Sustainability Report](#).

As a food company, clear and transparent nutrition labelling is crucial. Our [Nutrition Policy](#) sets out our commitment to empowering informed choices by setting standards for consumer-friendly on-pack labelling of all key nutrients across our markets, going above and beyond statutory requirements. We also adopt front-of-pack nutrition labelling where nationally relevant and voluntarily provide fibre information across all retail products. Our Nutrition Policy stipulates:

- We exceed the mandatory nutrition labelling requirements of the EU's Food Information to Consumers Regulation by voluntarily including Reference Intakes (RIs) on front-of-pack labels in some markets. We voluntarily include fibre labelling in all our markets.
- Where legally permitted and familiar to consumers, we label the amounts of key nutrients – including energy, fat, saturates, sugars, fibre and salt – per portion. See [Health and nutrition](#) above for more details.
- Where appropriate, we use nationally recognised schemes to help consumers identify healthier choices. Examples include Nutri-Score labelling in France, Germany, the Netherlands, Belgium, Spain and Portugal; the Keyhole logo in Sweden, Norway and Denmark; the Heart Mark logo in Finland; Multiple Traffic Light labelling in the UK and Ireland; and the Healthy Living logo in Croatia.
- We provide detailed nutrition information for our products on our brand websites, including mandatory per-portion nutrition data.



In our role as a leading European food manufacturer, we advocate for mandatory and harmonised front-of-pack nutrition labelling (FOPNL) across Europe and mandatory FOPNL in the UK. If harmonisation is not feasible, we support individual markets mandating FOPNL, as we believe this is essential for enabling informed consumer food choices.

Supporting this commitment to transparency, we go beyond the EU's Nutrition and Health Claims Regulation by implementing internal approval processes for claims based on a product's nutritional profile. Our approach permits only HMCs to carry nutrition and health claims, ensuring consumers are not misled about the healthiness of our products.

We embrace national regulations on product marketing. The High Fat, Salt, Sugar (HFSS) regulations restricting product placement came into effect in England in 2022. We fully support these measures, as well as the upcoming HFSS regulations on placement, promotion and TV, and online advertising across the UK. These will commence implementation from late 2025.



Progress

This year, we strengthened our responsible marketing practices through dedicated training across the business. Our Head of Nutrition and Sensory Science and our Marketing Communications Director conducted specialised Marketing to Children Policy training for our complete Marketing community.

We actively maintained our Marketing to Children Encyclopaedia to reflect evolving regulatory and national approaches across our markets. The Encyclopaedia raises awareness and understanding of existing restrictions across Europe and ongoing policy debates. Shared across our entire marketing community, it provides in-depth insights into key topics and showcases best practices from non-European markets.

The 2024 launch of our award-winning UK Birds Eye Steamfresh Meals was supported by media and shopper marketing campaigns to drive penetration, aligning with Birds Eye's ambition to prioritise advertising spend on healthy (non-HFSS) products, particularly vegetables, to encourage consumption. Consumer communications focused on taste and eating experience, aiming to help consumers fall in love with veg through a positive, superior product experience, rather than overt health messaging.

To overcome limited merchandising space when launching this line, we reorientated our entire Steamfresh range packaging from landscape to portrait – a significant investment that maximised healthy product visibility within restricted retail space and supports our commitment to making nutritious options more accessible. For further information on our Steamfresh range, see [Health and nutrition](#) above.



CASE STUDY

Leading the conversation on responsible nutrition and health claims

As part of our commitment to responsible marketing, we supported the Food Matters Live event series, with our Head of Nutrition and Sensory Science sharing expertise on key industry topics. In November 2024, the first non-UK [Food Matters Live](#) event was held in Dublin. Here we hosted a roundtable exploring how to navigate nutrition and health claims regulations, particularly in light of the EU Nutrition and Health Claims Regulation and potential EU/UK divergence. The session was

exceptionally well received, drawing a full audience and generating insightful discussions on regulatory challenges, grey areas in enforcement and the responsible use of gut health and women's health claims.

A key takeaway was the industry-wide consensus that stronger regulatory enforcement is needed across all markets. Our thought leadership and industry-leading approach inspired wider sector discussions, and following this success, we have been invited to Food Matters Live in Manchester in May 2025 and Rotterdam in September 2025 to host more roundtables, further reinforcing our positive influence on the food industry.



Future plans

In 2025, we intend to develop a comprehensive position statement that unites our approach to responsible marketing across all brands and markets. Working with our new creative agency, we plan to develop master brand campaigns that showcase our health and nutrition credentials and prioritise transparent, authentic consumer communication. We also plan to enhance our training program for RDQ and Marketing teams to maintain excellence in responsible marketing practices, ensuring consistent standards across all Nomad Foods operations and keeping our teams at the forefront of industry best practices.

Food safety and quality

Delivering safe, high-quality food is one of our fundamental responsibilities. Upholding strict standards is vital to safeguarding consumer health, meeting regulatory requirements and preserving trust in our brand. Any food safety incident could result in significant consequences, including health risks, reputational harm and legal action.

We prioritise the safety and quality of our food by maintaining transparency across our value chain, applying stringent standards and implementing evolving regulatory requirements.

Approach

Our Quality and Consumer Safety Policy outlines our commitment to food safety and quality, including the steps we take to identify, control and monitor potential risks. Covering all areas of the business, it applies to operating sites, product categories, and third-party manufacturing.

When selecting new suppliers, we set strict food safety and quality standards. All new suppliers must hold [BRC Global Food Standard](#) accreditation at A grade or an equivalent [Global Food Safety Initiative](#) (GFSI) certification, which we review annually. Additionally, all raw material ingredients must be provided with signed supplier specifications to verify they are free from chemical, microbiological and physical contamination.

For certain ingredients, we enforce stricter traceability standards. Ingredients such as MSC- and ASC-certified fish and RSPO-certified palm oil are supplied through a chain of custody scheme, ensuring they meet enhanced sustainability standards (see [Fish and seafood](#) and [Agriculture](#) above for more details).

We maintain compliance with our policies through a robust Food Fraud and Adulteration Prevention programme, which includes horizon scanning, intelligence sharing and raw material testing. We conduct formal risk assessments on all our food and packaging suppliers, using an assurance scheme which complies with the GFSI assurance standard. If we identify instances where suppliers fail to meet our standards, we reassess them after an agreed period to ensure non-compliances have been addressed before deciding whether to continue with the supplier.

We regularly audit our supply chain to ensure high standards are upheld. These audits assess food safety systems, hygiene standards, traceability, operational procedures, maintenance, security, training and food fraud prevention. Traceability is an important part of our audit process, and we carry out traceability exercises annually. Our audits also test emergency response procedures to ensure product safety. Audit results are used to drive corrective actions to improve supplier product quality.

We equip our teams with the expertise needed to uphold the highest standards of food safety. Our auditors and Quality teams receive specialised training in areas such as hygiene design, food safety systems, allergen management and microbiology. Professional development is an ongoing process, and we use our HR capability matrix tool to assess individuals' training needs. Once products are on the market, our Consumer Care Line ensures we can respond promptly to consumer feedback.



Progress



95%

of supplying sites within Nomad Foods' supply chain operating to an international food safety system in 2024



2023: 95%
2022: 95%



16

supplier incidents concerning food safety and quality in 2024



2023: 17
2022: 14

In 2024, all our Sourcing Units (SUs) were accredited to the BRC Global Food Standard, except for one site in the Adriatic region which will be accredited in 2025.

To further strengthen our food safety management, we refined our risk management approach by identifying key business impacts and implementing targeted mitigation measures. We are currently developing a Food Safety and Quality Risk Matrix that considers both internal and external influences, which will guide our activities over the next two to three years.

Product withdrawals and recalls from raw material suppliers remained a challenge. To improve oversight, we introduced a KPI to monitor performance in these areas. Additionally, we reworked our foreign body controls, refining how these incidents are identified and managed across our sites.

These efforts have helped shape our supply chain priorities for 2025, with a strong focus on BRC performance, complaint reduction and further enhancing foreign object detection and prevention.

CASE STUDY

Managing and monitoring food safety and quality

We are looking to introduce a new supplier portal to manage raw material suppliers and co-packers, integrating sustainability performance and BRC audits to provide a unified view of our supply chain. This platform will replace our current system, aligning all external systems and stakeholders into one centralised tool. This will improve supply chain visibility with instant capability to know how each supplier is performing, allowing us to identify risks clearly and increase team collaboration. In 2024, we initiated Operational Integrity & Digitalisation (OID) discussions and engaged in internal reviews of potential system providers. We plan to implement the new external tool in 2025.

Future plans

In 2025, we plan to continue to strengthen BRC performance across SUs, co-packers and suppliers. We also intend to implement our foreign body reduction plan and further develop our complaints reduction programme to enhance food safety and quality across our supply chain.



Better Operations

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- 90 Diversity, equity and inclusion



Climate change and greenhouse gases

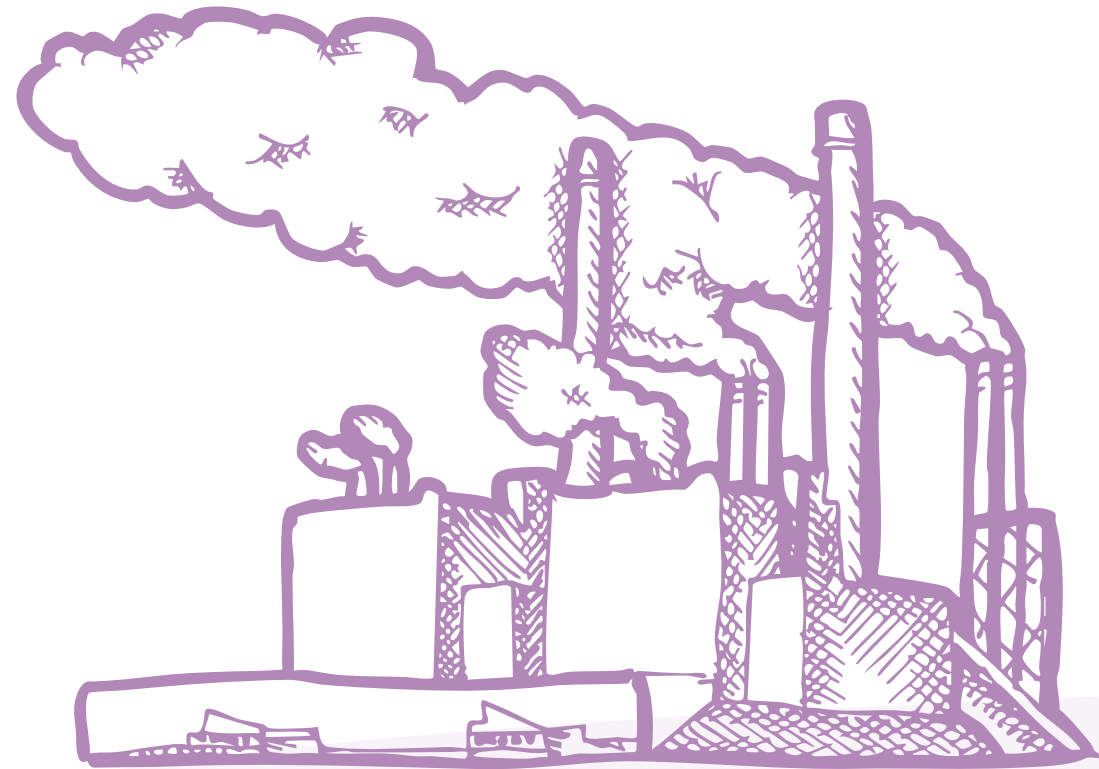
Climate change is arguably the biggest environmental threat the world faces and impacts a growing number of people and ecosystems across the world. According to the FAO, global food systems account for 29.7% of global greenhouse gas emissions.⁹ At the same time, these systems are highly vulnerable to its impacts. As a leading food company, we recognise the significant risk this poses to our operations and supply chain – and the important role we play in addressing it.

Climate-related risks to our business include physical damage to our sites from coastal and riverine flooding, reduced crop yields and higher failure rates caused by extreme

weather events, disruptions to fish movements and quality due to rising sea temperatures and ocean acidification and significant increases in operational and supply chain costs associated with potential carbon pricing. There are also opportunities such as increased energy efficiency which presents cost savings for our business.

We regularly assess our resilience to climate risks, take action to reduce our emissions, and seek opportunities to innovate and adapt as we transition to a more sustainable food system.

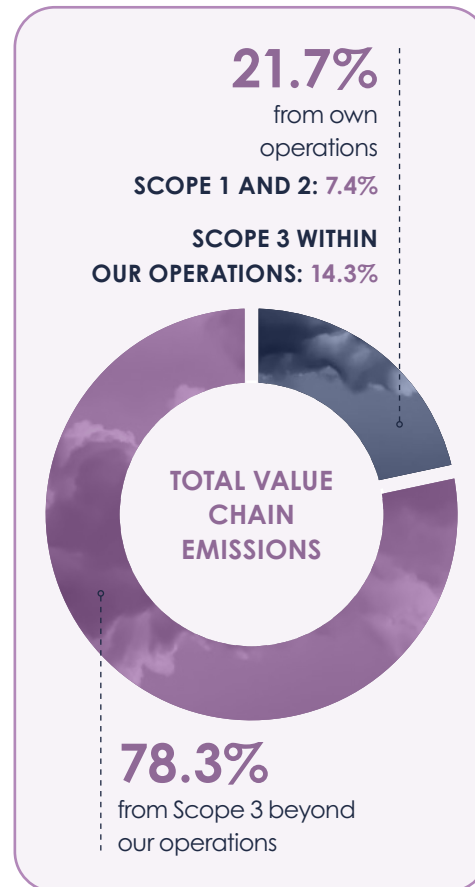
For more detail on the risks posed to our business by climate change, see our latest Task Force on Climate-Related Financial Disclosures (TCFD) aligned [Statement](#).



Approach

Our [Environment Policy](#) sets out our commitment to using resources efficiently and reducing our impact on the environment by preventing pollution, and minimising waste and emissions to air, land and water.

As members of the UN's Race to Zero campaign, we have pledged to achieve net-zero carbon emissions by 2050. In 2021, the [Science Based Targets Initiative](#) (SBTi) approved our science-based reduction targets to reduce our Scopes 1, 2 & 3 GHG emissions per tonne of product by 45% by 2025 from our 2019 baseline, equal to a 25% absolute reduction. We have also committed that 75% of our suppliers by emissions, covering purchased goods and services, develop their own science-based targets by 2025. These targets relate to our legacy business and do not include Findus Switzerland or our Adriatic business, both of which were acquired in 2021 after our science-based reduction targets were set.



To track progress, we measure our corporate carbon footprint annually. We focus our annual measurements on areas where we directly drive GHG emissions reductions, allowing us to track our impact accurately (see What we measure as part of our annual carbon footprint below for a full breakdown). This includes our operations (all Nomad Foods-operated sites), owned and third-party warehousing, inbound logistics of finished goods, outbound logistics in our Adriatic Cluster as these are owned or controlled by us, and freezers leased to customers. Data is calculated and reported in line with the GHG Protocol and externally audited and verified. Findus Switzerland and the Adriatics business (including their freezer and outbound logistics data) are included in our 2024 annual reporting; however, they are excluded from reported progress against our 2025 SBTi targets.

Our Group Engineering team leads energy management across our operations, working with sites to identify and implement efficiency projects. All EU sites comply with Article 8 of the Energy Efficiency Directive, while our UK sites completed Energy Savings Opportunity Scheme (ESOS) audits in 2024.

Each site currently targets an average 3% annual energy reduction, with site-specific targets based on CAPEX and planned actions to be introduced in 2025. Through our internal quarterly Environment Report, we monitor site energy performance and share results with Supply Chain leadership, as well as Cluster and Site manufacturing teams. Standard practices include weekend energy shutdown procedures and ongoing monitoring and training programmes.

Working with our Group Engineering, Safety, Health & Environment and wider Supply Chain teams, we develop site-level plans to reduce GHG emissions, alongside our water consumption and waste reduction efforts. We set local site targets and monitor water, waste and energy performance quarterly to minimise loss and improve efficiencies.

With Scope 3 emissions accounting for over 90% of our carbon footprint across our full value chain, engaging with suppliers to reduce their emissions is a key priority. Our Procurement team is responsible for making sure suppliers are aware of our environment commitments and helping us meet our supplier target.

What we measure as part of our annual carbon footprint

Scope 1

Direct emissions from owned and controlled sources

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

Scope 2

Indirect emissions from the generation of purchased energy

- Purchased electricity
- District heating
- Purchased steam**

Scope 3

Indirect emissions that occur in our value chain

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

*Added to scope as of 2020

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



Progress



40.8% ↓

reduction in Nomad Foods legacy absolute GHG emissions from 2019 baseline



37.4% ↓

reduction in Nomad Foods legacy GHG emissions intensity from 2019 baseline

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

29.5%

have set validated targets

17.3%

have committed to set targets



7.2% ↓

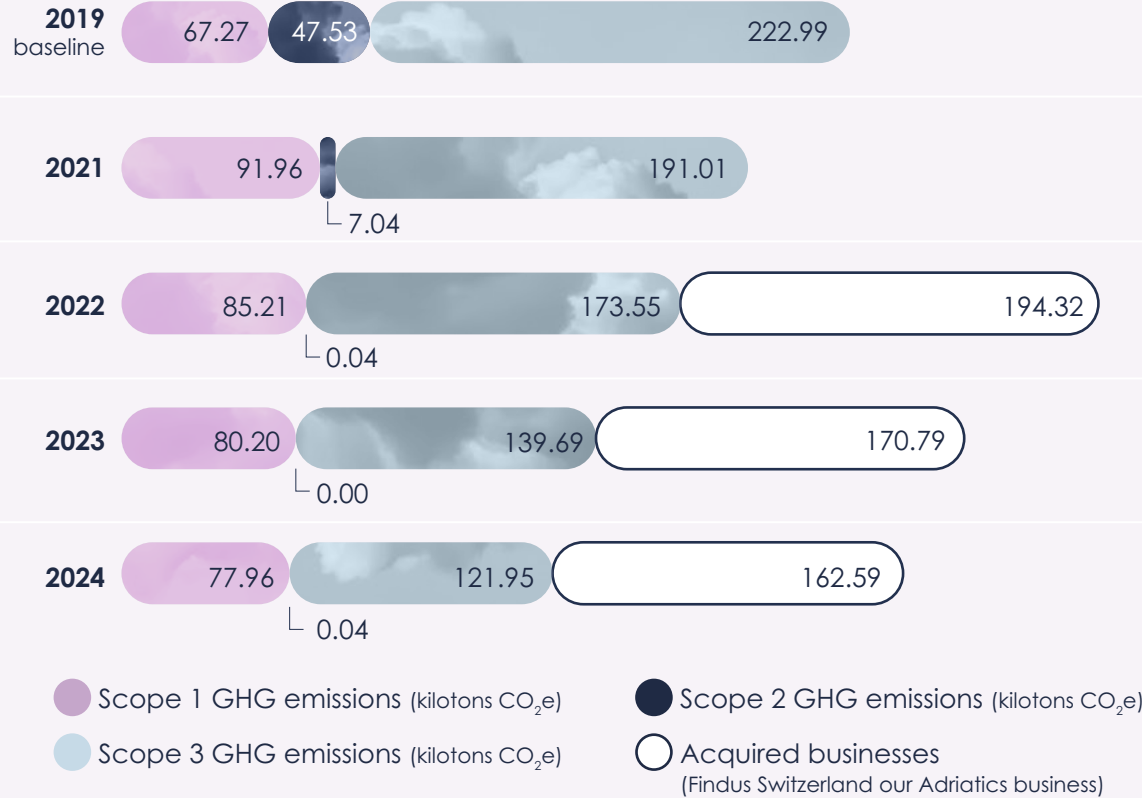
reduction in Nomad Foods Group* absolute GHG emissions in 2024 versus 2023



8.9% ↓

reduction in Nomad Foods Group* GHG emissions intensity in 2024 versus 2023

GHG emissions



We report against our carbon reduction targets based on our legacy business only, but we have also presented our 2024 GHG emissions encompassing our legacy, Findus Switzerland and Adriatics business.

*Includes Findus Switzerland and our Adriatics business

Nomad Foods legacy

By end-2024, we have reduced our total absolute market-based emissions (see the [GHG emissions table](#) in the Data section at the end of this report for full details) in our legacy business by 40.8% from our existing 2019 baseline, continuing to exceed our target of a 25% reduction by 2025. Year-on-year, our absolute emissions decreased by 9.1% from 2023 to 2024. We also reduced our total emissions intensity (kgCO₂e per tonne of finished goods) by 37.4% from our 2019 baseline, which included an 12.3% reduction in 2024 compared to 2023.

Our legacy sites continue to purchase 100% renewable electricity and implement a pipeline of carbon reduction and energy efficiency projects. At our Reken manufacturing facility, for example, we optimised our Combined Heat and Power (CHP) system, redirecting waste heat to warm the main workshop, reducing energy consumption by 119 MWh.

We also made improvements to our logistics operations, focusing on truck capacity optimisation. This means ensuring trucks have fuller loads wherever possible, which reduces the number of truckloads needed for the same volume of finished goods. We also engaged with our third-party distributors to explore collaborative ways to lower emissions across our supply chain.

Despite our accelerated progress, with our current lower production volumes we believe it will take longer to achieve the original 2025 intensity reduction target. We continue to identify additional GHG reduction opportunities which should help to deliver further incremental progress each year. For example, we have already launched long-term emission reduction projects, though their impact will take several years to materialise. These include replacing motors and compressors with more energy efficient models and investigating heat recovery opportunities.

Nomad Foods Group total

We continue to integrate our recent acquisitions – Findus Switzerland and our Adriatics business – into our carbon reduction journey. In 2024, across Nomad Foods Group, we reduced our total carbon footprint by 7.2% and achieved an 8.9% reduction in total emissions intensity.

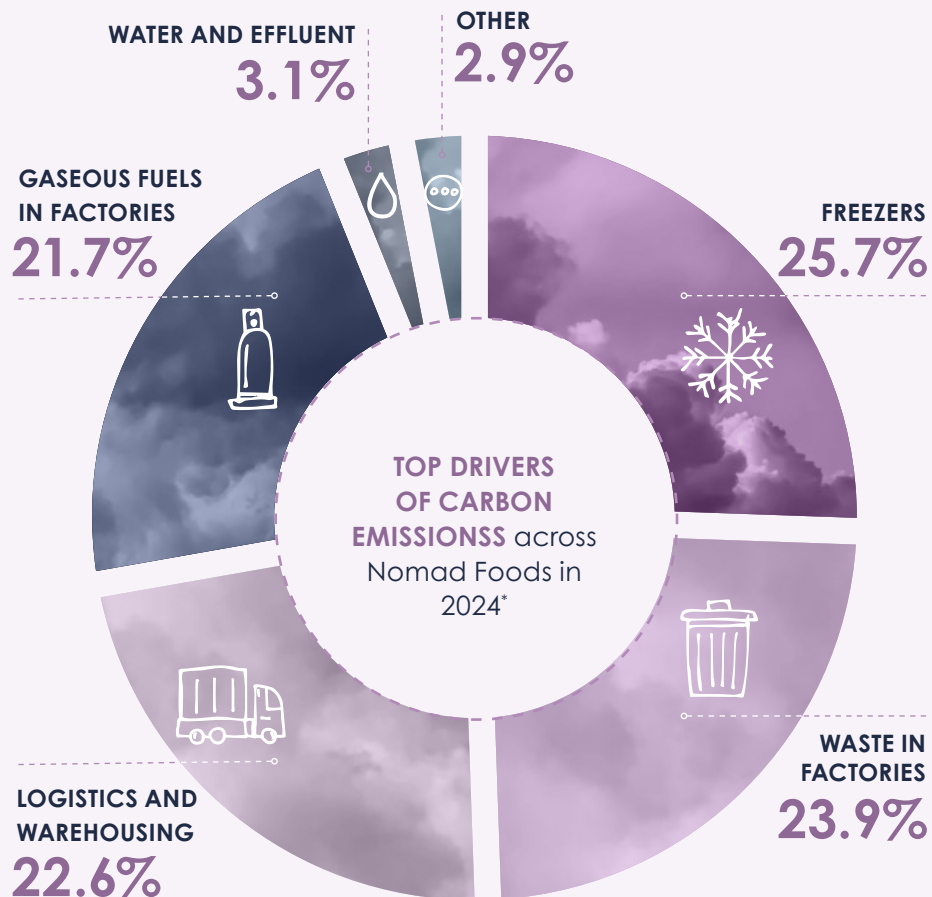
We made a series of energy efficiency improvements across our factories. At our Frikom Belgrade factory, we installed a new heat pump for the administration building, which became operational in October 2024, delivering an annual gas saving of 1,894 MWh compared to 2023. LED lighting was also installed in the cold store and production room, resulting in an annual electricity saving of 476 MWh compared to 2023.

In 2024, through a large cross-functional effort, the proportion of freezers within our Adriatics Cluster for which we have primary technical data increased

significantly, from 50.7% to 99.8%. This means we are now only estimating 0.2% of our freezer emissions, giving us the most accurate understanding of the associated carbon footprint. The new data shows that the overall freezer footprint is lower than previously estimated and will enable us to take more targeted action to reduce our freezer portfolio GHG emissions moving forward.



GHG emissions in our operations



*Includes Findus Switzerland and our Adriatics business. Note, due to rounding the individual values, the total is equal to 99.9% rather than 100%.

Supplier emissions

We continued to proactively engage our suppliers to encourage them to set validated SBTs. As of the end of 2024, 29.1% have set validated targets, while a further 16.1% have committed to do so. We will be continuing our engagement in 2025 to make further progress towards our target of 75%.

Reviewing our strategy

Since initially setting our carbon strategy and supporting SBTs in 2021, our business and external landscape have fundamentally changed. We acquired two new businesses and the SBTi published new requirements for companies in land intensive sectors, setting specific Forest, Land & Agriculture (FLAG) requirements focused on land-based emissions reductions and removals. We have also seen increased investor and customer engagement on the decarbonisation agenda. Consequently, there was a need to evolve our climate strategy to ensure it reflects the changing profile of our business and evolving reporting requirements, to increase operational and supply chain resilience.

Over the last year, we updated our GHG inventory to distinguish between our FLAG and non-FLAG-related emissions and conducted a re-baselining of our 2019 GHG footprint, incorporating updated methodologies, emission factors, additional Scope 3 categories and our recent acquisitions. Using the data from our revised 2019 baseline, we pinpointed key emission hotspots and prioritised areas where we can make the most significant impact. This included identification and modelling of carbon reduction interventions which would form the basis of a longer-term climate transition plan. We also set updated near- and long-term FLAG and non-FLAG carbon reduction targets, which we plan to submit to the SBTi for validation in 2025, so they are ready to replace our existing 2025 target. All this work was underpinned by a detailed climate-related risk assessment, which provides the wider business case for our evolving climate change mitigation and adaptation strategy.



CASE STUDY

Understanding our climate-related risks and opportunities

As a food company, we are reliant on the natural environment but also vulnerable to significant changes brought about by the physical and transitional risks of climate change. Consequently, we wanted to increase our understanding of climate-related risks and opportunities across our business and value chain, to ensure we have robust mitigation and adaptation measures in place.

In partnership with [South Pole](#), we conducted a detailed assessment engaging stakeholders to identify physical and transition risks and opportunities relevant to them. We then conducted scenario analysis on priority risks and opportunities to evaluate their potential impact on our business. Building on this, we identified the potential business impacts, enabling us to publish our first TCFD-aligned statement in 2024. As part of our evolving

climate strategy, we aim to manage, mitigate and adapt to climate risks, strengthening supply chain and operational resilience while integrating climate risk into strategic planning and risk management.

Following the outcome of our initial scenario analysis, we prioritised three of the most impactful risks to conduct a deeper analysis to quantify the business impact – carbon pricing; ocean acidification and temperature rise on biomass levels; and heavy rainfall and water scarcity on vegetable sourcing over the medium- (2030) and long- (2050) term.

Looking ahead, these insights will be integrated into our Risk Management process and inform our longer-term innovation and sourcing strategy to ensure ongoing business resilience.

Further information on our climate-related risks can be found in our latest [TCFD-aligned statement](#).

Future plans

We remain committed to working towards our 2025 SBTs, with a list of decarbonisation interventions in the pipeline for delivery in 2025.

We intend to continue optimising full truck loads and, in partnership with shipping and logistics company DFDS, invest in two zero-emission solar-powered trailers. We also plan to trial double-decker trailers with Tesco, running four loads per day to reduce road miles, along with longer semi-trailers, which carry four extra pallets per load, further cutting transport emissions.

Using the increased visibility we have of our freezer portfolio within our Adriatic Cluster, in 2025 we plan to develop a strategy to drive carbon reductions across our freezer portfolio. This will include developing a new freezer purchasing policy that will recommend alternative, lower emission intensive freezer models.

As we look forward, we will finalise our updated decarbonisation strategy and submit updated near-term and net zero GHG reduction targets to the SBTi for approval in 2025.

CASE STUDY

Move to -15°C Coalition

In 2023, we ran a landmark research study with [Campden BRI](#), a leading food science and technology organisation, to investigate the impact of higher storage temperatures on both the quality of our products and the associated energy consumption. The findings revealed that a 3°C increase in frozen food storage temperatures could reduce freezer energy consumption by as much as 10% with no impact on the quality or safety of the food, with huge potential to cut emissions across manufacturing, transportation, distribution, retail and consumer storage. For more details on this study, see page 75 of our [2023 Sustainability Report](#).

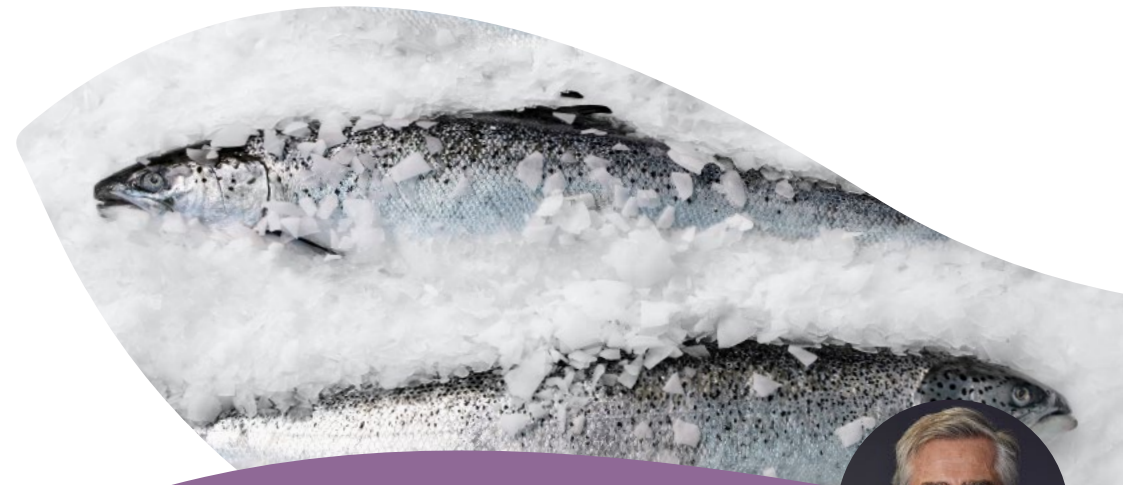
As a result of this exciting finding, we began a review of our supply chain and started the process of adjusting the temperature of our cold store supply chain to capitalise on the resulting energy and emission savings.

Warehouses and factories across the Group, including at our Cisterna site and in several Adriatic warehouses, increased cold room

storage temperatures to -21°C. At our Bremerhaven factory, Germany, the cold store temperature was increased from -27°C to -21°C, reducing annual electricity consumption by 773 MWh since its implementation. This initiative will be rolled out to all eligible Nomad Foods-controlled warehouses in 2025, in alignment with internal policy.

In 2024, we also became the first manufacturer to join the [Move to -15°C Coalition](#), an industry-wide initiative focused on reducing energy usage and emissions across global frozen food supply chains by increasing storage temperatures. As part of this coalition, we are engaging retailers across Europe to share our research and explore opportunities for piloting higher freezer temperatures.

Additionally, through the Coalition, we are in open dialogue with the UK's Food Standards Agency (FSA) to create a protocol that would help businesses understand the impact of higher freezer temperatures on food quality for consumers. Our aim is for this protocol to be adopted by manufacturers globally.



We already know that frozen food compares very well against alternative preservation methods in terms of carbon footprint. The results of our 18-month study, conducted with Campden BRI, underlines the critical role frozen food has in reducing the impact of the wider food industry on climate change. However, we can't do this alone, which is why we are calling on other frozen food manufacturers to join us and the Move to -15°C Coalition to ensure the full breadth of products within the frozen category are tested at higher temperatures."

Stéfán Descheemaeker,
CEO, Nomad Foods.

Waste and water

Our operations directly affect waste generation and water use in the environments where we operate. Waste generated across our supply chain can negatively impact the environment by degrading land, polluting water and oceans, threatening biodiversity and contributing to avoidable emissions. As significant consumers of water, food manufacturers play an important role in preventing pollution and using water efficiently to avoid contributing to water scarcity.

Waste poses risks to our business by reducing efficiency and increasing operational costs, as well as exposing

us to legal or reputational challenges. Globally, one third of all food produced is lost or wasted, accounting for 10% of greenhouse gas (GHG) emissions.¹⁰ At the same time, 2.4 billion people experience food insecurity worldwide.¹¹ We are committed to reducing food waste across our supply chain – a challenge we are well positioned to take on as a frozen food company.

Water is essential to running our sites and supporting the growth of crops and livestock throughout our supply chain. As climate change drives more frequent droughts and shifts in weather patterns, water scarcity threatens the reliability of crop yields and ingredient availability. With agriculture responsible for 72% of global water withdrawals and over 2 billion people living in water-stressed regions,¹² it is crucial that we use water efficiently, reduce consumption and responsibly manage wastewater discharge.

Approach

Our [Environment Policy](#) defines our approach to maintaining high environmental protection standards, including waste reduction and the efficient use of natural resources such as water. The policy applies to all Nomad Foods Group entities, manufacturing sites and offices under our direct control, as well as to all employees, contractors and visitors.

Our Group Sustainability, Engineering, Safety, Health & Environment (SHE) and wider Supply Chain teams, work proactively to identify solutions for reducing water consumption and waste generation across our operations. These efforts are supported by site-level reduction targets, with progress tracked quarterly to understand performance and drive action.



Waste

Our waste reduction efforts focus on minimising losses in our operations with site teams gathering and analysing data to identify opportunities to prevent waste creation.

To improve waste management, site teams regularly conduct internal waste audits and map waste streams to ensure we are segregating waste correctly and to identify opportunities for improvements. Each site has its own waste management programme, led by the onsite SHE team, who are responsible for educating site teams on effective waste management. This includes sharing information with colleagues, such as displaying guides above waste areas to support correct waste segregation for disposal. For waste that cannot be eliminated, all sites operate a recycling programme to minimise landfill disposal – except in Norway, where regulations require certain organic materials to be landfilled.

As part of our commitment to tackling food waste, we have joined the [10x20x30 initiative](#), pledging to reduce edible food waste by 50% by 2030 from our 2015 baseline. The initiative brings together the world's largest food retailers, providers and suppliers to tackle food waste. Each member pledges to work with at least 20 suppliers to halve food loss and waste by 2030, in line with UN Sustainable Development Goal target 12.3. We will achieve this through process optimisation and, where possible, repurposing waste

for animal feed. Several of our markets have also signed national pacts or pledges to further support food waste reduction efforts.

Water

To improve water efficiency across our operations, we conduct water flow assessments to pinpoint key water users and identify reduction opportunities. Vegetable processing factories use smart water meters to regularly monitor consumption in key areas, while non-vegetable sites review water usage at least monthly to track deviations and respond proactively.

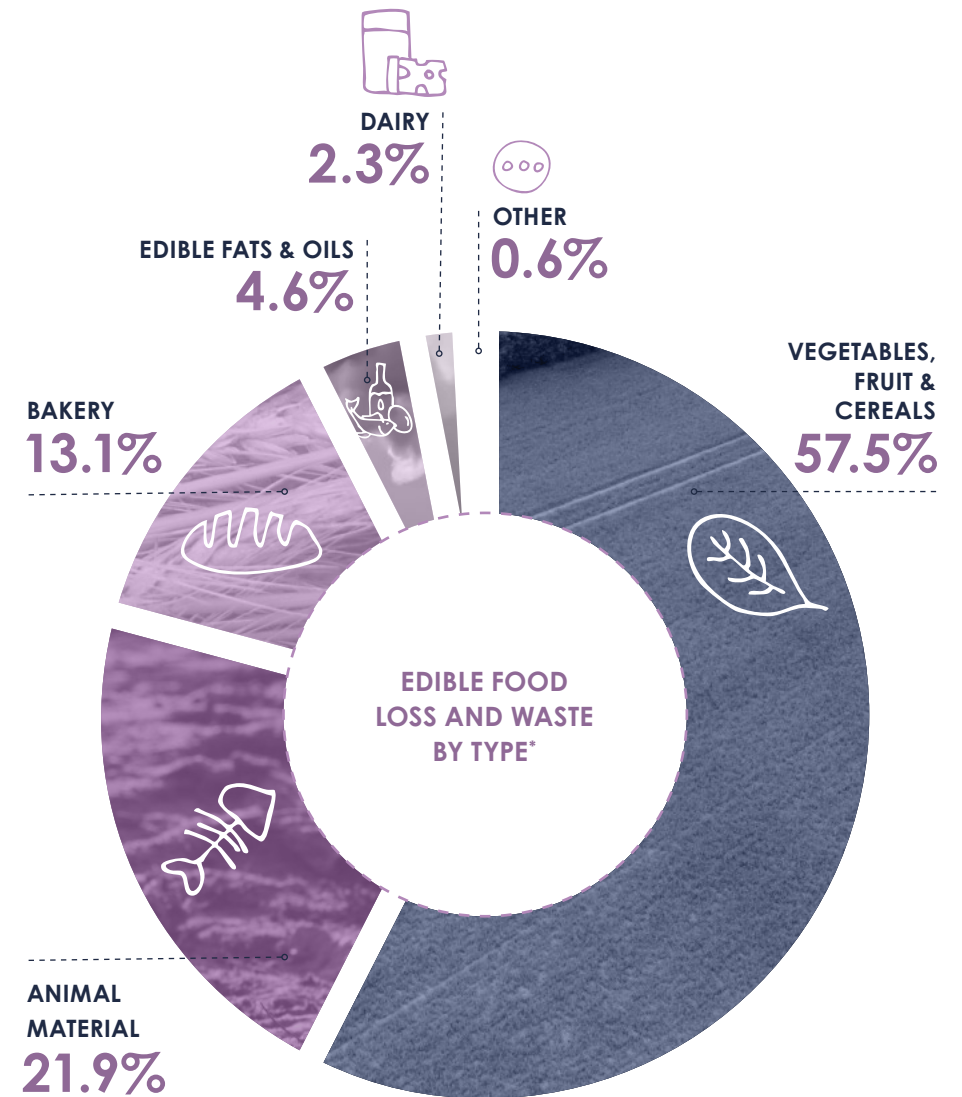
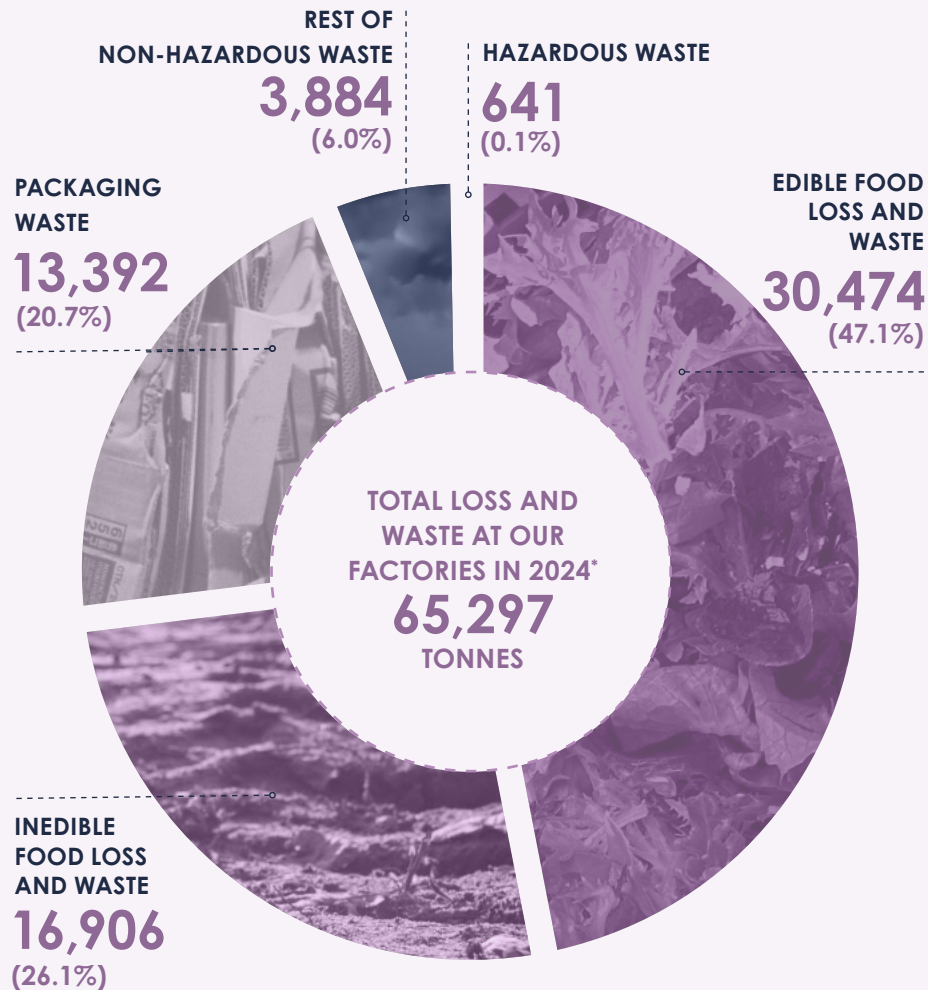
To manage our wastewater in a responsible way, we either discharge to a local wastewater treatment plant or we have dedicated onsite treatment plants. The quality of our wastewater is subject to strict limits which we monitor regularly to maintain compliance. At Cisterna, wastewater is treated to a high standard before being released back into freshwater sources. Our Frikom Belgrade site is set to begin similar onsite wastewater treatment in January 2026.

Within our agricultural supply chain, we leverage the Sustainable Agriculture Initiative's Farmer Self-Assessment to promote responsible water management practices at farms. Please see the [Agriculture](#) section of this report for further detail.

To track progress against our waste and water targets we collect data from all operational sites across Nomad Foods Group. All data presented here includes both Findus Switzerland and our Adriatics business. Waste is categorised according to the European Waste Catalogue, a hierarchical list of waste descriptions established by the European Commission. We then manage the generation and disposal of our waste in alignment with the EU Waste Framework Directive to ensure effective management and compliance. We measure the volume consumed from wells and other freshwater sources, along with the volume of wastewater discharged from our sites.



Progress: Waste



*Data includes Findus Switzerland and our Adriatics business

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

Climate change and GHGs

Waste and water

Packaging

Employee health, wellbeing and development

Diversity, equity and inclusion

Across our business, we recycled 92.4% of our non-hazardous waste in 2024, maintaining our performance from 2023. Food loss and waste made up around 73% of our total loss and waste, making it a primary focus for reduction. Since 2015, we have cut edible food waste as a proportion of food production by 37.7%, in line with our 2030 commitment to reduce 50% vs a 2015 baseline. We continue to identify opportunities to reduce edible food waste. For example, at our Valladolid manufacturing facility, in 2024 we began diverting pizza bases and cracker waste to animal feed instead of processing it through anaerobic digestion, reducing edible food waste by an estimated 100 tonnes annually (dependent on production volumes).

We regularly conduct waste analyses to improve recycling, ensure proper segregation

and identify opportunities for improvements. At our Frikom Belgrade site, a deep-dive waste and recycling assessment in 2024 informed a roadmap for better material segregation and recycling, set for implementation in 2025.

From a waste mapping exercise, our Lowestoft manufacturing site was identified as a high generator of waste compared to other sites and became a key focus of our waste reduction programme. In 2024, a new sludge press became operational onsite, removing sediment and particulates from wastewater discharge. This reduces sludge weight by 70%, cutting waste and lowering the number of vehicles needed for collection and transport.

Progress: Water

In 2024, our freshwater consumption per tonne of finished goods increased slightly by 0.05% compared to 2023 and effluent also increased by 3.3% per tonne of finished good.

Our focus in 2024 was on tracking progress against our internal water reduction targets. This allowed us to identify an increase in consumption at Reken which was linked to higher spinach volumes and a temporarily defective valve. To address the increase, and prevent a similar scenario in the future, the site set up an automatic messaging system alerting the vegetable and technical teams to consumption above certain thresholds. Additionally, the site

integrated water reporting into their daily production meetings, ensuring there is an individual accountable for water consumption at the site.

Our Cisterna factory accounts for 34% of our total water footprint, making it a key focus for water efficiency improvements. In 2022, the team launched a water reduction programme to optimise consumption. In 2024, several initiatives associated with this programme were completed, including a new well management system for optimised water extraction, expanded monitoring to cover drinking and reverse osmosis water and the installation of additional water meters connected to the metering platform. As a result, water consumption at Cisterna has decreased by 43% since 2021.

Waste

Target: 50% reduction in edible food waste by 2030



37.7%

reduction in edible food waste in 2024 from a 2015 baseline

2023: 29.8%

2022: 33%

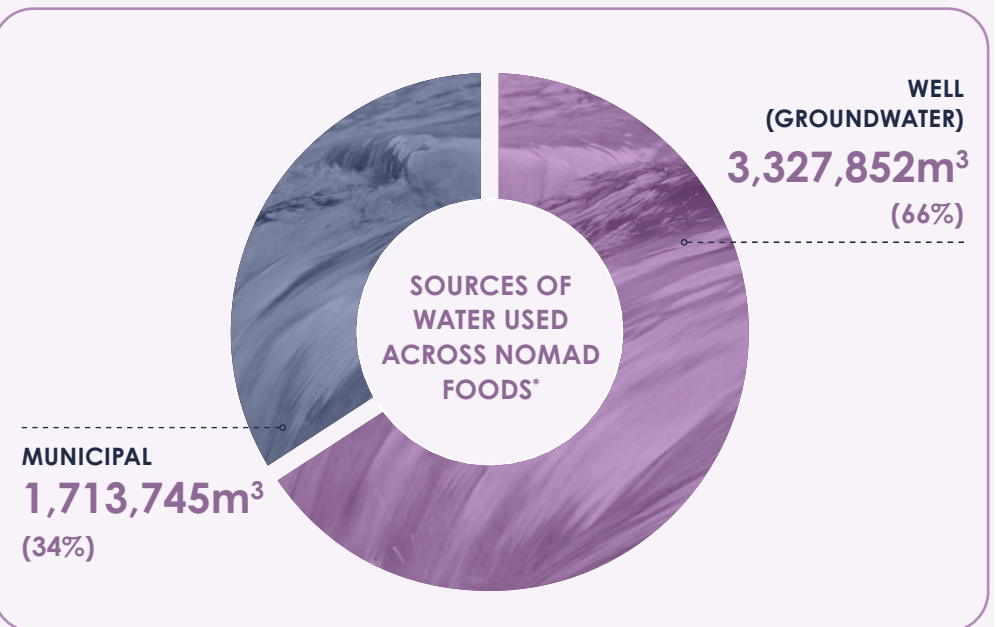


Water



+0.05%

reduction in consumption per tonne of finished goods vs 2023



*Includes Findus Switzerland and our Adriatics business

CASE STUDY

Reducing food waste through donations

Across the Group, we donate products to foodbanks each year, reducing the likelihood of products going to waste and supporting our purpose to make mealtimes better with the goodness of frozen food. Findus Spain donates to Banco de Alimentos, supplying food to soup kitchens, schools, foster homes and distribution centres. Birds Eye, Goodfella's and Aunt Bessie's have partnered with [FareShare](#), the UK's national food redistribution charity, since 2012 and have supported Crisis at Christmas since 2010. In 2024, we reached a milestone, donating our 500,000th meal to FareShare, which supports over 1,100 charities annually.



Future plans

In 2025, we intend to continue setting water reduction targets for each site and monitoring progress quarterly. We also plan to start developing a focused waste strategy and central waste management standards to cover all sites. Building on our 2022 LCA study, we are exploring further research to better understand food waste savings from frozen foods compared to fresh or chilled alternatives across the product value chain. In 2025, we plan to convene a roundtable of food waste experts from academia and industry to explore the broader relationship between food and food waste. We intend to use the insights from these discussions to develop clear research areas that will guide our ongoing work in this space.

Packaging

Packaging plays a critical role in protecting the safety, quality and freshness of our products while helping to prevent food waste. However, its production and disposal can contribute to resource consumption, carbon emissions and waste.

When it is not properly managed, packaging can create negative impacts across its lifecycle –from depleting natural resources during production to the pollution of land and oceans at end-of-life. We pay close attention to how our packaging is produced, what it is made of and how it is disposed.

Approach

Our Policy on Packaging outlines our commitment to reduce packaging volumes, use recyclable packaging materials and promote reuse and circularity. We aim to use sustainably managed virgin paper and FSC- or PEFC-certified suppliers for our packaging materials. Wherever possible, we incorporate recycled materials, however legislation in all our markets limits the use of recycled materials from mainstream mechanical recycling for food packaging.

The policy applies to all packaging elements within our product supply chain, including:

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

Approximately 86% of our primary packaging is paper or fibre based, 12% is plastic and the remainder is made up of glass and metal.

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

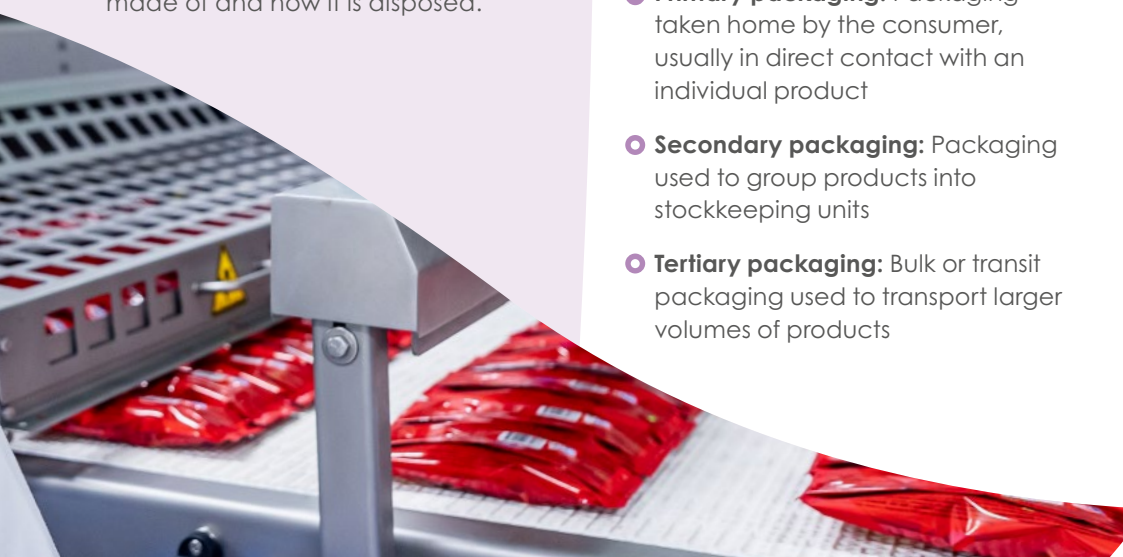
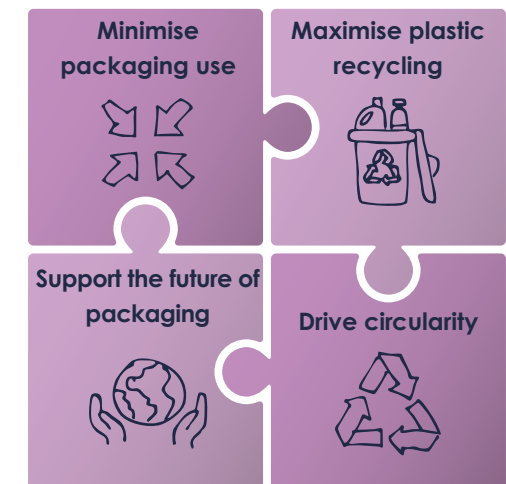
1. Achieve 100% recyclable consumer packaging by 2030
2. Increase our use of recycled content in plastic packaging
3. Reduce overall packaging weight year-on-year

Each commitment is backed by a dedicated internal programme of work, with Research & Development resources allocated to the development of sustainable packaging and alternative solutions.

All new packaging development is assessed against sustainability criteria. To be approved, all packaging must maintain food safety and product quality and meet our recyclability criteria wherever technically possible. Our Packaging Code of Practice provides clear design guidelines on maximising packaging recyclability, that are shared across all Nomad Foods Research & Development Packaging teams.

To help consumers recycle correctly, we use on-pack waste and recycling labels across 14 markets. In the UK, Birds Eye is a founding signatory of the [UK Plastics Pact](#): a collaboration between businesses, NGOs and the UK government to eliminate unnecessary plastics and increase recycling. We design our plastic packaging in line with guidance from the UK Plastics Pact and other external bodies, such as Ceflex, to ensure it is recyclable in all markets.

Sustainable design principles



Progress



95.8%

of our consumer packaging is recyclable



2023: 95.9%
2022: 96.5%



5.0%

recycled content in our plastic packaging



2023 (BASELINE YEAR): 5.4%



1,180

tonne reduction in total weight of packaging in 2024

In 2024, 95.8% of our packaging portfolio was recyclable, a slight decrease of 0.08 percentage points compared to 2023. This reflects our focus on optimising our manufacturing process to enable our packaging to run through production lines more efficiently.

Within this context, we continued to achieve notable progress across key packaging initiatives. We conducted extensive trials on our Steamfresh bags to enhance their recyclability, and the improved bags are expected to be launched in 2026. In the Nordics, we advanced our transition from white to transparent plastic packaging, increasing its recycling value and improving sorting efficiency at recycling plants.



To further support this, we reduced printed surface areas to a maximum of 60%, making the material easier to process. In 2024, four products transitioned to transparent mono-material film. We also introduced dispersion coating in folding cartons. This is a water-based coating technology that provides a functional barrier replacing the need for plastic liners. This change, implemented in our Kaptein series produced at Espersen, removes 2.3 tonnes of plastic per year* and makes the cartons fully recyclable within standard paper recycling streams.

We also saw a slight decrease in the proportion of our plastic packaging produced using recycled material, from 5.4% in 2023 to 5.0% in 2024. However, we did make progress this year on specific initiatives. At our Cisterna factory in Italy, all secondary and tertiary plastic packaging now contains 50% recycled plastic, certified in Italy as 'Plastica Seconda Vita' (Second Life Plastic) and sourced from post-consumer waste. This initiative is expected to add 115 tonnes of recycled plastic into our consumer packaging annually*.

At Cisterna we also replaced virgin paperboard in our Italian natural fish range with high-quality, PEFC-certified recycled paperboard, which introduces an additional 210 tonnes of recycled paper into our consumer packaging annually*.



We reduced our total packaging weight by 1,180 tonnes in 2024, driven by targeted workstreams to minimise or eliminate packaging where possible. At our Cisterna factory, we developed a thinner yet more durable plastic film that meets safety and recyclability standards, reducing packaging weight by 9% per product. This innovation has saved 35 tonnes of plastic annually* while generating €700K in material savings. It has also cut food and plastic production waste, delivering an additional €300K in savings.

*Reduction figures based on FY24 volumes



CASE STUDY

Optimising packaging for efficiency and sustainability

In 2024, we optimised the packaging of our 4s Fish Box, a carton used for frozen fish products across multiple markets. By reducing unnecessary headspace, we improved the efficiency of our logistics while maintaining product integrity. This right-sizing initiative was rolled out simultaneously across seven markets, reducing carton board by 80 tonnes and increasing pallet efficiency by 12–14%, which allows more product to be transported per load. As a result, around 110 fewer trucks will be needed each year, reducing emissions and fuel consumption.



Future plans

In 2025, we will continue working towards our core packaging commitments. This will include preparing for the launch of recyclable Steamfresh bags in 2026, bringing us a step closer to our goal of achieving 100% recyclable packaging. We will also prioritise reducing virgin plastic use across our Nordics Cluster, with new market launches expected during the year.

We remain committed to exploring and piloting new packaging approaches to help identify scalable solutions. One example is the WOK series – a range of nine frozen meal products sold in Sweden and Finland. In 2025, we plan to transition this range to plastic bags made from 50% recycled plastic**. This recycled content is produced through chemical recycling, where consumer plastic waste is broken down into oil for reuse. This change alone is expected to reduce plastic use by approximately 15 tonnes per year*. Following implementation, we will evaluate the potential to scale the initiative further,

*Reduction figures based on FY24 volumes

**Based on the mass balance approach

depending on industry capability and the availability of recycled materials.

We are also exploring alternative materials for bagged products, including a recyclable paper bag containing 95% paper, and are trialling plant-based materials to replace plastic liners, with the goal of improving recyclability and potentially extending product shelf life. If successful, this latter innovation could be rolled out more broadly to reduce our reliance on flexible films, significantly decreasing the use of single-use plastics across our portfolio.

Additionally, we plan to integrate the Adriatics business more fully into our packaging strategy. Using data gathered this year, we plan to assess its performance against recyclability targets and develop a tailored roadmap for transition to more recyclable solutions. Finally, we intend to undertake a wider review of our packaging strategy across Nomad Foods to ensure it remains forward-looking, resilient, and aligned with our long-term sustainability ambitions.

Employee health, wellbeing and development

The safety and wellbeing of our employees is our top priority. We uphold high standards across our supply chain, provide wellbeing support, and offer resources for professional development.

By creating a safe and supportive workplace, we enable our teams to thrive and drive our long-term success.



Health and safety

Approach

Ensuring the safety of our employees is fundamental to how we operate, and we remain committed to 'Vision Zero' – our goal of zero harm to people. This ambition is supported by our Safety Management System and Safety First Everyone Everyday programme.

Our [Safety Policy](#) applies to all Nomad Foods manufacturing facilities, offices and operational locations, covering employees, contractors, visitors, local communities, potential mergers and acquisitions and any other third parties impacted by our operations.

The Group Head of Safety, Health & Environment (SHE) is responsible for ensuring that robust health and safety processes are in place across our business, while also driving awareness of incident reporting and escalation procedures. Leadership teams are accountable for safety within their areas, and all employees receive training to mitigate risks and reduce incidents.

Safety First Everyone Everyday programme

The Safety First Everyone Everyday (SFEE) programme is central to our behavioural safety approach. Now led by our newly established internal safety culture expert, it provides training and coaching to equip leaders and employees with the skills to promote safety through leadership behaviours and positive conversations.

Safety, Health and Environment standards

We have a central management system designed in line with ISO 45001 which aims to mitigate risks in areas where high-severity accidents may occur. The management system includes policies, standards and procedures to govern our safe operations and includes our five Life Saving Principles.



Performance monitoring and measurement

We have safety targets in place for each manufacturing location, measured with KPIs such as Total Recordable Case Frequency Rate (TRCFR), First Aid Cases (FACs), near misses, hazard spotting and behavioural-based safety observations. We also aligned our internal reporting standards with Occupational Safety and Health Administration (OSHA) guidance. To support data-driven decision-making, we use [EcoOnline](#) safety software to standardise safety data collection, manage incident investigations and track root cause analysis. This ensures key trends are identified and addressed through regular reporting and SHE performance meetings.



Auditing

The Nomad Foods SHE Audit Programme ensures compliance with our SHE standards through regular, structured audits across our operations. Each facility undergoes a four-day technical audit, with findings informing action plans to address identified risks, which are centrally tracked until completion. The programme covers both manufacturing sites and office locations and follows a three-year re-audit cycle, with more frequent reviews for lower-scoring sites.

Risk assessment and management






Through our hazard spotting and audit programmes, employees identify health and safety risks across our network, allowing us to implement appropriate measures quickly. To encourage this, we set site-specific targets for hazards reported. Performance data and root cause analysis help us track trends and prioritise key risks. Once risks are identified, we develop targeted action plans with clear, measurable goals to address them.

Safety, Health and Environment Awards

Our SHE Awards celebrate key milestones in safety, as well as achievements in safety and environmental improvement projects. In 2024, we redesigned the awards to drive year-on-year performance improvement. The updated awards were presented at the SHE conference in March 2025.



Progress

Indicator*	2022	2023	2024
 Lost time injury frequency rate at Nomad Foods-managed factories (Number of lost-time injuries per million hours worked)	6.5	5.9	4.1
 Number of total recordable work-related injuries at Nomad Foods managed factories	77	74	46
 Number of total recordable work-related injuries across all supply chain operations	105	93	55
 Rate of total recordable work-related injuries at Nomad Foods-managed factories / TRCFR (Number of recordable work-related injuries per million hours worked)	6.7	6.7	4.2
 Rate of total recordable work-related injuries across all supply chain operations / TRCFR (Number of recordable work-related injuries per million hours worked)	7.3	6.5	4.2

*Data includes our Adriatics business

Over 2024, we made outstanding progress with safety. Across our supply chain, we reduced the TRCFR by 35% and total number of all injuries in our Nomad Foods managed factories (excluding our Adriatics business) by 26%. In addition, four of our operating locations reported zero injuries. These results were driven by a strong safety strategy focused on three key areas:

○ Risk reduction in factories:

Encouraging workforce engagement in reporting and addressing hazards, supported by site-specific hazard closure targets. We also invested over €12 million in safety projects to enhance site conditions.

○ Strengthening safety management systems:

Expanding our safety framework to establish minimum standards in high-risk areas, such as ammonia and contractor management (see below for further details on our new SHE standards).

○ Enhancing safety culture:

Integrating leading KPIs to track safety behaviours and conversations, fostering a more proactive safety mindset across the business.

For machinery safety, we completed machine risk assessments across all manufacturing facilities within our Adriatic Cluster and are now implementing a gap closure plan. Additionally, we strengthened internal expertise by advancing expert certification in machinery safety. Other activity in 2024 included the transition from a combined Safety, Health & Environment Policy to separate policies, bringing greater visibility to each area. The revised [Safety Policy](#) was approved by our Policy and Executive Committees and is now published on our website.

As part of our SHE Audit Programme, we completed four-day technical audits across all manufacturing sites. This year, we expanded the programme to include office locations, completing audits at three sites. We also conducted

our first re-audits for the lowest-scoring sites, all of which showed significant performance improvements.

We introduced four new SHE standards covering ammonia management, contractor management and logistics and distribution operations. Alongside the new ammonia management standard, we delivered 20+ hours of ammonia management technical training and made substantial investments to upgrade ammonia infrastructure, further reducing risk exposure across our network.

To further refine our approach to investigating work-related health and safety incidents, this year we enhanced our procedures and embedded technical root-cause training across all sites.



CASE STUDY

Refreshing our Safety First Everyone Everyday (SFEE) programme

In 2024, we refined our SFEE strategy, appointing an internal safety culture expert to lead the in-house programme. As part of this refresh, we developed a structured SFEE curriculum for all employees, delivered over 60 hours of face-to-face training for site leadership and introduced new training modules.

We also integrated our behavioural-based safety programme and last-minute risk assessment into the SFEE framework, embedding safety more deeply into daily operations. At the same time, we continue to expand our network of SFEE safety champions across sites to foster engagement and accountability.

To track progress, we introduced SFEE maturity KPIs. Using a health check scoring system, we aim to advance cultural maturity in safety across all locations.



We work with high-speed machines each day to produce our wonderful products, so we must ensure adequate protection for our employees who interact with them."

Rachel Rae,
Head of Safety,
Health & Environment

CASE STUDY

Building safety knowledge and understanding

A key focus for us this year was enhancing the safety knowledge and skills of our employees. We launched our first Nomad-wide safety induction, accessible via our training platform for all new and existing employees, with a commitment to refreshing the training every two years.

To strengthen technical expertise, we provided certified IOSH Leading for Safety training to 100 site leaders and safety champions. For our key risk area of ammonia management and control, we developed and delivered specialist technical training for SHE Managers, Site Engineers and Senior Site Leadership. We also continued to build internal machinery safety expertise, with all Chief Engineers across our sites completing external certification in machinery safety.

We plan to continue expanding our safety curriculum in 2025, offering expert training in multiple languages to enhance technical knowledge and empower employees to drive safety improvements.

CASE STUDY

Enhancing safety with EcoOnline software

To boost safety data collection and analysis, this year we rolled out the [EcoOnline](#) safety software across all supply chain operations. The implementation followed a phased approach, working closely with our works councils to ensure a smooth transition with minimal impact on employees. As part of the rollout, we introduced two additional metrics – hazard closure rate and overdue actions. Incident investigations are now managed within the software, with mandatory root cause analysis and lessons learned built into the reporting process. Each location produces a standardised monthly performance report, feeding into regional SHE performance meetings and a Nomad Foods-wide safety report, helping to identify key trends and support continuous progress.



The implementation of EcoOnline has allowed us to better evaluate our data and present it graphically in our dashboards. In this way, we can derive strategic decisions that are expected to make us more successful in the long term."

Rene Reategui,
Occupational Safety Specialist, Reken



The adoption of EcoOnline is a great improvement versus the past. It allows greater visibility of our safety performance as an organisation, a much-increased standardisation of the information and the possibility to run ad hoc queries very easily. This is a great example of how digitalisation can deliver added value to the business without losing flexibility!"

Federico Maria Zolfanelli,
Supply Chain Director, Southern Europe



Future plans

As we work towards zero accidents, we plan to continue to focus on three key areas in 2025: advancing management system maturity, investing in safety improvements and cultivating a positive safety culture. These efforts will be supported through targeted training, clear safety messaging and digital tools that enhance reporting and risk management.

Having prioritised risk reduction across our supply chain operations, we are now ready to expand our safety programme across all Nomad operations. This will begin with the company-wide implementation of EcoOnline, alongside the introduction of Nomad-wide safety targets to drive consistent standards and accountability.

Wellbeing and development

Approach

We are committed to investing in the continued development, wellbeing and engagement of our people. Our approach is built on structured learning, open feedback and accessible wellbeing resources, ensuring employees have the support they need to grow and thrive.

Investing in employee development

Our Learning and Development (L&D) Policy outlines our commitment to fostering a culture of continuous learning, empowering employees to take charge of their development. It applies to all Nomad Foods employees and is supported by our UK-based L&D team. Our learning plan is delivered through an international network of internal experts and external providers, balancing core skills training with opportunities for growth.

Our online learning hub, The Learning Pod, hosts a range of online courses, videos and reading materials in multiple languages. Employees can also participate in interactive learning opportunities such as Lunch and Learns and Coaching Fundamentals workshops.

Listening to employee voices

In 2024, we transitioned our employee survey – 'Our Voice' – from an annual format to a more frequent format, allowing for regular, real-time feedback. Over the year, we conducted three pulse surveys, giving employees greater opportunities to share their views. At the end of 2024, we gathered feedback on the new approach and will implement enhancements to further improve the survey experience.

Supporting health and wellbeing

We encourage employees to use the health and wellbeing resources on our Nomad&Me platform, as well as other resources available to them. Our Employee Assistance Programme offers confidential support for personal and work-related matters, while our wellbeing champion network organises events, creating awareness and conversations on key wellbeing topics.

Promoting work-life balance

We provide employees with flexibility to manage work and home commitments. Our hybrid working models allow employees to stay connected while maintaining a healthy work-life balance. We also encourage employees to stay active and prioritise their wellbeing, with gyms available across our offices. At our HQ in Woking, employees have access to a gym, tranquillity room, yoga sessions, parent's room and first aid facilities.



Progress

Based on aggregated survey scores in 2024:



70%

of employees rate favourably and feel they have the opportunity to learn, develop and grow at Nomad Foods*



80

wellbeing, health and safety score in our final employee engagement survey of 2024*

*Includes our Adriatics business

This year, we continued to deliver and improve our core learning and development programmes, ensuring employees have access to the skills and tools needed to succeed. Employees completed an average of 6.3 hours of training and development in 2024.

We strengthened our Management and Leadership programme, providing both new and existing managers with the training needed to excel in their roles. We embedded our pilot of our High Performing Teams programme, helping more teams work together effectively, achieve their goals and foster a culture of collaboration and high performance. To further support career progression, we delivered workshops that equipped employees with the knowledge to advance their careers while helping maintain a strong internal talent pipeline.

To make learning more accessible, in 2024 we introduced Lunch and Learns – interactive sessions offering bite-sized learning on key workplace topics such as stakeholder management and change. We ran six sessions with over 300 attendees in total and plan to expand the programme with more sessions in 2025. Additionally,

we completed the second year of our Coaching Fundamentals course, equipping nearly 100 participants with tools to develop workplace coaching. High demand has led us to double the number of sessions for 2025 and introduce an advanced coaching course.

While data shows strong employee participation in our development programmes, we also identified opportunities to increase engagement. As part of our multi-year HR technology transformation programme, we have refined the Performance and Development process and scoped a wider rollout of our Learning Pod to boost accessibility to digital learning and participation.

Mental health remains a priority. Our wellbeing champion network continued to grow, and this year organised health and wellbeing days focused on inclusion and diversity. We continue to maintain a central hub for mental health tools and resources. These efforts were recognised with a wellbeing, health and safety score of 80 in our final employee engagement pulse survey of 2024.

Employee development programmes

We continue to identify our employees' individual development needs and support their growth through the following processes.

- Annual Performance and Development cycle:** Employees set performance and development goals with their line manager at the start of the year, aligning with Nomad Foods' growth objectives. This process includes mid-year check-ins to track progress and an end-of-year appraisal to review and assess achievements.
- Career development and growth:** Employees work with their line manager to discuss aspirations and agree a personal development plan, outlining the support needed to enable personal growth. Employees and managers are also encouraged to explore development opportunities throughout the year.

Management and Leadership Programme

Our refreshed Management and Leadership Programme now includes two key development tracks:

- **Manager Essentials:** Designed for first-line managers, this programme provides the theory and practical skills needed to effectively lead, develop and motivate teams.
- **Advancing Manager:** Tailored for senior managers, this programme equips them with the skills to implement Nomad Foods' strategy and lead at a more senior level.

Both programmes have been well received, with clear evidence that our line managers are building strong leadership capabilities.

In 2024, we launched four new cohorts: two Manager Essentials and two Advancing Manager programmes for the UK and EU. Delegates will graduate in early to mid-2025, with their success celebrated across the business.

Future plans

Next year we plan to continuously improve and deliver our L&D programmes, doubling the number of Lunch and Learns and adding more coaching and High Performing Teams sessions. We also plan to develop more tools to enable employees to participate in development conversations that lead to growth in a more practical, day to day way, thus making it more accessible. As we bring to life our vision and purpose, and continue to embed our values, we plan to develop and launch our Culture Tools in 2025 – simple frameworks to enable better conversations and ways of working that create the behaviours and mindset to enable success at Nomad Foods.



Diversity, equity and inclusion

Championing diversity, equity and inclusion is essential to addressing systemic inequalities, challenging discrimination and fostering a society where everyone is valued.

An inclusive and diverse workforce not only enhances employee satisfaction but also fuels innovation and strengthens market competitiveness.

We are committed to creating an inclusive and diverse workplace, recognising the positive impact this can have both on our long-term business success and broader societal progress.

Approach

Our Inclusion and Diversity (I&D) Policy outlines our commitment to cultivating an inclusive workplace. It sets clear expectations for all Nomad Foods employees to demonstrate inclusive behaviours, continuously develop their understanding of I&D, apply their insights in daily interactions and hold themselves and others accountable for conscious inclusion.

Our I&D approach focuses on creating the right conditions, tools and support for colleagues to shape their own I&D journey. To support these efforts, we have a network of colleagues across the business who help implement the I&D plan, tailor content to specific sites and functions and act as ambassadors to promote inclusion at all levels. To encourage discussion and knowledge-sharing, this year we also hosted an external panel event featuring leaders from other companies who shared their I&D experiences and insights on building an inclusive workplace.



We embed I&D learning into our development offering, with our core Conscious Inclusion curriculum available for employees via our Learning Pod. This includes:

- Conscious Inclusion:** Principles of a strong I&D culture and what I&D means at Nomad Foods.
- Inclusive Leadership:** Traits of an inclusive leader and skills required to lead inclusively.
- Inclusive Hiring:** Practical steps to identify and address bias in recruitment and interviewing.

Our Anti-Discrimination and Anti-Harassment Policy reaffirms our commitment to a safe and respectful workplace. It outlines the full reporting process, including formal escalation steps, and provides guidance on where employees can seek help and support. All new starters receive training on discrimination and harassment as part of our Group induction, covering how to recognise, address and report concerns. The policy and training ensure employees understand what constitutes harassment and how to escalate issues effectively.



Progress



36.2%

of our employees were female in 2024*



2023: 36.3%
2022: 31.9%



32%

of our Enterprise Leadership Team and Executive Committee were female in 2024



2023: 27%
2022: 27.8%

*Includes our Adriatics business

Our gender pay gap in 2024 for Nomad Foods Europe Limited (434 employees) increased compared to 2023. The mean gender pay gap rose by 1 percentage point, from 27.3% to 28.3%, while the median gender pay gap decreased by 8.6 percentage points, from 31.4% to 22.8%. This gap is driven primarily by the under representation of women in senior leadership roles. See our [Nomad Foods Europe Limited 2024–25 Gender pay gap report](#) for more details.

To address gender representation at a senior level, a small cohort within our

leadership population created a task force to understand the challenges and propose options that Nomad Foods could adopt to improve senior representation. As a result of this task force, there is better visibility of representation data, recommendations for internal and external talent attraction and a practical focus on creating visibility and communication of great work that already takes place across our business. This has resulted in the addition of an Inclusion Champion Award as part of our Nomad Foods Annual Awards.

Future plans

In 2025, we will continue raising awareness and educating employees on their role in fostering an inclusive culture. Quarterly inclusion themes will remain a focus, with local markets and teams encouraged to activate them in culturally relevant ways, supported by a global toolkit. We also intend to host tailored events, including speakers, workshops and webinars linked to global I&D days.

Additionally, we plan to expand our anti-bullying and harassment training to align with new UK legislation on sexual harassment, offering a full suite of online and face-to-face sessions for all colleagues. This will provide practical guidance on identifying and addressing workplace harassment, reinforcing our commitment to a safe and inclusive environment.



Data

93 Data tables

113 GRI index

120 References



Data tables

The data in these tables has been rounded to the nearest whole number or decimal place as appropriate. As such, on occasion some totals are out by one decimal point. Numbers over 99.9 are shown as >99.9 and numbers under 0.1 are shown as <0.1.

Governance

Scale of the organisation	2022	2023	2024
Total employees by region			
<i>United Kingdom</i>	1,355	1,557	1,546
<i>Serbia</i>	1,169	1,370	1,389
<i>Germany</i>	1,338	1,269	1,285
<i>Croatia</i>	997	1,703	1,203
<i>Italy</i>	481	449	449
<i>Sweden / Norway</i>	406	365	352
<i>Bosnia & Herzegovina</i>	319	323	325
<i>France</i>	305	306	290
<i>Other</i>	1,185	1,182	949
Total employees	7,535	7,894	7,788

Governance	2022	2023	2024
Confirmed incidents of corruption	0	0	0
Confirmed incidents in which employees were dismissed or disciplined for corruption	0	0	0
Confirmed incidents when contracts with business partners were terminated or not renewed due to violations related to corruption	0	0	0
Public legal cases regarding corruption brought against Nomad or its employees	0	0	0
Legal actions pending or completed during the reporting period regarding anti-competitive behaviour and violations or anti-trust and monopoly legislation	0	0	0
Number of whistleblower reports received	0	12	13

*2023 and 2024 data include our Adriatics business

Better Sourcing

Fish and seafood	2022	2023	2024
MSC or ASC certified products across our global portfolio (Number)	940	886	888
Nomad Foods sales volume that is MSC or ASC labelled (%)	96.5	98.2	99.3
<i>Adriatics sales volume that is MSC or ASC labelled (%)</i>	-	0.0	3.7
<i>Nomad Foods total (including Adriatics) sales volume that is MSC or ASC labelled (%)</i>	-	92.5	94.3
Nomad Foods sales volume that is MSC labelled (%)	96.5	98.2	99.4
<i>Adriatics sales volume that is MSC labelled (%)</i>	-	0.0	3.6
<i>Nomad Foods total (including Adriatics) sales volume that is MSC labelled (%)</i>	-	92.6	94.2
Nomad Foods sales volume that is ASC labelled (%)	82.6	96.6	98.3
<i>Adriatics sales volume that is ASC labelled (%)</i>	-	0.0	5.2
<i>Nomad Foods total (including Adriatics) sales volume that is ASC labelled (%)</i>	-	91.6	94.8
Purchased fish and seafood volume that is MSC or ASC certified (%)	98.9	99.5	99.6
<i>% MSC certified</i>	99.0	99.5	99.6
<i>% ASC certified</i>	95.5	99.1	99.2
Markets where Fish Provenance Tool has been implemented (Number)	10	11	11

Agriculture	2022	2023	2024
Vegetables produced using sustainable farming practices (%)*	90.8	92.3	94.9
Purchased volume of palm oil for inhouse production which is verified by standard (%)*	99.9	99.9	100.0
<i>RSPO – Certified segregated (%)</i>	99.4	100.0	100.0
<i>RSPO – Mass balance (%)</i>	0.6	0.0	0.0
<i>Purchased volume of palm oil that is uncertified (%)</i>	<0.1	0.1	0.0

*Defined as contracted suppliers that achieved FSA silver level, and bulk and co-pack that achieved FSA silver level after self-assessment

Animal welfare	2022	2023	2024
Purchased volume of animals by breed type (Tonnes)	137,538	119,752	117,135
Purchased volume that is fish and seafood (%)	73.3	73.3	72.3
Purchased volume that is poultry (%)	17.5	17.7	20.0
Purchased volume that is red meat (%)	9.2	8.9	7.7
Purchased volume of poultry from non-cage reared chickens (%)	100.0	100.0	100.0
Purchased volume of eggs from non-cage reared chickens (%)	100.0	100.0	100.0

Standard	Better Chicken Commitment	2023 performance*	2024 performance*
EU legislation	Comply with all EU animal welfare laws and regulations, regardless of the country of production	100% compliant	100% compliant
Stocking density	Implement a maximum stocking density of 30kg/m2 or less	25% of suppliers meeting <30kg/m2 average stocking density	33% of suppliers meeting <30kg/m2 average stocking density 42% of suppliers meeting <34kg/m2 average stocking density
Genetics	Adopt breeds that demonstrate higher welfare outcomes	We are reviewing the possibility to transition supply to slow grow. At present, Nomad Foods' supply of slow grow breeds is limited (5% of our supplier base).	Supply of slow grow breeds has increased but remains limited (9% of our supplier base supply us with slower growing breeds, though not all their supply to us is slower growing). We continue to explore options for scalable transition to slower grow breeds, but this remains an industry wide challenge.

*All responses are relevant to supply specifically for Nomad Foods

Standard	Better Chicken Commitment	2023 performance*	2024 performance*
Improved environmental standards	Cage free, LUX (50) and daylight requirements and access to enrichment	<p>Cage free: 100%</p> <p>LUX: 70% 20–30 LUX</p> <p>Daylight: 45% of our suppliers provide natural daylight to some of their birds</p> <p>35% of our suppliers provide more than 80% of birds with access to natural daylight</p> <p>Enrichment: 45% offer enrichment</p>	<p>Cage Free: 100%</p> <p>LUX: 73% 20 LUX 9% 30 LUX 9% 40 LUX 9% 50 LUX</p> <p>Daylight: 91% suppliers offering some birds with daylight 43% suppliers offering 100% birds with daylight</p> <p>Enrichment: 52% suppliers offering 100% birds with enrichment 81% suppliers offering some birds with enrichment</p>
Stunning method	Adopt controlled atmospheric stunning using inert gas or multi-phase systems, or effective electrical stunning without live inversion	<p>100% of birds are stunned prior to slaughter.</p> <p>In 2023, 35% of our suppliers used controlled atmospheric stunning</p>	<p>100% of birds are stunned prior to slaughter.</p> <p>In 2024, 47% of suppliers meeting BCC slaughter requirements on slaughter – 42% CAS/Gas stunning and 5% electrical water bath without live inversion.</p> <p>5% of non-compliant suppliers indicated plans to transition to compliance.</p>
Third party assurance	Demonstrate compliance with the above standards via third-party auditing and annual public reporting on progress towards this commitment	<p>Our survey shows that 45% of our suppliers are already compliant with one of the Nomad Foods accepted third-party assurance schemes that we will be mandating between now and the end of 2025.</p> <p>Note, the schemes do not assure against all BCC standards – there are very few options for third party assurance against BCC currently.</p>	<p>61% of suppliers are compliant with one of our accepted third-party assurance schemes for 100% supply to Nomad Foods.</p> <p>78% of suppliers are compliant with one of our accepted third-party assurance schemes for some of the supply into Nomad.</p> <p>By the end of 2025, our target is 100% broiler supply third party assured.</p> <p>Note, the schemes do not assure against all BCC standards – there are very few options for third party assurance against BCC currently.</p>

*All responses are relevant to supply specifically for Nomad Foods

Social impact of supply chain	2022	2023	2024
Tier one direct suppliers registered and completed SAQ on Sedex (%)	95	96	95
Tier one direct suppliers risk-assessed using Sedex Risk Assessment tool (%)	100	100	100
New Tier one direct suppliers screened using social criteria (%)	100	100	100
Number of high risk suppliers*	174	71	131
Number of medium risk suppliers	460	853	666
Number of low risk suppliers	377	167	147
Number of suppliers audited	125	41	110
Total number of non-compliances	-	235	403
By type			
Critical	-	9	18
High (previously Major)	-	34	128
By category			
Business ethics	-	4	5
Children and young workers	-	3	3
Discrimination	-	4	11
Employment is freely chosen	-	3	7
Entitlement to work	-	2	0
Environment	-	12	13
Freedom of association	-	2	3
Harsh treatment	-	7	6
Health and safety	-	115	217
Management systems	-	14	30
Regular employment	-	6	24
Wages	-	23	35
Working hours	-	42	49
Total number of high-risk suppliers supported in corrective action plan implementation	-	41	110
Total number of Tier one suppliers	-	1,184	1,238
Total number of significant suppliers in Tier one**	-	138	140
Percentage of total spend on significant suppliers in Tier one (%)**	-	85	85

*Based on our supplier risk assessment methodology

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

Better Nutrition

Health and nutrition	2022	2023	2024		
			Nomad Foods excluding our Adriatics business	Adriatics business	Nomad Foods total
Percentage of total net sales from branded products assessed and classified as Healthier Meal Choices (%)	93.3	93.9	96.0	35.7	88.1
Percentage of total volume sales from branded products assessed and classified as Healthier Meal Choices (%)	94.2	95.2	96.9	50.6	90.9
New product innovations that are assessed and classified as a Healthier Meal Choice (%) [Adriatics business]	97.0 [0.0]	94.0 [29.0]	100.0	100% Everyday Foods 0% Occasional Foods	-
Percentage of total net sales from nutritionally improved non-HMC products as a % of total non-HMC net sales (%)	6.6	10.1	4.7	0.9	-
Percentage of total volume sales from nutritionally improved non-HMC products as a % of total non-HMC net sales (%)	8.1	11.5	4.3	0.6	-
Percentage of total net sales from branded nutritionally improved products (%)	8.4	7.0	5.0	0.7	-
Percentage of total volumes from branded nutritionally improved products (%)	7.5	6.0	4.0	0.5	-

Health and nutrition	2024	
	Volume of sales from Healthier Meal Choices (%)	Net sales from Healthier Meal Choices (%)
Austria	96.0	95.4
Belgium	99.7	99.6
Denmark	91.3	88.7
Finland	93.6	94.6
France	97.9	98.2
Germany	99.8	99.7
Ireland	97.9	97.0
Italy	99.8	99.7
Netherlands	99.7	99.6
Norway	99.8	99.6
Portugal	86.2	83.9
Spain	93.9	91.4
Sweden	90.5	90.9
Switzerland	88.5	83.0
United Kingdom	95.4	94.1

Ingredient selection	2022	2023	2024
Branded products without flavour enhancers, artificial flavours and artificial colourants (%)	99.0	99.4	99.7

Food safety and quality	2022	2023	2024
Supplying sites within Nomad Foods supply chain operating to an international safety system (%)	95	95	95
Incidents concerning food safety and quality	14	17	16

Better Operations

GHG emissions	2019 (SBT baseline)	2022				2023				2024			
		Nomad Foods legacy	Findus Switzerland	Adriatics business	Nomad Foods total	Nomad Foods legacy	Findus Switzerland	Adriatics business	Nomad Foods total	Nomad Foods legacy	Findus Switzerland	Adriatics business	Nomad Foods total
Absolute GHG emissions (tonnes CO₂e)													
Scope 1	67,274	85,207	634	28,439	114,281	80,197	698	27,380	108,275	77,957	607	22,648	101,212
Scope 2 (market based)	47,533	43	55	20,310	20,408	0	13	3,056	3,069	44	6	2,340	2,346
Scope 2 (location based)	-	-	-	-	-	38,113	13	24,627	62,754	31,949	6	20,585	52,540
Scope 3	222,990	173,552	1,930	142,947	318,429	139,693	1,259	138,384	279,335	121,949	743	136,240	258,933
Total	337,798	258,802	2,620	191,697	453,118	219,890	1,970	168,820	390,680	199,950	1,357	161,227	362,534
GHG emissions intensity (kgCO₂e per tonne of finished goods)													
Scope 1	126.0	-	-	-	-	164.9	165.5	341.4	187.5	154.3	133.9	292.1	173.4
Scope 2 (market based)	88.0	-	-	-	-	0.0	3.1	43.2	4.9	<0.1	1.4	34.4	3.7
Scope 2 (location based)	-	-	-	-	-	77.3	3.1	412.6	112.6	<0.1	0.2	394.7	89.4
Scope 3	400.5	-	-	-	-	273.6	240.0	1,676.7	442.5	230.4	158.7	1,643.7	401.4
Total	614.5	467.8	553.3	2,092.8	668.8	438.5	408.6	2,061.3	634.9	384.8	294.1	1,970.2	578.5

Supplier GHG emission targets	2022	2023	2024
Percentage of top suppliers by emissions with own SBTs* (%)	-	19.1% set validated targets 19.0% committed to set targets	29.5% set validated targets 17.3% committed to set targets

*Excludes both Findus Switzerland and our Adriatics business

Energy	2022				2023				2024			
	Nomad Foods legacy	Findus Switzerland	Adriatics business	Nomad Foods total	Nomad Foods legacy	Findus Switzerland	Adriatics business	Nomad Foods total	Nomad Foods legacy	Findus Switzerland	Adriatics business	Nomad Foods total
Total energy consumption, purchased or self-generated (kWh)	-	-	-	-	540,713,274	7,373,417	59,059,080	607,145,771	544,955,057	6,829,787	58,996,681	610,781,525
Total energy consumption from non-renewable sources, purchased or self-generated (kWh)	-	-	-	-	377,032,922	7,373,417	24,427,591	408,833,930	372,168,718	6,829,787	24,672,093	403,670,598
Total energy consumption from renewable sources, purchased or self-generated (kWh)	-	-	-	-	163,680,352	0	34,631,489	198,311,841	172,786,340	0	34,324,588	207,110,928
Total fuel consumption from non-renewable sources, broken down by fuel type (kWh)	405,702,875	3,053,360	20,948,052	429,704,288	376,506,356	3,377,830	16,247,153	396,131,339	368,538,323	2,944,447	23,601,378	395,084,147
<i>Natural gas (%)</i>	95.8	99.9	90.9	95.6	88.8	>99.9	89.9	89.0	93.5	100.0	67.0	91.9
<i>Diesel (%)</i>	2.5	0.0	5.9	2.6	6.5	0.0	7.2	6.4	0.7	0.0	20.6	1.9
<i>Petrol (%)</i>	0.0	<0.1	0.1	<0.1	<0.1	<0.1	<0.1	<0.1	0.0	0.0	0.3	0.0
<i>Propane (%)</i>	1.7	0.0	2.5	1.7	4.7	0.0	2.5	4.6	5.9	0.0	1.5	5.6
<i>LPG (%)</i>	0.0	0.0	0.6	<0.1	0.0	0.0	0.3	<0.1	0.0	0.0	10.6	0.6

Energy	2022				2023				2024			
	Nomad Foods legacy	Findus Switzerland	Adriatics business	Nomad Foods total	Nomad Foods legacy	Findus Switzerland	Adriatics business	Nomad Foods total	Nomad Foods legacy	Findus Switzerland	Adriatics business	Nomad Foods total
Total energy consumption from renewable sources, broken down by source* (kWh)	166,813,086	0	0	166,813,086	163,414,442	0	34,631,489	198,045,931	172,786,340	0	34,324,588	207,110,928
Wind (%)	35.5	0.0	0.0	35.5	21.4	0.0	0.3	17.7	41.1	0.0	0.0	34.3
Hydro (%)	43.6	0.0	0.0	43.6	53.8	0.0	99.7	61.8	31.7	0.0	96.9	42.5
Solar (%)	2.8	0.0	0.0	2.8	4.4	0.0	0.0	3.6	1.6	0.0	3.1	1.8
Biomass (%)	14.5	0.0	0.0	14.5	6.8	0.0	0.0	5.6	10.3	0.0	0.0	8.6
Unspecified / Other (%)	3.6	0.0	0.0	3.6	13.6	0.0	0.0	11.2	15.3	0.0	0.0	12.8
Total Scope 2 energy consumption by energy source (kWh)	167,062,926	4,204,897	41,334,496	212,602,318	163,680,352	3,995,550	42,624,863	210,300,765	173,031,220	3,885,129	41,314,007	218,230,356
Grid-supplied electricity generated from a variety of fuel mixes (%)	0.0	100.0	85.6	18.6	0.0	100.0	8.3	3.6	0.0	100.0	7.2	3.2
Renewable energy self-generated or purchased (%)	99.9	0.0	0.0	78.5	99.8	0.0	81.2	94.2	99.9	0.0	83.1	94.9
Purchased steam (%)	0.0	0.0	14.4	2.8	0.0	0.0	10.4	2.1	0.0	0.0	9.7	1.8
District heating from renewable sources (%)	0.0	0.0	0.0	0.0	0.2	0.0	0.0	0.1	0.0	0.0	0.0	0.0
District heating (%)	0.1	0.0	0.0	0.1	0.0	0.0	0.0	0.0	0.1	0.0	0.0	0.1

*Excludes biogas and wooden pellets for heating

Waste and materials for reuse	2022				2023				2024			
	Nomad Foods legacy	Findus Switzerland	Adriatics business	Nomad Foods total	Nomad Foods legacy	Findus Switzerland	Adriatics business	Nomad Foods total	Nomad Foods legacy	Findus Switzerland	Adriatics business	Nomad Foods total
Weight of all waste materials by waste type* (Tonnes)	46,738	317	8,889	55,944	41,369	276	7,006	48,650	55,247	244	9,806	65,297
Edible food waste (%)	37.5	71.3	69.3	42.7	35.7	71.7	54.3	38.6	43.0	60.3	66.9	46.7
Inedible food waste (%)	27.7	0.0	1.6	23.4	28.1	0.0	2.8	24.3	30.3	0.0	1.7	25.9
Packaging waste (%)	25.7	11.6	19.8	24.7	27.2	31.3	23.1	26.5	20.8	17.4	18.9	20.5
Rest of non-hazardous waste (%)	8.6	16.0	7.7	8.5	8.7	14.7	9.4	8.9	5.7	19.5	6.8	5.9
Hazardous waste (%)	0.6	1.1	1.5	0.7	0.3	2.2	10.4	1.7	0.1	2.7	5.7	1.0
Weight of hazardous waste by disposal method (Tonnes)	263	4	134	400	104	6	728	838	76	7	558	641
Closed loop (%)	-	-	-	-	11.6	0.0	0.0	1.4	3.6	0.0	45.2	39.8
Open loop (%)	-	-	-	-	70.2	9.1	98.6	94.5	72.4	1.8	53.5	55.2
Incineration for energy recovery (%)	-	-	-	-	10.9	90.9	0.9	2.8	12.4	98.2	0.9	3.3
Incineration without energy recovery (%)	-	-	-	-	2.8	0.0	0.4	0.7	4.0	0.0	0.4	0.8
Landfill (%)	-	-	-	-	4.5	0.0	0.0	0.6	7.6	0.0	0.0	0.9
Sewers (%)	-	-	-	-	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

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

Waste and materials for reuse	2022				2023				2024			
	Nomad Foods legacy	Findus Switzerland	Adriatics business	Nomad Foods total	Nomad Foods legacy	Findus Switzerland	Adriatics business	Nomad Foods total	Nomad Foods legacy	Findus Switzerland	Adriatics business	Nomad Foods total
Weight of non-hazardous waste by disposal method (Tonnes)	46,463	314	8,752	55,529	41,265	270	6,278	47,812	3,168	48	669	3,884
<i>Closed loop (%)</i>	50.8	87.6	84.7	56.4	50.6	89.1	80.1	54.7	24.9	1.9	30.0	25.5
<i>Open loop (%)</i>	42.0	0.0	8.8	36.5	41.9	0.0	11.7	37.7	20.8	0.0	3.0	17.5
<i>Incineration for energy recovery (%)</i>	6.0	12.4	<0.1	5.1	6.1	10.9	<0.1	5.3	39.8	98.1	0.5	33.7
<i>Incineration without energy recovery (%)</i>	<0.1	0.0	0.0	<0.1	<0.1	0.0	<0.1	<0.1	0.0	0.0	0.0	0.0
<i>Landfill (%)</i>	1.2	0.0	6.5	2.0	1.4	0.0	8.2	2.3	14.5	0.0	66.5	23.2
<i>Sewers (%)</i>	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Meal equivalents of food given to food banks	869,589	28,572	-	898,161	825,051	28,572	60,239	913,863	780,413	16,667	16,524	813,604
Markets where Nomad Foods is engaged in reducing waste, e.g. through donations to food banks or charities	12	1	-	13	13	1	2	16	12	1	2	15

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

Food loss and waste*	2022				2023				2024			
	Nomad Foods legacy	Findus Switzerland	Adriatics business	Nomad Foods total	Nomad Foods legacy	Findus Switzerland	Adriatics business	Nomad Foods total	Nomad Foods legacy	Findus Switzerland	Adriatics business	Nomad Foods total
	Tonne (%)	Tonne (%)	Tonne (%)	Tonne (%)	Tonne (%)	Tonne (%)	Tonne (%)	Tonne (%)	Tonne (%)	Tonne (%)	Tonne (%)	Tonne (%)
Edible and inedible food loss	19,280 (3.6)	0 (0.0)	1,206 (1.8)	20,485 (3.4)	22,695 (4.7)	0 (0.0)	295 (0.5)	22,990 (4.2)	15,076 (3.0)	0 (0.0)	4,331 (8.6)	19,408 (3.5)
<i>Edible food loss</i>	12,364 (2.3)	0 (0.0)	1,206 (1.8)	13,569 (2.2)	16,136 (3.3)	0 (0.0)	295 (0.5)	16,431 (3.0)	9,093 (1.8)	0 (0.0)	4,331 (8.6)	13,425 (2.4)
<i>Inedible food loss</i>	6,016 (1.3)	0 (0.0)	0 (0.0)	6,916 (1.1)	6,559 (1.4)	0 (0.0)	0 (0.0)	6,559 (1.2)	5,983 (1.2)	0 (0.0)	0 (0.0)	5,983 (1.1)
Edible and Inedible food waste	30,456 (5.7)	226 (5.2)	6,303 (9.2)	36,985 (6.1)	26,417 (5.4)	198 (4.7)	4,001 (6.9)	30,615 (5.6)	25,433 (5.0)	147 (3.3)	2,392 (4.7)	27,972 (5.0)
<i>Edible food waste</i>	17,509 (3.3)	226 (5.2)	6,163 (9.0)	23,898 (3.9)	14,784 (3.0)	198 (4.7)	3,804 (6.5)	18,786 (3.4)	14,678 (2.9)	147 (3.3)	2,225 (4.4)	17,050 (3.0)
<i>Inedible food waste</i>	12,947 (2.4)	0 (0.0)	139 (0.2)	13,086 (2.2)	11,632 (2.4)	0 (0.0)	197 (0.3)	11,830 (2.2)	10,755 (2.1)	0 (0.0)	167 (0.3)	10,923 (1.9)
Edible and inedible food loss and waste	49,735 (9.3)	226 (5.2)	7,509 (11.0)	57,470 (9.4)	49,112 (10.1)	198 (4.7)	4,296 (7.4)	53,605 (9.8)	40,509 (8.0)	147 (3.3)	6,724 (13.3)	47,380 (8.5)
<i>Edible food loss and waste</i>	29,872 (5.6)	226 (5.2)	7,369 (10.8)	37,467 (6.2)	30,920 (6.4)	198 (4.7)	4,099 (7.0)	35,216 (6.4)	23,771 (4.7)	147 (3.3)	6,556 (13.0)	30,474 (5.4)
<i>Inedible food loss and waste</i>	19,863 (3.7)	0 (0.0)	139 (0.2)	20,002 (3.3)	18,192 (3.7)	0 (0.0)	197 (0.3)	18,389 (3.4)	16,738 (3.3)	0 (0.0)	167 (0.3)	16,906 (3.0)

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

**% of total food production

Food loss and waste*	2022				2023				2024			
	Nomad Foods legacy	Findus Switzerland	Adriatics business	Nomad Foods total	Nomad Foods legacy	Findus Switzerland	Adriatics business	Nomad Foods total	Nomad Foods legacy	Findus Switzerland	Adriatics business	Nomad Foods total
					Tonne (%**)	Tonne (%**)	Tonne (%**)	Tonne (%**)	Tonne (%**)	Tonne (%**)	Tonne (%**)	Tonne (%**)
Total weight of all food loss and waste	-	-	-	-	49,112 (100.0)	198 (100.0)	4,296 (100.0)	53,605 (100.0)	40,509 (100.0)	147 (100.0)	6,724 (100.0)	47,380 (100.0)
Total weight of food loss and waste used for alternative purposes	-	-	-	-	48,866 (99.5)	198 (100.0)	4,202 (97.8)	53,276 (99.4)	40,188 (99.2)	147 (100.0)	6,723 (99.9)	47,059 (99.3)
Optimisation (animal feed)	-	-	-	-	22,695 (46.2)	0 (0.0)	295 (6.9)	22,990 (42.9)	15,076 (37.2)	0 (0.0)	4,331 (64.4)	19,408 (41.0)
Anaerobic digestion	-	-	-	-	13,130 (26.7)	198 (100.0)	3,859 (89.8)	17,187 (32.1)	13,046 (32.2)	147 (100.0)	2,313 (34.4)	15,506 (32.7)
Compost	-	-	-	-	13,041 (26.6)	0 (0.0)	49 (1.1)	13,090 (24.4)	12,066 (29.8)	0 (0.0)	79 (1.2)	12,145 (25.6)

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

**% of total food production

***% of total food loss and waste

Food loss and waste*	2022				2023				2024			
	Nomad Foods legacy	Findus Switzerland	Adriatics business	Nomad Foods total	Nomad Foods legacy	Findus Switzerland	Adriatics business	Nomad Foods total	Nomad Foods legacy	Findus Switzerland	Adriatics business	Nomad Foods total
					Tonne (%**)	Tonne (%**)	Tonne (%**)	Tonne (%**)	Tonne (%**)	Tonne (%**)	Tonne (%**)	Tonne (%)
Total food waste disposed	-	-	-	-	245 (0.5)	0 (0.0)	94 (2.2)	339 (0.6)	321 (0.8)	0 (0.0)	<1 (<0.1)	321 (0.7)
Incineration for energy recovery	-	-	-	-	245 (0.5)	0 (0.0)	0 (0.0)	245 (0.5)	321 (0.8)	0 (0.0)	0 (0.0)	321 (0.7)
Incineration without energy recovery	-	-	-	-	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)	<1 (<0.1)	0 (0.0)
Landfill	-	-	-	-	0 (0.0)	0 (0.0)	94 (2.2)	94 (0.2)	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)
Sewers	-	-	-	-	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)
Food loss and waste intensity (Tonne / tonne of product)					10.1	4.7	7.4	9.8	8.0	3.3	13.3	8.5

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

**% of total food production

***% of total food loss and waste

Water	2022				2023				2024			
	Nomad Foods legacy	Findus Switzerland	Adriatics business	Nomad Foods total	Nomad Foods legacy	Findus Switzerland	Adriatics business	Nomad Foods total	Nomad Foods legacy	Findus Switzerland	Adriatics business	Nomad Foods total
Volume of freshwater consumption by source (m ³)	4,920,606	34,547	641,659	5,596,812	4,344,728	36,025	553,517	4,934,270	4,354,372	36,164	651,061	5,041,597
Well (%)	67.0	0.0	76.3	67.6	63.1	0.0	75.7	64.1	64.9	0.0	77.2	66.0
Municipality (%)	33.0	100.0	23.7	32.4	36.9	100.0	24.3	35.9	35.1	100.0	22.8	34.0
Volume of effluent water discharge (m ³)	3,900,972	27,642	569,564	4,498,178	3,445,645	28,826	512,475	3,986,946	3,570,819	28,935	604,830	4,204,583
Volume of total net freshwater consumption (m ³)	1,019,633	6,905	72,095	1,098,634	899,083	7,199	41,042	947,324	783,553	7,229	46,231	837,013

Packaging	2022	2023	2024
Packaging material that is recyclable (%)	96.5	95.9	95.8
Primary packaging material that is made out of recycled and/or certified material (%)	62.1	92.8	92.6
Paper/Wood/Fibre packaging that is made out of recycled and/or certified material (%)*	-	98.7	99.2
Recycled content in all plastic packaging (%)**	-	5.4	5.0
Total weight of packaging reduced annually (Tonnes)	-	125	1,181

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

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

Employee health and safety	2022	2023	2024
Lost time injury frequency rate (Number of lost-time injuries per million hours worked)			
Nomad Foods managed factories (excluding our Adriatics business)	4.4	5.8	3.8
Nomad Foods managed factories (including our Adriatics business)	6.5	5.9	4.1
All supply chain operations (including our Adriatics business)	7.0	5.9	4.1
Number of fatalities as a result of work-related injury			
Nomad Foods managed factories (excluding our Adriatics business)	0	0	0
Nomad Foods managed factories (including our Adriatics business)	1	0	0
All supply chain operations (including our Adriatics business)	1	0	0
Rate of fatalities as a result of work-related injuries (Number of fatalities per million hours worked)			
Nomad Foods managed factories (excluding our Adriatics business)	0.0	0.0	0.0
Nomad Foods managed factories (including our Adriatics business)	<0.1	0.0	0.0
All supply chain operations (including our Adriatics business)	1	0.0	0
Number of high consequence work-related injuries			
Nomad Foods managed factories (excluding our Adriatics business)	463	269	199
Nomad Foods managed factories (including our Adriatics business)	-	-	257
All supply chain operations (including our Adriatics business)	-	-	267
Rate of high consequence work-related injuries (Number of high consequence injuries per million hours worked)			
Nomad Foods managed factories (excluding our Adriatics business)	11.4	10.4	26.0
Nomad Foods managed factories (including our Adriatics business)	-	-	23.2
All supply chain operations (including our Adriatics business)	-	-	20.3
Number of total recordable work-related injuries (LTA and MTC)			
Nomad Foods managed factories (excluding our Adriatics business)	39	50	30
Nomad Foods managed factories (including our Adriatics business)	77	74	46
All supply chain operations (including our Adriatics business)	105	93	55
Rate of total recordable work-related injuries (Number of recordable injuries per million hours worked)			
Nomad Foods managed factories (excluding our Adriatics business)	4.8	6.6	3.9
Nomad Foods managed factories (including our Adriatics business)	6.7	6.7	4.2
All supply chain operations (including our Adriatics business)	7.3	6.5	4.2

Employee wellbeing and development	2024
Employee engagement survey*	
Total employees participating in engagement survey (%)	51
Scores in engagement survey*	
Sustainable engagement	75
Wellbeing, health & safety	80
Training and development	
Average hours per FTE of training and development (Hours)	6.3
Average amount spent per FTE on training and development (€)	502

*Engagement survey data includes our Adriatics business

Diversity, equity and inclusion	2022	2023	2024
Gender distribution amongst employees			
Female (%)	31.9	36.3	36.2
Male (%)	68.2	67.7	63.8
Gender distribution amongst employees by work level* – Female			
1 (%)	52.7	37.5	33.4
2 (%)	46.3	48.2	49.2
3 (%)	35.7	37.7	38.1
4–7 (%)	25.3	29.2	28.8
Gender distribution amongst employees by work level* – Male			
1 (%)	47.3	62.5	66.6
2 (%)	53.7	51.8	50.8
3 (%)	64.3	62.3	61.9
4–7 (%)	74.7	70.8	71.2
Age distribution amongst employees			
Under 30 years old (%)	15.4	13.5	13.6
30–50 years old (%)	49.1	47.2	48.3
Over 50 years old (%)	35.5	39.3	38.1
Number of employees who have attended inclusive hiring training	132	140	13

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

Assurance statement

The reported total CO₂eq emissions of **Nomad Foods** were confirmed with **reasonable assurance** by GUTcert, an accredited verification body and member of the AFNOR Group. The scope of GUTcert's verification includes scope 1, scope 2 and significant scope 3 of the Greenhouse Gas Protocol "A Corporate Accounting and Reporting Standard" and GUTcert's procedure is based on ISO 14064-3:2020-05, taking into account ISO 14064-1:2019-06 and ISO TR 14069:2013-05.

Berlin, 07 May 2025

GUTcert GmbH



Andreas Mucha

GRI index

General Disclosures	Description	Location
2-1 Organisational details	Legal name of the organisation	Annual report
	Nature of ownership and legal form	Annual report
	Location of headquarters	Nomad Foods overview
	Countries of operation	Nomad Foods overview
2-2 Entities included in the organisation's sustainability reporting	Entities included in sustainability reporting	About this report
	Approach to consolidating information across multiple entities	About this report
2-3 Reporting period, frequency and contact point	Reporting period	About this report
	Contact point	Back page
2-5 External assurance	External assurance	About this report
2-6 Activities and workers	Sector	Nomad Foods overview
	Value chain	Nomad Foods overview
	Business relationships	Value chain
2-7 Employees	Total number of employees	Data tables
	Employee breakdown by gender and region	Data tables
2-9 Governance structure and composition	Governance structure	Sustainability governance
	Committees responsible for decision-making on sustainability topics	Sustainability governance
2-10 Nomination and selection of the highest governance body	Nomination and selection of the highest governance body	Annual report
2-11 Chair of the highest governance body	Chair of the highest governance body	Annual report
2-12 Role of the highest governance body in overseeing the management of impacts	Role of highest governance body and senior executives	Sustainability governance
2-13 Delegation of responsibility for managing impacts	Delegation of responsibility	Sustainability governance

General Disclosures	Description	Location
2-20 Process to determine remuneration	Process to determine remuneration	Annual report
	Remuneration policies for highest governance body and executives	Annual report
2-22 Statement on sustainable development strategy	Statement on sustainable development strategy	CEO foreword
2-23 Policy commitments	Policy commitments for responsible business conduct	Sustainability governance Code of Business Principles Supplier Code of Conduct
2-24 Embedding policy commitments	Embedding policy commitments for responsible business conduct	Sustainability governance
2-26 Mechanisms for seeking advice and raising concerns	Mechanisms for seeking advice and raising concerns	Sustainability governance – Speak up programme
2-27 Compliance with laws and regulations	Commitment to legal compliance and anti-bribery outlined	ESG regulation and reporting Anti-bribery and corruption
2-28 Membership associations	Participation in industry associations, other membership associations, and national or international advocacy organizations	Stakeholder engagement Examples of participation throughout the report
2-29 Approach to stakeholder engagement	Approach to stakeholder engagement	Sustainability stakeholder engagement process

Material Topics	Description	Location
GRI 3: Material Topics 2021		
3-1 Process to determine material topics	Process to determine material topics	Approach to materiality
	Stakeholders and experts informing process	Approach to materiality
3-2 List of material topics	List of material topics	Approach to materiality
	Change to material topics	Approach to materiality

Sector Standards	Description	Location
GRI 13: Agriculture, Aquaculture and Fishing Sectors 2022	As per GRI guidance, GRI 13 reference numbers are presented in brackets alongside the Topic Standard reference numbers below	

Topic Standards	Description	Location
GRI 101: Biodiversity 2024		
101-2	Actions taken to manage negative biodiversity impacts	Fish and seafood Agriculture
101-4	Sites, products and services in the supply chain that have significant impacts on biodiversity	Fish and seafood Agriculture
GRI 201: Economic performance 2016 (GRI 13.2)		
201-1	Direct economic value generated and distributed	Annual report
201-2 (13.2.2)	Financial implications and other risks and opportunities due to climate change	Annual report TCFD statement
GRI 205: Anti-corruption 2016 (GRI 13.26)		
3-3 (13.26.1)	Management approach	Anti-bribery and corruption
205-3 (13.26.4)	Confirmed incidents of corruption and actions taken	Data tables
GRI 206: Anti-competitive behaviour 2016 (GRI 13.25)		
3-3 (13.25.1)	Management approach	Sustainability governance
206-1 (13.25.2)	Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	Data tables Annual report
GRI 207: Tax 2019		
207-1	Approach to tax	Sustainability governance Annual report
207-2	Tax governance, control and risk management	Sustainability governance Annual report
GRI 301: Materials 2016		
3-3	Management approach	Packaging
301-2	Recycled input materials used	Packaging
GRI 302: Energy 2016		
3-3	Management approach	Packaging
301-2	Recycled input materials used	Packaging

Topic Standards	Description	Location
GRI 303: Water and effluents 2018 (GRI 13.7)		
3–3 (13.7.1)	Management approach	Waste and water Data tables Environment Policy
303–3 (13.7.4)	Water withdrawal	Data tables
303–4 (13.7.5)	Water discharge	Data tables
303–5 (13.7.6)	Water consumption	Waste and water Data tables
GRI 305: Emissions 2016 (GRI 13.1)		
3–3 (13.1.1)	Management approach	Climate change and greenhouse gases Data tables
305–1 (13.1.2)	Direct (Scope 1) GHG emissions	Climate change and greenhouse gases Data tables
305–2 (13.1.3)	Energy indirect (Scope 2) GHG emissions	Climate change and greenhouse gases Data tables
305–3 (13.1.4)	Other indirect (Scope 3) GHG emissions	Climate change and greenhouse gases Data tables
305–4 (13.1.5)	GHG emissions intensity	Climate change and greenhouse gases Data tables
305–5 (13.1.6)	Reduction of GHG emissions	Climate change and greenhouse gases Data tables
GRI 306: Waste 2020 (GRI 13.8)		
3–3 (13.8.1)	Management approach	Waste and water Environment Policy
306–1 (13.8.2)	Operational waste profile and significant environmental impact of food/packaging waste	Waste and water
306–2 (13.8.3)	Management of significant waste related impacts	Waste and water Packaging
306–3 (13.8.4)	Waste generated	Data tables
306–4 (13.8.5)	Waste diverted from disposal	Waste and water Data tables
306–5 (13.8.6)	Waste directed to disposal	Waste and water Data tables

Topic Standards	Description	Location
GRI 403: Occupational health and safety 2018 (GRI 13.19)		
3-3 (13.19.1)	Management approach	Employee health, wellbeing and development Data tables Safety Policy
403-2 (13.19.3)	Hazard identification, risk assessment, and incident investigation	Employee health, wellbeing and development
403-5 (13.19.6)	Worker training on occupational health and safety	Employee health, wellbeing and development
403-7 (13.19.8)	Prevention and mitigation of OH&S impacts linked by business relationships	Employee health, wellbeing and development
403-9 (13.19.10)	Work-related injuries	Employee health, wellbeing and development Data tables
GRI 404: Training and education 2016		
3-3	Management approach	Employee health, wellbeing and development Data tables
404-1	Average hours of training per year per employee	Employee health, wellbeing and development Data tables
404-2	Programmes for upgrading employee skills and transition assistance programmes	Employee health, wellbeing and development
GRI 405: Diversity and equal opportunity 2016 (GRI 13.15)		
3-3 (13.15.1)	Management approach	Diversity, equity and inclusion Data tables
405-1 (13.15.2)	Diversity of governance bodies and employees	Diversity, equity and inclusion Data tables
GRI 408: Child labor 2016 (GRI 13.17)		
408-1 (13.17.2)	Operations and suppliers at significant risk of incidents of child labour	Social impact of supply chain Modern slavery statement
GRI 409: Forced or compulsory labor 2016 (GRI 13.16)		
409-1 (13.16.2)	Operations and suppliers at significant risk for incidents of forced labour	Social impact of supply chain Modern slavery statement

Topic Standards	Description	Location
GRI 412: Human rights assessment 2016		
412-2	Employee training on human rights policies or procedures	Modern slavery statement
GRI 414: Supplier social assessment 2016		
3-3	Management approach	Social impact of supply chain Code of Business Principles Supplier Code of Conduct Modern slavery statement
414-1	New suppliers screened using social criteria	Data tables
GRI 416: Customer health and safety 2016 (GRI 13.10)		
3-3 (13.10.1)	Management approach	Food safety and quality Data tables

Other material topics	Description	Location
Sourcing: Fish and seafood		
3-3	Management approach	Fish and seafood Data tables Fish and Seafood Sourcing Policy
Sourcing: Agriculture		
3-3	Management approach	Agriculture Data tables Agriculture Policy Soy Policy Palm Oil Policy
Sourcing: Animal welfare		
3-3 (13.11.1)	Management approach	Animal welfare Data tables Animal Welfare Policy Animal Welfare Standard

Other material topics	Description	Location
Nutrition: Health and nutrition		
3-3	Management approach	Health and nutrition Data tables Nutrition Policy
Nutrition: Ingredient selection		
3-3	Management approach	Ingredient selection Data tables
Nutrition: Responsible marketing		
3-3	Management approach	Responsible marketing

References

- 1 FAO (2021) [Food systems account for more than one third of global greenhouse gas emissions](#)
- 2 Ceres (2021) [Feeding Ourselves Thirsty](#)
- 3 UNEP (2021) [Food system impacts on biodiversity loss](#)
- 4 United Nations (2024) [World Population Prospects: The 2024 Revision](#)
- 5 FAO (2022) [Blue Transformation: Roadmap](#)
- 6 Ibid
- 7 FAO (2024) [The State of World Fisheries and Aquaculture 2024: Blue Transformation in action](#)
- 8 Ibid
- 9 FAO (2024) [Greenhouse gas emissions from agrifood systems: Global, regional and country trends, 2000–2022](#)
- 10 WWF (2023) [WWF basket: Food waste](#)
- 11 United Nations (2022) [Sustainable Development Goals: Zero Hunger](#)
- 12 World Health Organisation (2023) [Drinking Water](#)

Nomad Foods

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