



2023

Impact Report

What good we cooked up in 2023
and what's on the menu for 2024...

Vibrant Foods comprises Europe's favourite South Asian food brands: TRS, East End, Cofresh, Fudco, Everest, Nishaan, and Chai Xpress.

Unless otherwise stated, the information and data in this report refer to data from our 2023 financial year (FYE Dec-23) aggregated across the legal entities (and their subsidiaries) that sit under Vibrant Foods Ltd. These include: Vibrant Brands Ltd., Cashew Newco Ltd., and Everest Dairies Ltd.

[VIBRANTFOODS.COM](https://www.vibrantfoods.com)

FROM OUR CEO

“Our mission is to create adventures in flavour and, in an increasingly disconnected world, bring people together through the love of food. We want to show that eating well is far from boring and doesn't have to come at a huge cost to our planet.”

My first year at the helm of Vibrant Foods was focused on integration and building strong foundations for the business. We revamped our leadership team, streamlined the organisation, simplified our UK supply chain, and brought some of our systems together. When all was said and done, we ended up with a much clearer picture of the impact of our owned operations. By the end of 2024, we aim to have a similar view into our value chain as well.

We're committed to reporting transparently, and taking the time necessary to put in place programmes that enable us to engage sustainably with the social and environmental issues material to our business. We'll always be honest about what's not yet done or done to the standard we are aiming for.

At the same time, we'll celebrate our achievements, especially those inherent to our business, like our product

portfolio. All vegetarian, almost entirely plant-based, in most cases minimally processed, our foods are healthy and sustainable in equal measure. Our mission is to create adventures in flavour and, in an increasingly disconnected world, bring people together through the love of food (see more about our purpose on page 21). We want to show that eating well is far from boring and doesn't have to come at a huge cost to our planet.

There's lots more for us to do in 2024 and beyond, but this report is about what we've done so far. We're proud of our products, our people and all our partners, and hope when you're done reading, you'll understand why.

Damian Guha

Welcome to our third annual impact report...

At Vibrant Foods, we create adventures in flavour that bring people together. We're the parent company of Europe's biggest and most-loved South-Asian food brands, and were formed in late 2019 when Exponent acquired TRS and East End Foods. Since then, we added three more businesses to the Vibrant Foods family and have been working to integrate teams, practices and processes across our group.

Because this is our third impact report, we'll review our progress since we started measuring in 2021 and let you know what we plan to do to improve from the baselines we've established. And now that we have a solid understanding of our direct impacts, we'll also be shifting our focus towards our value chain and establishing baselines for our impacts there.

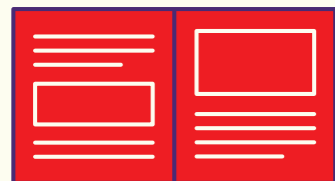
Highlights

This report is packed with examples and data about impacts made across our business. There's a lot to take in, so to make it easier to digest all this information about our efforts, we've created a few special formats to highlight certain types of content. As you flick through the pages that follow, keep your eye out for:



Units of Measure

Green badges that highlight key metrics we share each year so we can track our progress over time.



Spotlights

Red sections that spotlight projects or practices that support our impact efforts that aren't always obvious or easily measurable.



Explanations

Pullouts with dotted outlines containing overviews of frameworks or standards developed by third-parties that are relevant to our business or sector.



Profiles

Purple boxes that profile the external partners or internal impact-makers who have helped bring a particular project or initiative to life.

What you'll find in the pages that follow...

An overview of Vibrant Foods... 4

Our ingredients for impact... 6

QUALITY

Delivering quality plant and vegetarian foods... 8

Our Product Portfolio
Our Suppliers
Our Production

CLIMATE

Considering our climate impacts... 14

Our Direct Emissions
Our Indirect Emissions
Our Packaging

CULTURE

Creating a Vibrant company culture... 20

Our Values
Our Diversity
Our Engagement

COMMUNITIES

Serving communities close to our home and heart... 26

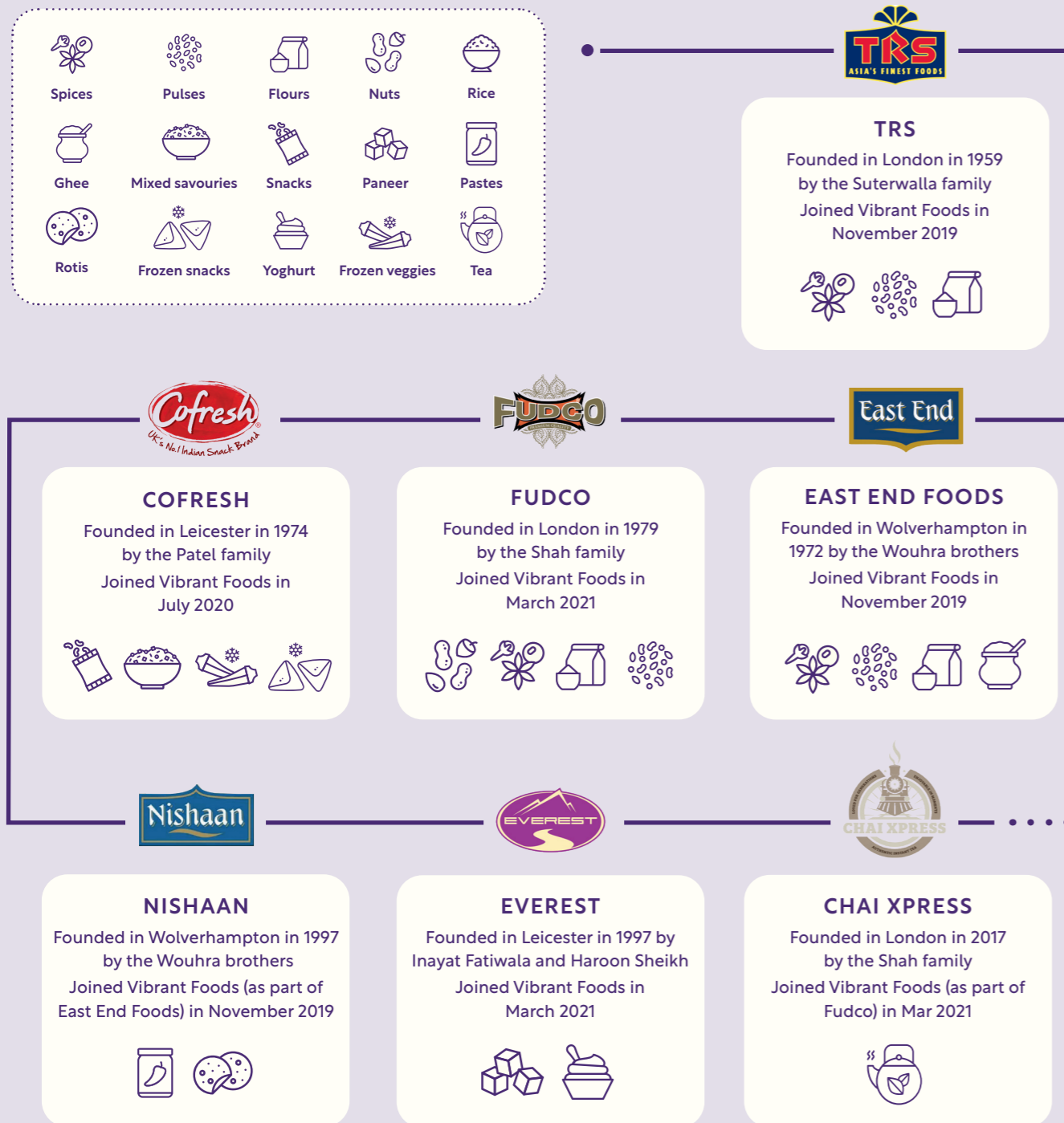
Our Relief Efforts
Our Food Redistribution
Our Cultural Engagement

Looking ahead to 2024... 32

An overview of Vibrant Foods...

Our Brands

The Vibrant Foods family is made up of seven heritage brands built in the UK and steeped in South Asian culture.

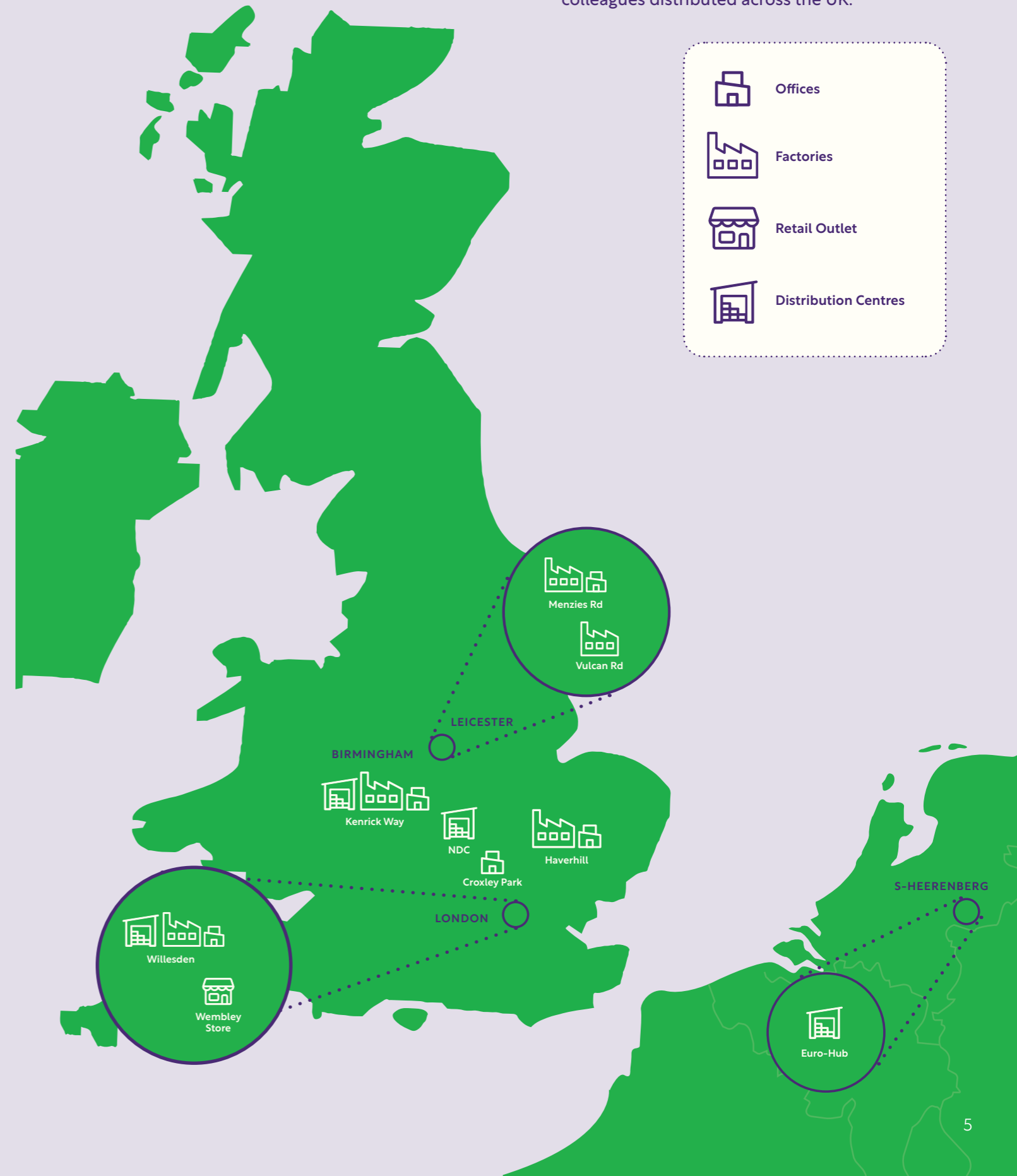


Our Operations

After expertly sourcing top-quality ingredients from around the globe, we mill, blend, and pack them as needed.

Our operations are managed by a team of 500+ colleagues distributed across the UK:

-  Offices
-  Factories
-  Retail Outlet
-  Distribution Centres



Our ingredients for social and environmental impact...

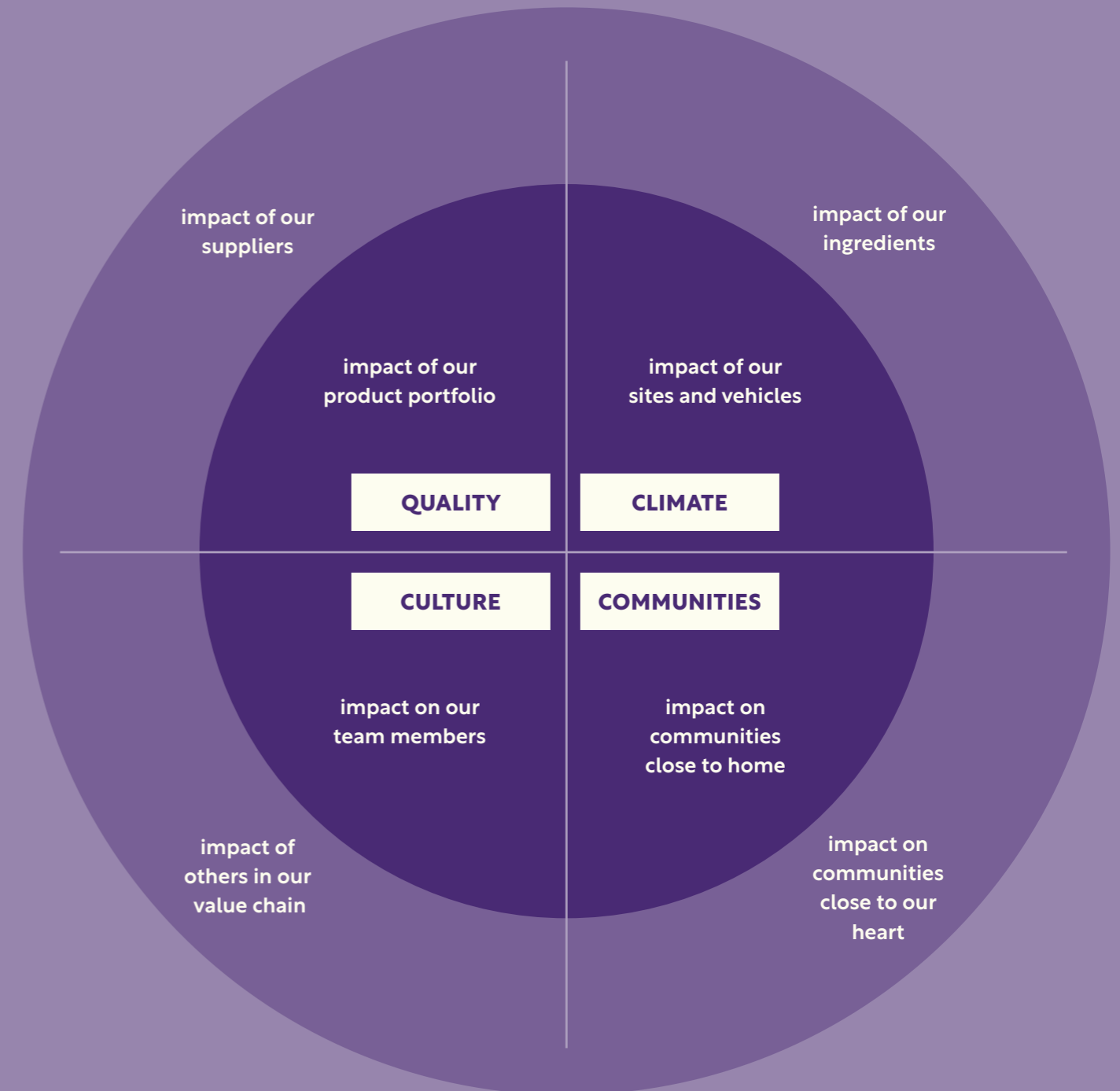
Our Journey

At Vibrant Foods, our journey so far has focused on understanding our impacts so that we can best address them. As of 2023, we have established a baseline for most of our direct impacts, though we're continuing to build a picture of the impacts of our value chain. In both cases though, hungry to make good things happen and keen to move from understanding to action.



Our Framework

We organise all our impact efforts under four pillars that we consider our key ingredients for social and environmental impact. These pillars were specifically designed to encompass both our direct impacts within our owned operations, and the impacts in our value chain. Throughout this report, we'll outline what we've cooked up so far in each of these areas, and what we have lined up in the kitchen.



Delivering quality plant & vegetarian foods...

Our products are the primary way we make an impact. The choices we make when it comes to our product portfolio, sourcing standards, and manufacturing processes ultimately affect our consumers and also everyone involved in our value chain. We're committed to making healthy, nutritious, and quality food widely available and so work to maintain (and improve) our standards related to:

HEALTH AND NUTRITION FOOD SAFETY SOURCING AND SUPPLIERS

FOCUS SO FAR: Product Quality and Food Safety

Bringing together several different brands and manufacturing sites under one umbrella means our product portfolio is made up of thousands of SKUs, we have a large supplier base, and our production involves a wide range of processes including blending, grinding, and cleaning. Here are some highlights from our recent efforts to level up our food safety standards across the group:

Served in 2021

We kicked off audits at some of our largest suppliers in India to establish their food safety (and ESG!) baselines.

Cooked Up in 2022

We began consolidating production at two of our largest UK sites and improved processes to ensure we'd achieve the highest BRC ratings during our next audits.

Put on the Table in 2023

We developed a new framework for a 'Supplier Blueprint' that brings together all our expectations for suppliers, across quality, food safety, and ESG.

Our Product Portfolio

Our primary positive impact is through the products we make and sell, that have delighted consumers for decades. Our product portfolio is primarily plant-based and almost everything has potential for high nutritional value.

Plant-Based

We produce thousands of SKUs across our seven brands. All our foods are vegetarian and most of them are vegan too. Here are some of our most popular products and categories:



Minimally Processed

The level of processing a food product undergoes is often used as a proxy for its nutritional value. We deal with a lot of whole foods or ingredients that undergo very little processing. We know that much of what we sell is minimally processed, however, we plan to map out our portfolio against the NOVA scale to specifically quantify the proportion of our sales that come from unprocessed foods, minimally processed foods, and processed culinary ingredients.

NOVA Classification	A popular framework used by public health organisations (including the World Health Organization) to group edible substances based on the extent and purpose of food processing applied to them.
Unprocessed foods	Unprocessed foods include the natural edible food parts of plants and animals.
Minimally processed foods	Minimally processed foods have been slightly altered so they can be more easily stored, prepared, and eaten; this processing level does not substantially change the nutritional content of the food.
Processed culinary ingredients	Food ingredients used in kitchens to prepare and season foods that are derived from minimally processed foods by pressing, refining, grinding, or milling. They are typically not eaten on their own but are used to prepare other foods.
Processed foods	Processed foods derive from either of the two previous groups but have added salt, sugar, and/or fat. The processing increases the durability of foods or modifies or enhances their flavor and texture. These foods usually are made from at least 2-3 ingredients and can be readily eaten without further preparation.
Ultra-processed foods (AKA highly processed foods)	Foods from the prior group that include artificial colors and flavors, preservatives, thickeners, emulsifiers, and artificial sweeteners that promote shelf stability, preserve and enhance texture, and increase palatability. Ultra-processed foods are typically ready-to-eat with minimal additional preparation.

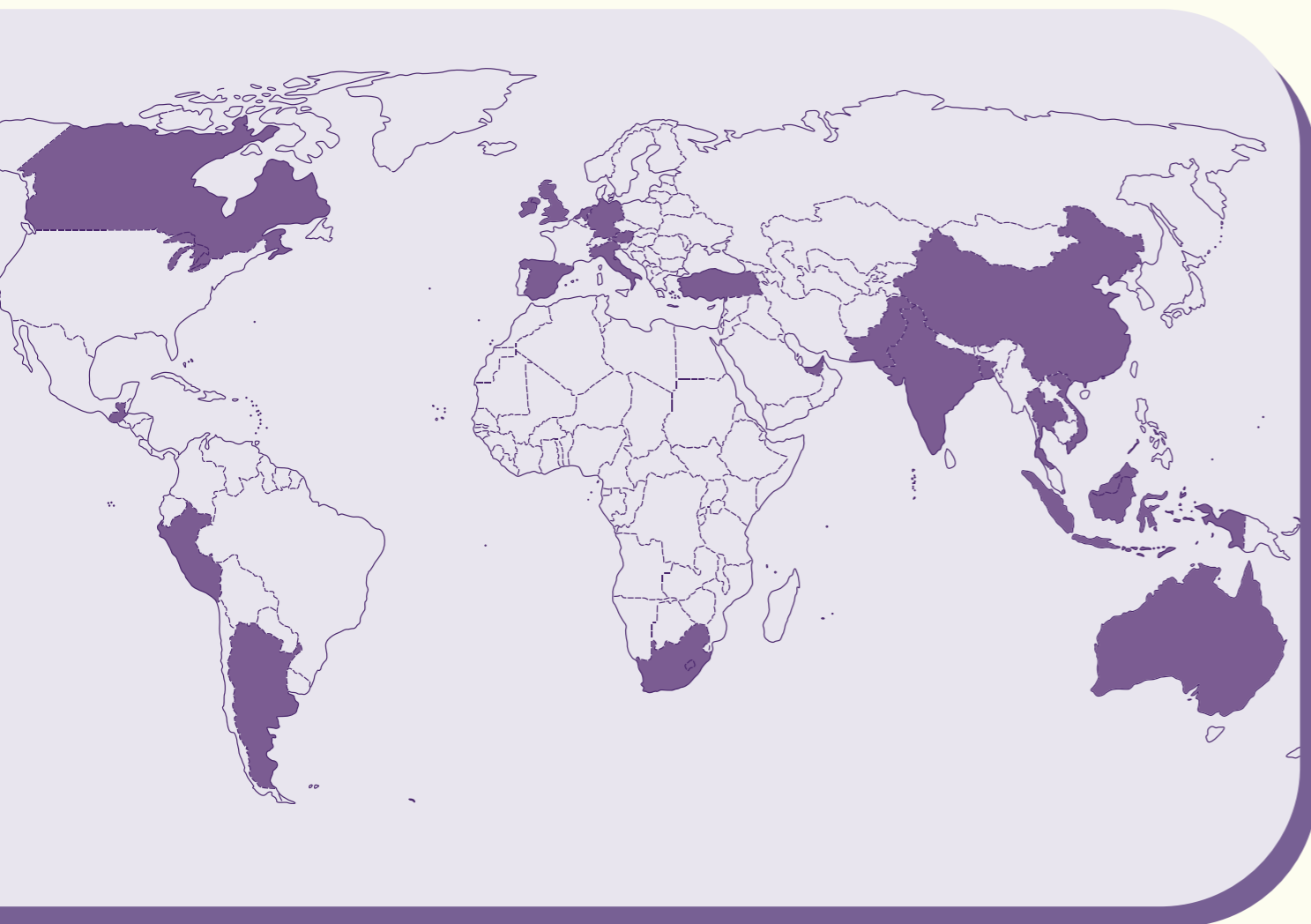
Our Suppliers

We source our raw materials and products from a network of about 200 suppliers spread across the globe. Though our value chain is a complex one, involving partners on almost every continent, we're committed to ensuring high social and environmental standards across our supplier base.

Sourcing Footprint

Our direct suppliers are based across 25 countries. We work mostly with processors and packers though we do have a few traders in our supplier network. The map below shows the geographic representation of our supplier network.

This map does not show all our raw material sources — though many of our suppliers source their raw materials locally, others have a variety of international material sources. Some ingredients are sourced from a single geographic region, others from multiple. We are working to map the traceability of our value chain to show not just our suppliers, but their sourcing locations as well.



Supplier Blueprint

We are developing our own set of minimum standards for our supplier base. Called the Vibrant Supplier Blueprint, this framework pulls together our expectations for suppliers across all areas: from service levels to social impact. This means a supplier's social and environmental performance will be summarised alongside information about its reliability or food safety. This is the structure of our Blueprint; in 2024 we will establish a baseline for our supplier base's performance against it.

PARTNERSHIPS	Relationship Strength	Length of Relationship Commercial Terms Service Levels
	Organisational Maturity	Legal Compliance Specialist (ESG/Technical) Staff Policies + Documentation
	Facilities + Site Setup	Site Security Building Structure + GMP Design Cleaning Equipment/Surroundings
PRODUCT	Traceability	Control of Materials/Specs Chain of Custody Direct Sourcing
	Quality	Product Consistency Sampling + Testing Regulatory Compliance
	Food Safety	HACCP System Pest/Glass/Foreign Object Control Allergen Control
PEOPLE	Fair Labour	Human Rights Wages + Working Hours Benefits
	Working Conditions	Health & Safety Cleanliness On Site Amenities
	Equity	Equal Pay Anti-Harassment & Discrimination DEI
PLANET	Climate Impacts	Energy Use / Intensity Renewable Energy Offsets/ Net Zero Targets
	Local Footprint	Water Use Biodiversity Impacts Physical Footprint
	Waste	Hazardous Waste Recycling / Waste Reduction Chemical Use / Emissions

Our Production

Manufacturing Sites

While some Vibrant products are produced and packed at our suppliers, we process many ourselves at our five manufacturing facilities in the UK. We have two major manufacturing locations, and three smaller ones, each specialising in the processing and/or production of different ingredients.



Food Safety

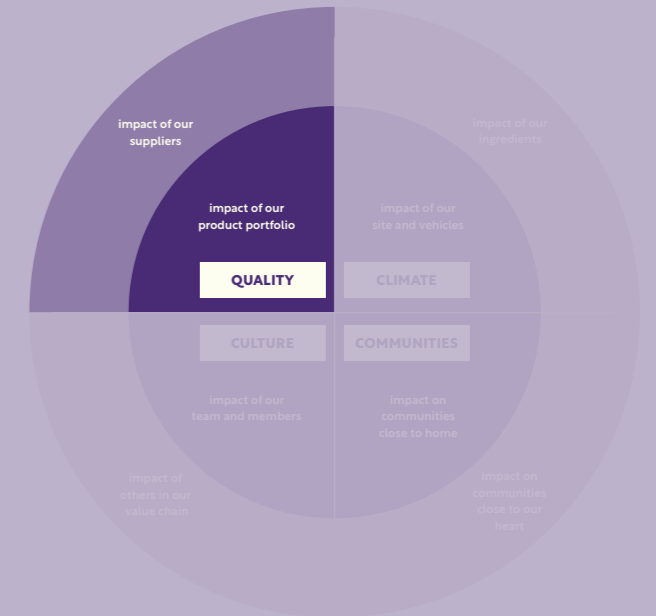
As well as holding our suppliers to high food safety standards (see our earlier Supplier Blueprint section), our own factories are all certified against a reputable standard. Our two main factories — Kenrick Way and Menzies Rd — have achieved AA+ ratings against the British Retail Consortium Global Standards (BRCGS)'s for Food Safety, an independent accreditation recognised by supermarkets internationally. Our Haverhill factory is rated AA against the same standard. Our other two factories are currently certified against the Safe and Local Supplier Approval (SALSA) Standard, a UK food safety scheme.



Looking forward...

Quality Plans

The key impacts that fall under our 'quality' pillar are generally the results of our business-as-usual activities: we aim to ensure we deliver great products to our customers and end consumers and work to maintain and continually improve high standards for our own manufacturing and service. However, we can and plan to work towards increased visibility into our value chain: gathering information and setting standards for our suppliers and their suppliers. And, we can better evidence and quantify the positive impacts of products when it comes to our owned operations.



OWNED OPERATIONS ACTION ITEM: Portfolio health and nutrition

We are analysing our product portfolio to establish baselines around our overall contribution to health and wellness in the food industry. At the moment we know our product portfolio is made up of a majority of plant-based foods, and that many of them are unprocessed or minimally processed. However we still need to quantify our sales against the NOVA Classification (which groups based on the extent and purpose of food processing applied to them) and quantify the proportions of our portfolio that have potential nutrition benefits including high-protein. Once we do this, we'll be able to better evidence the health and nutrition of our products at a group level (vs just at a pack or SKU level) and explore potential labelling or certifications that will help consumers identify our healthy products as such.

VALUE CHAIN ACTION ITEM: Supplier blueprint assessments

We will ask our suppliers to submit ESG information via a detailed self-assessment questionnaire and use this to summarise supplier performance against our new blueprint. We will later work with third-parties to verify these initial impact baselines and help our key suppliers to improve.

Considering our climate impacts...

Our business activities create emissions, use water, and may have biodiversity impacts. We're committed to quantifying our various climate impacts — both positive and negative — and addressing them. Eventually we hope to have a full picture of the footprint of our procurement and production in terms of:

ENERGY EMISSIONS BIODIVERSITY WATER WASTE

FOCUS SO FAR: Direct Emissions

We have the most control over our direct emissions, that is the emissions produced through the energy and fuel used at the sites we operate ourselves. For this reason, we've focused our efforts on our factories and owned vehicles. Here's what we've done to measure and reduce emissions so far...

Served in 2021

We pulled together energy data from all our sites to establish a baseline for our group Scope 1 and 2 emissions.

Cooked Up in 2022

We consolidated our energy procurement and committed to increasing our use of renewable electricity to power our manufacturing.

Put on the Table in 2023

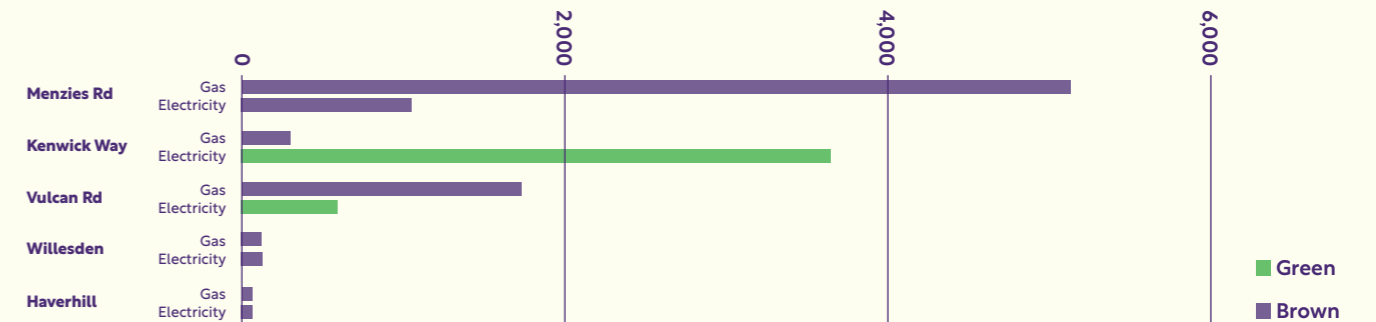
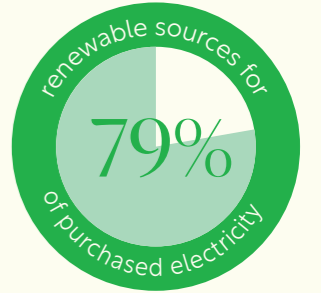
We consolidated our operations to fewer sites which resulted in energy and emissions reductions.

Our Direct Emissions

Our direct emissions, also known as Scope 1 and 2 emissions, are those that result from our owned operations: the energy we use to manufacture in our factories and keep the lights on in our stores and offices; as well as the fuel we use in our own vehicles when we deliver products to our customers. We have relatively more control over these emissions and are committed to reducing them as much as possible.

Energy

In 2023, our total energy use was 15,948 MWh across all our offices and factories. Our different sites rely on different energy sources. For example, our Kenrick Way facility where we grind, mill, and pack pulses, spices, and flour uses more electricity while our Menzies Road facility where we fry our potato snacks uses more gas. Where possible we procure our electricity on renewable tariffs;

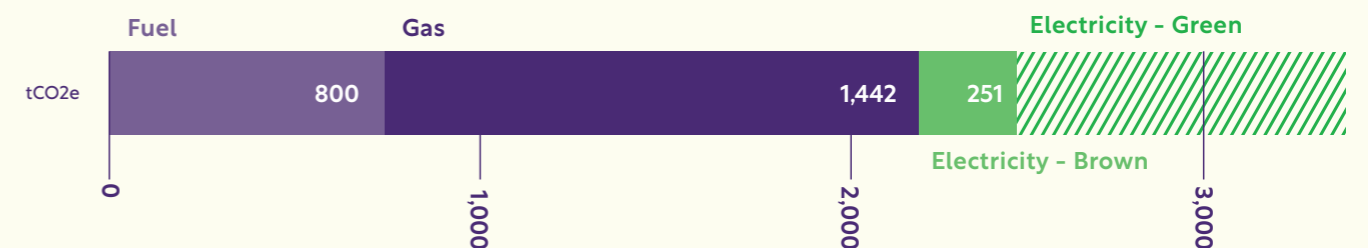


Fuel

Our fleet of delivery vehicles collectively travelled over 650k miles in 2025, and our team members drove over 300k miles in company-owned vehicles. This translates into a fuel footprint equivalent to 3,164 MWh. Our fuel use figure only reflects the mileage of vehicles we own and operate. Deliveries in third-party transport and employees driving in their own vehicles for business purposes would instead fall under our Scope 3 emissions.

Emissions

Overall, our Scope 1 and 2 emissions in 2023 totalled 2,493 tCO₂e, using a market-based calculation method that reflects our procurement of renewable electricity. We avoided creating 923 tCO₂e emissions by using green instead of brown electricity.



Our Indirect Emissions

Our indirect emissions, also known as Scope 3 emissions, are those that result from activities related to our business, but that occur elsewhere in our value chain, for example on the farms where our raw materials are grown, or in our suppliers' facilities where they are processed. Our indirect climate impacts are much larger than our direct impacts, but we have less direct control over them. Reducing emissions in these areas will require us to partner with and influence others within our value chain — something we are committed to doing once we have calculated our Scope 3 emissions and know where to focus our attention.

Scope 3 Categories

The Greenhouse Gas (GHG) Protocol (the global recognized standard for measuring and reporting greenhouse gas emissions) has outlined 15 different reporting categories for Scope 3 emissions. As a food producer, we know that our most material category by far will be 'Category 1: Purchased goods and services' so we have focused our estimation efforts there to start. Once we have finalised our Scope 3 Category 1 emissions, we will address the other categories.

GHG Protocol Scope 3 Categories

<ol style="list-style-type: none"> 1. Purchased goods and service 2. Capital goods 3. Fuel- and energy-related activities 4. Upstream transportation and distribution 5. Waste generated in operations 6. Business travel 	<ol style="list-style-type: none"> 7. Employee commuting 8. Upstream leased assets 9. Downstream transportation and distribution 10. Processing of sold products 11. Use of sold products 12. End-of-life treatment of sold products 13. Downstream leased assets 14. Franchise 15. Investments
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Product Emissions

We estimated the emissions of our 'Purchased goods and services' for the first time using 2023 data. This estimate includes on-farm emissions for raw materials, transport to the processing location (often our suppliers), processing, and transport to our UK factories. To come to it, we combined procurement volumes for 170+ key ingredients with emission factors from HowGood's Latis database that reflect our supplier locations. We're sharing it here but it is still subject to increase as it does not yet reflect 100% of procurement volumes. Though it cannot yet be considered our Scope 3 baseline, it does provide an indication of how material our value chain emissions are compared to that of our owned operations.

MEET THE PARTNER

The industry's largest product sustainability database that we used to analyse the emissions (and other impacts) of each of our ingredients. HowGood draws from over 600 independent data sources and certifications to provide impact estimates that reflect different sourcing locations and growing methods.

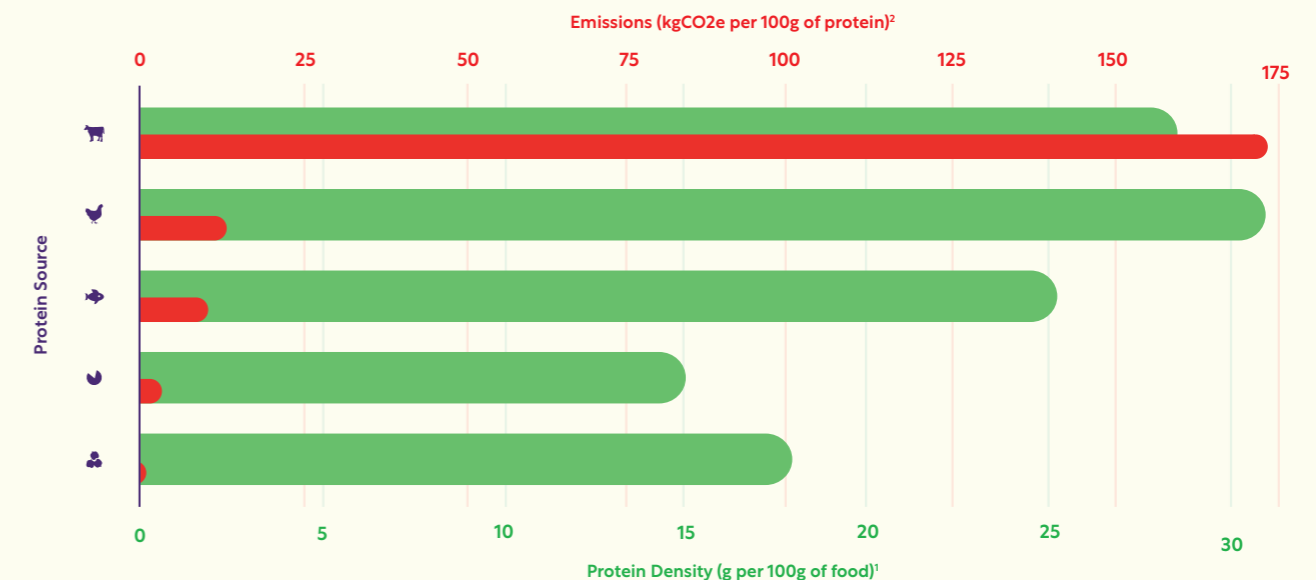


As well as being more comprehensive, our future estimates will be increasingly precise as we enrich our data to account for cases where ingredients are grown and processed in different countries, or use different assumptions for products we process and pack ourselves vs those packed at our suppliers.



Planet-Friendly Protein Potential

As a food company dealing mainly with agricultural products, we're very aware of farming's overall contribution to the climate crisis. However, not all food products are equally emissions-intensive and addressing the climate crisis will require consumers to shift from high-emission ingredients to lower-emission alternatives. Our product portfolio can play a part in this solution rather than just contributing to the problem. For example, two of our key product categories, paneer and pulses are protein sources with much lower footprints than meat or fish.



¹Values from the Dutch Food Composition Database (NEVO): <https://www.rivm.nl/en/dutch-food-composition-database>

²Calculated using protein densities¹ and standard Ingredient values from HowGood's Latis Database (based on ingredient averages): <https://howgood.com>

Our Packaging

Packaging, especially plastic packaging, is often top-of-mind when consumers think about the environmental impacts related to their purchases. The majority of our products are sold in multi-serve formats that last consumers weeks or months, which helps reduce our ratio of packaging material to product. The climate footprint of growing (or otherwise producing and processing) our products far outweighs the climate footprint of our packaging materials, but we're committed to reducing the impact of our packaging. This report establishes our packaging baseline from which we will measure any future progress.

Materials

We use a combination of plastic, paper, glass, and metal to package our products. Here are some of the key packaging formats we use:

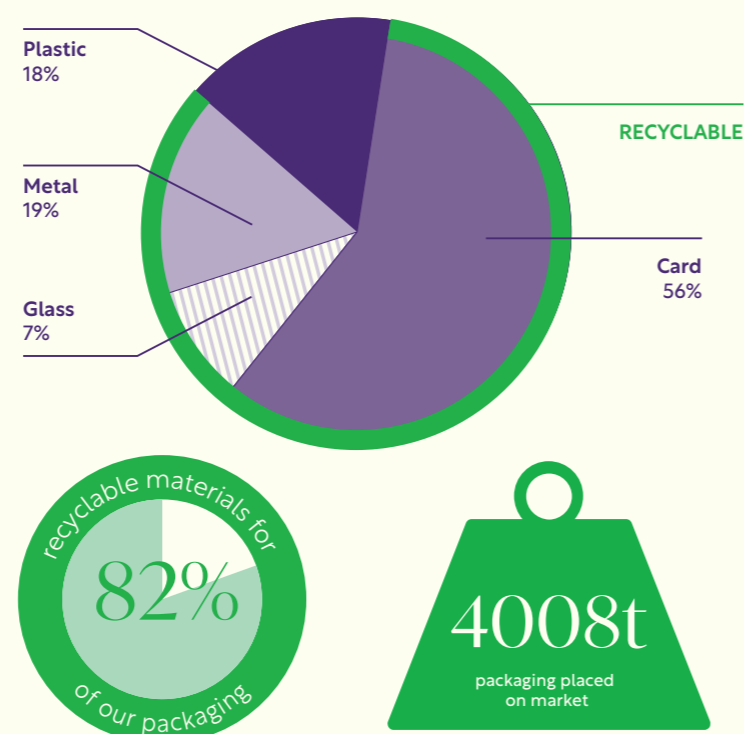


Quantities

In 2023 we built an internal packaging database that enables us to measure our group packaging footprint much more precisely, based on the specific packaging weights and quantities sold for each SKU across all our brands. We calculated that we placed 4,008 tonnes of packaging on the market in 2023, with paper being our primary packaging material by weight.

Emissions

There are two major sources of packaging emissions: creating the materials, and the eventual decomposition process once the material ends up in landfill. Using less of a material, switching to a lower-emission version of it (e.g. recycled), or ensuring the materials can be kept in use for as long as possible (e.g. recyclable) are all ways to reduce packaging emissions. We plan to work towards all three of these, with a particular focus on our plastic.



Looking forward...

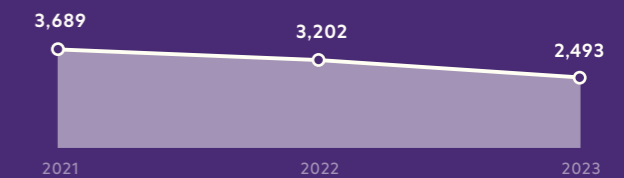
Climate Plans

Over the past three years we have been consolidating our operations at fewer sites and also consolidating our energy procurement as a group. We know where we stand in terms of energy and efficiency within our owned operations and have seen some organic reductions due to site closures. Now we need to work to optimise our remaining sites from an energy perspective. We have also been working to measure our Scope 3 emissions with relative precision (using activity-based, rather than spend-based calculation methods) but still need to establish this baseline for our value chain impacts.



OWNED OPERATIONS ACTION ITEM: Direct emissions reduction plan

We will create a plan for energy and emissions reductions at our sites. At the end of 2023 we worked with a third-party to conduct an energy audit and will use the findings to identify opportunities for energy savings and efficiencies at our sites. A reduction in our energy use should also correlate to a reduction in our Scope 1 and 2 emissions.



This sparkline shows the trend in our Scope 1 and 2 emissions (using a market-based calculation method) since we started tallying them at the group level. The reduction seen so far is largely due to our consolidation of sites and operations.

VALUE CHAIN ACTION ITEM: Supplier blueprint assessments

We will finalise our Scope 3 emissions calculation for GHG Protocol Scope 3 Category 1: Purchased goods and services. This will establish a baseline for our most material Scope 3 emission source and help us identify potential reduction opportunities related to our products and suppliers.

Creating a Vibrant company culture...

Our people make our business what it is and our goal is to create a company culture that enables everyone on our team to thrive. We're committed to making sure Vibrant Foods is a safe, inclusive, and meaningful place to work, and continually work to maintain (if not improve) our standards when it comes to our:

WAYS OF WORKING COMPENSATION AND BENEFITS HEALTH AND SAFETY HUMAN RIGHTS
DIVERSITY, EQUITY, AND INCLUSION (DEI) LEARNING AND ENGAGEMENT INITIATIVES

FOCUS SO FAR: Cultural Integration

We're made up of several formerly family-owned businesses each located in a different part of the UK and with their own ways of doing things. As a result, we've had to work hard to create a Vibrant culture of our own and embed it across our sites. Here are some highlights from our integration efforts across the years...

Served in 2021

The pandemic was ongoing and our priority was keeping our people safe and well. We ran COVID vaccination drives and ensured accurate information was made available in the many languages spoken in our teams. We also introduced various wellness initiatives.

Cooked Up in 2022

We launched the Vibrant Hub, an intranet-cum-training platform to promote communication and engagement across the organisation.

Put on the Table in 2023

We partnered with Culture Amp to roll out our first-ever employee engagement survey across the group, and used the insights from it to inform planned actions that we hope will strengthen our engagement score in years to come.

Our Values

Since Vibrant Foods was founded, we have been working to integrate the teams and brands that make up our business into 'One Vibrant'. Defining our values (and their corresponding behaviours) is an exciting step for us in this process, reflecting the culture we hope to build and embody as a group. The process to develop these values was a collaborative one, that involved gathering ideas from across the business about what makes Vibrant, Vibrant.

Purpose

Our group is home to a wide range of products and brands, they share audiences and a history of family ownership. When it came to our purpose, the task was less about developing one, but rather better defining what inherently existed. The language we aligned on is:

Creating adventures in flavour that bring people together

Values

While our purpose is essential, it's our values that we were especially keen to align on, given how useful they will be in terms of defining our culture and helping our teams (with all their diversity) to work together well, and with the same goals.

Here is where we landed:

S	P	I	C	E
SWIFT	PASSIONATE	INCLUSIVE	COLLABORATIVE	EMPOWERED
				
Act like time is running out	Show up with positive energy	Are respectful, always	Solve problems and succeed together	Think and act like owners

MEET THE IMPACT MAKER

ASHLEY HALLAM

The idea to take a set of adjectives and make them memorable and really Vibrant by putting them in an acronym (AKA aligning them with the word 'SPICE') came from our Head of Financial Control, impact-maker, Ashley Hallam.



Our Diversity

If you step into any of our offices, factories, or stores, you will almost immediately encounter the great diversity of nationalities, cultures, ages, and genders that make up Vibrant Foods. In 2023, we stepped up our efforts to better quantify and capture this demographic diversity, and explored ways of ensuring that our practices and ways of working are inclusive and equitable.

Demographic Data

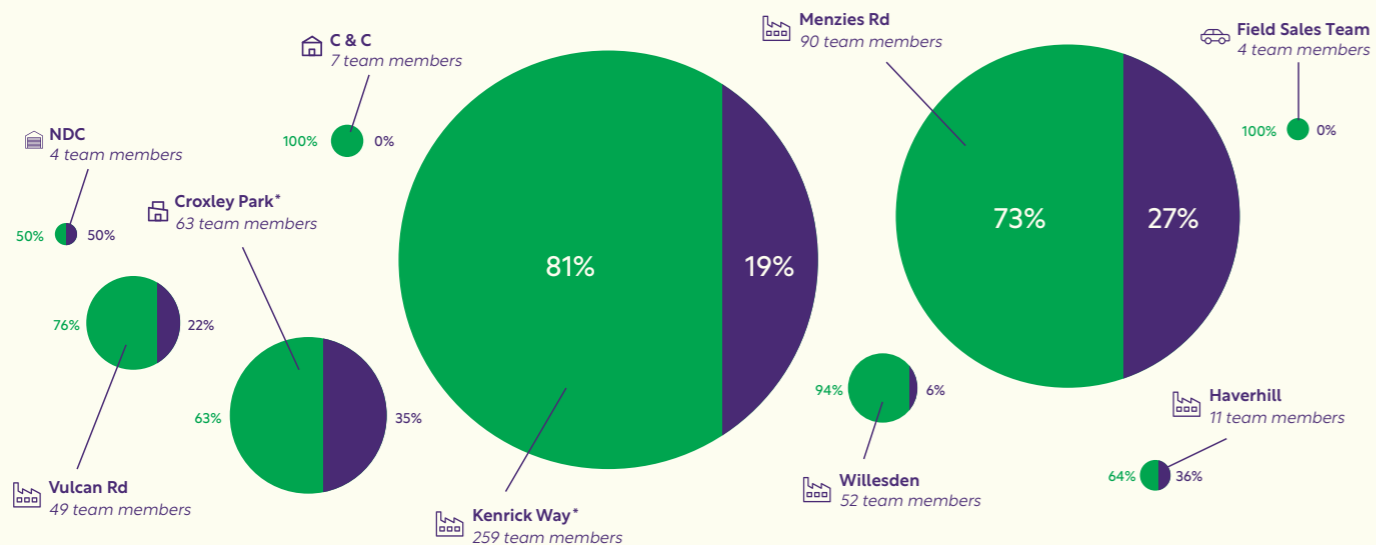
In 2023, we stepped up our diversity data collection efforts and managed to collect responses to our demographic diversity questions from 74% of our team members. This figure includes those who responded with 'prefer not to say' to any question, a response option we always provide as demographic data is sensitive and providing it is always optional. We hope to get responses from as close to 100% of our team as possible so we have as full a picture of our demographic diversity as possible.



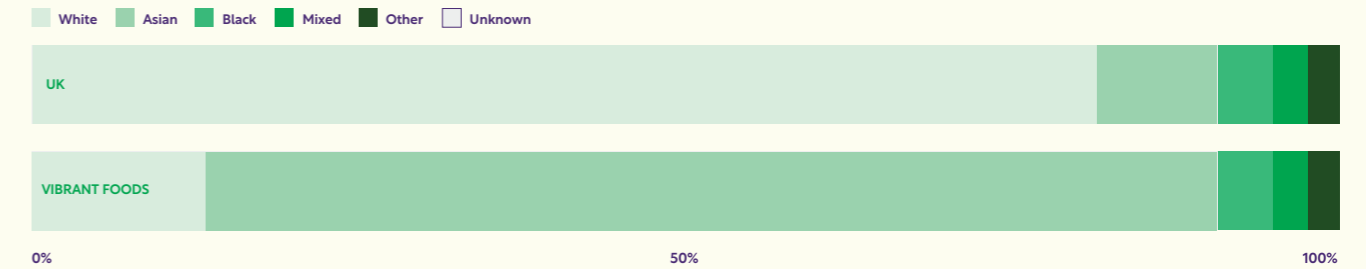
When we looked at the gender split across the Vibrant Foods group, we found that 78% of our 539 team members identified as male, 22% identified as female, and less than 1% preferred not to share their gender identity. We hope to increase the proportion of women at Vibrant Foods so that our gender split is more reflective of the UK labour force.

Male Female

*members of our field sales team are accounted for within these figures



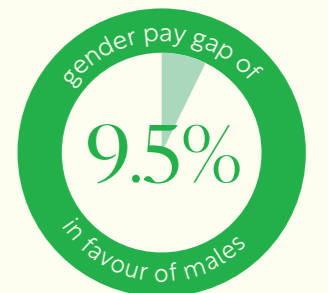
When we looked at the ethnicity data we have collected so far (from 74% of team members), we found that the proportions of those who identify with various minority ethnic groups at Vibrant Foods match or exceed the proportions of those minority ethnic groups in the UK as whole (based on 2022 census data). For this reason, we don't plan to set specific targets related to ethnicity.



Through our diversity data collection efforts, we also found that 3% of team members who responded to a question about sexuality identified as bisexual or gay; and that 4% of respondents identified as having a disability.

Our Gender Pay Gap

The difference between average earnings of men and women is one indicator of gender equity within an organisation. We are required by law to calculate and publish gender pay gap figures for the largest entity within our group, Vibrant Brands Ltd. But we also voluntarily calculate our pay gap across the whole Vibrant Foods group. This more representative figure is the one we keep an eye on to measure our progress in terms of gender equity over time.



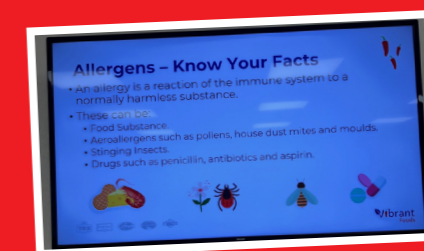
In 2023, median pay across the group for male team members was 9.5% higher than median pay across the group for female team members. Though we have pay gap figures for 2021 and 2022, we consider the 2023 group median pay gap to be our new baseline. That's because in 2023, we went through a right-sizing of our teams as part of our company integration.

We hope that the size of our team won't fluctuate in the years to come as much as it has in the years prior, which will make the pay gap 'unit of measure' more useful as a tracker of progress.

INCLUSIVE COMMS

Practice spotlight

As part of our diversity data collection, we asked our team what they considered to be their 'main language' and found that a majority (59%) of our team has a main language other than English. So, we make sure to make our company communications as inclusive and accessible as possible.



We use screens in our factories to share important updates and reminders, and include visuals on our slides to make text easier to understand

We created a video to roll out the results of our employee engagement survey across the business, instead of a long written report



Our Engagement

We work hard to make Vibrant Foods a great place to work and want to make sure we're investing in the initiatives and activities that best-serve our teams. In 2023, we launched our first ever engagement survey to get comprehensive and honest feedback on how we're doing on everything from compensation to company confidence. And we used the results to develop plans that we hope will drive our engagement score even higher.

Participation

To ensure our score was as reflective of our team as possible, we wanted to get as many people as possible to respond to our engagement survey. So, we ran a branded internal campaign we called 'Totum' to get everyone excited about the chance to have their say. The campaign highlighted that all feedback would be anonymised, and promoted our commitment to using the results to make positive changes. The result was an overall participation rate of 72%.

Engagement Score

Our overall engagement score of 72% is a combined measure of favourable (vs neutral or unfavourable) responses to five key questions that Culture Amp has identified as being excellent measure of engagement:

- **Pride:** I am proud to work for Vibrant Foods
- **Recommendation/Net Promoter Style:** I would recommend Vibrant Foods as a great place to work
- **Present Commitment:** I rarely think about looking for a job at another company
- **Future Commitment:** I see myself still working at Vibrant Foods in two years' time
- **Motivation:** Vibrant Foods motivates me to go beyond what I would in a similar role elsewhere



MEET THE PARTNER

The science-backed employee experience platform we used to put together our employee engagement survey and analyse its results. Culture Amp ensured our employee feedback was anonymous but still actionable, and their benchmarks helped us understand which questions we should pay most attention to.



Action Items

In addition to the five engagement questions, we asked questions to gather feedback about how our teams felt about the company's trajectory, their own roles and compensation, and our ways of working. After spending countless hours poring over the data, we came up with a list of commitments that respond specifically to improvement opportunities that came up frequently:

- RECOGNITION
- SYSTEMS AND PROCESSES
- COMPENSATION AND BENEFITS
- JOBS PERFORMANCE AND EVALUATION
- LEADERSHIP COMMUNICATIONS

Looking forward...

Culture Plans

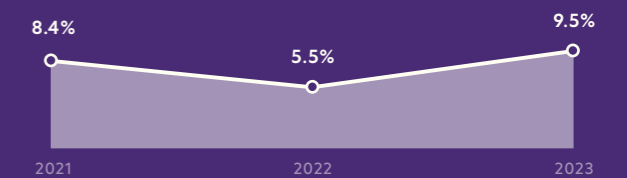
After a few years of integrating teams across the group, we have established some baselines in our owned operations and know what we need to now focus on: gender diversity. That's not to say we won't continue to track and ensure incremental progress when it comes to other forms of diversity, as well as overall engagement. We'll just be putting extra effort into bringing more women into our organisation. We have not yet looked beyond our own teams to culture issues in our value chain, and so plan to do an initial assessment to determine what we should focus on there.



OWNED OPERATIONS ACTION ITEM:

Inclusive recruitment processes

We plan to systemise recruitment and talent development processes across the group. Evidence suggests that more structured policies reduce bias and are fairer which we hope will help us bring more women and other underrepresented talent onto our teams. At the moment, about 22% of our workforce identifies as female, with more women in the lower pay quartiles and fewer women in our upper pay quartiles. Increasing both the overall proportion of women and the proportion in our higher pay quartiles should lead to an improvement in our gender pay gap, our key culture 'unit of measure'.



This sparkline shows the trend in our gender pay gap since we started calculating it at the group-level. The variation is largely due to the changes in our overall headcount as we consolidated our teams.

VALUE CHAIN ACTION ITEM:

Social impact assessment

We will carry out an assessment in line with the UN Guiding Principles (UNGP) Reporting Framework. This will help us identify specific issues and sourcing regions we need to focus any deeper due diligence on.

Serving communities close to home & heart...

Our brands have a long history of giving back to the communities we call home. We're committed to continuing that legacy while also extending our approach to engage with communities farther afield with strong ties to our team or value chain. We aim to make difference through:

FOOD REDISTRIBUTION EMERGENCY RELIEF EFFORTS
CULTURAL ENGAGEMENT FARMER INITIATIVES

FOCUS SO FAR: Food Redistribution

To make our community investment activities as effective as possible, we try to leverage our specific strengths and resources for good, hence our focus on food distribution. Many of our products are nutritious and relatively affordable so well-suited for feeding people. But because they have long shelf-lives they don't often come up as surplus and so can sometimes be difficult for charities to get ahold of. Here's how we've been making that easier...

Served in 2021

We kicked off a partnership with the Felix Project's kitchen that lets them order ingredients they need from us. We fulfil these orders as we would for any other customer — only we don't charge.

Cooked Up in 2022

To support food redistribution efforts local to all our UK sites, we looked for a partner that served charities based around Birmingham and Leicester. We found Fareshare Midlands and established a relationship with them.

Put on the Table in 2023

While changing distribution centres, we identified significant quantities of short-dated stock. Instead of moving the stock over, we donated it to our charity partners.

Our relief efforts

While most of our donations are in-kind — focusing on delivering food to those who need it locally — there are also occasions where we want to help people experiencing hunger farther afield. In emergency situations, cash is often more useful for humanitarian organisations as they can deploy it more effectively than sorting through or managing the logistics for physical donations. So, when supporting relief efforts abroad, we will make financial contributions, but still in line with our goal of getting food to those who need it most.

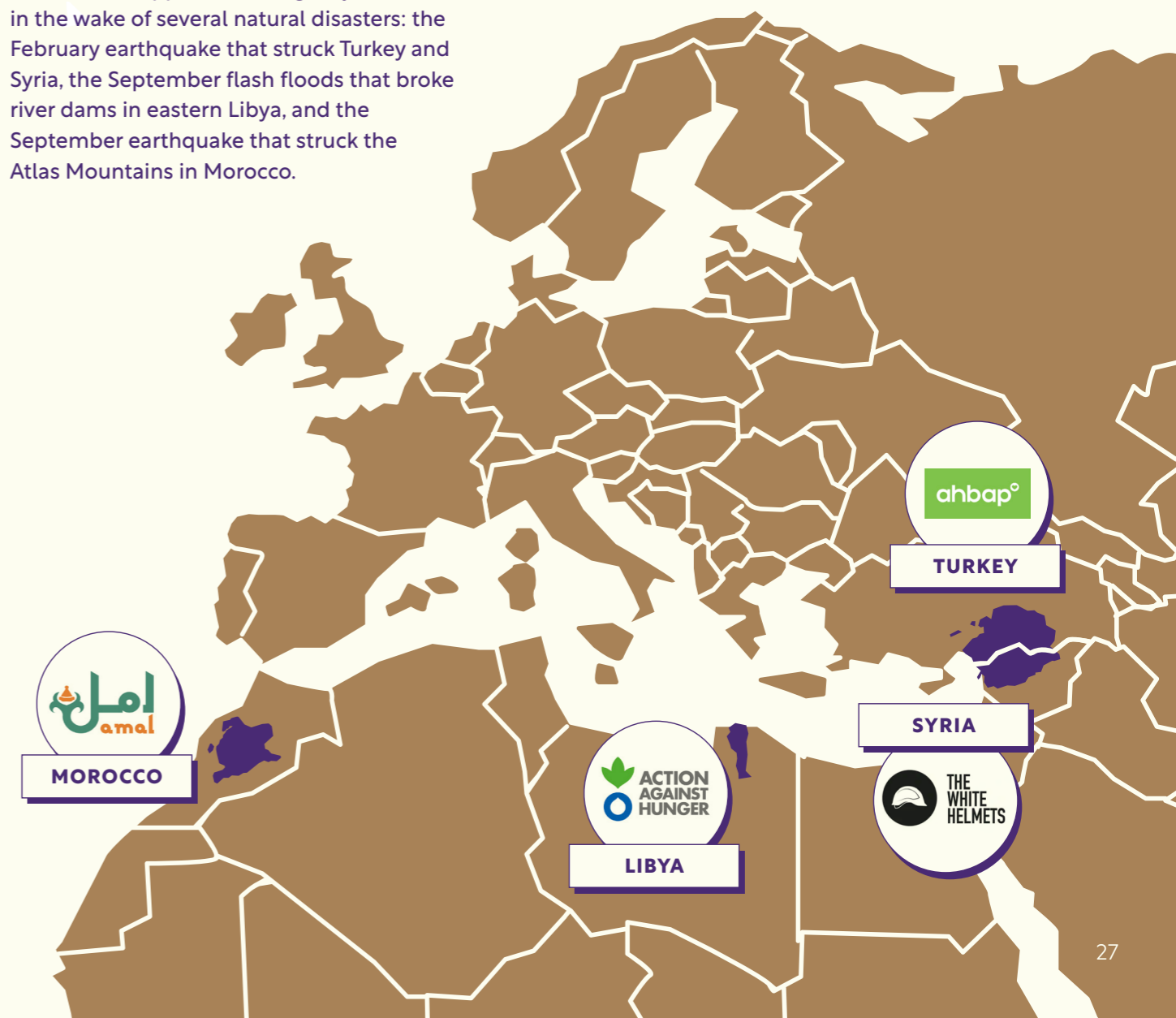
Criteria

Sadly there are more hungry people and more humanitarian situations in the world than we as a business are able to address. So, we have to be somewhat selective in our giving. We will make a financial contribution to support relief efforts in situations where

- food is urgently needed and aid workers are able to deliver it
- we can identify charity partners with local expertise and a focus on food and hunger relief
- our employees, suppliers, or customers are likely to have ties to those affected

Support

In 2023, we supported emergency relief efforts in the wake of several natural disasters: the February earthquake that struck Turkey and Syria, the September flash floods that broke river dams in eastern Libya, and the September earthquake that struck the Atlas Mountains in Morocco.



Our Food Redistribution

Our primary way of supporting our local communities is through our partnerships with food redistribution charities the Felix Project and Fareshare Midlands. They collect food from businesses like ours, sort it, and distribute it in appropriate quantities to organisations feeding vulnerable families and individuals.

Pragmatic Partnerships

We've thought carefully about the best way to use our products to make the most impact and the result is our partnerships with the Felix Project and Fareshare. There are thousands of food banks, schools, shelters and other organisations across the UK doing the essential work of providing food (and other necessities) to those who would otherwise go without. However, as a company that deals in bulk quantities of food, it would not be as effective for us to partner with them directly. It would be impossible for us to choose which to focus on out of the many doing equally important work, and they might not be able to accept the types of food we can donate, in the quantities easiest for us to deliver (pallets rather than cases). Through our partnerships, we can help feed a wide range of people in the areas in which we operate efficiently and without any waste.

Surplus Food Donations

We generally do not produce a huge amount of food waste, as most of our products are ambient and have long shelf-lives. In 2023, however, as part of a process to consolidate our UK distribution, we decided to donate a significant quantity of short-dated surplus to Fareshare Midlands and the Felix Project instead of moving it to a new warehouse. This meant we enabled the redistribution of an exceptional 300+ tonnes of food on top of our donation to the Felix Kitchen (discussed below). We don't expect to generate similar levels of surplus going forward, but will always try and 'rescue' as much stock as possible marked for potential disposal, and donate it instead.

The Felix Kitchen

One of the aspects of our food redistribution work that we're proudest of is that we don't only donate surplus food that we're not able to sell. Instead, we supply the Felix Kitchen as we do any other customer — only free of charge. Every month or so, the chefs in the kitchen place an order of pulses and spices that they use to whip up thousands of tasty, hot, and nutritious meals that are then distributed to frontline organisations feeding people on the frontlines.



In 2023, we provided the Felix Project with over 30 tonnes of otherwise saleable food including:



1,586 kg spices



25,600 kg pulses



260 kg coconut milk

'We can't put into words the impact that you and the team at Vibrant have had, and we genuinely mean it when we say that there probably isn't a meal we've produced that hasn't had something from Vibrant go into it.'

— PAUL BAINS
SUPPLY LEAD AT THE FELIX PROJECT

CULTURALLY-SENSITIVE COOKING

Practice spotlight

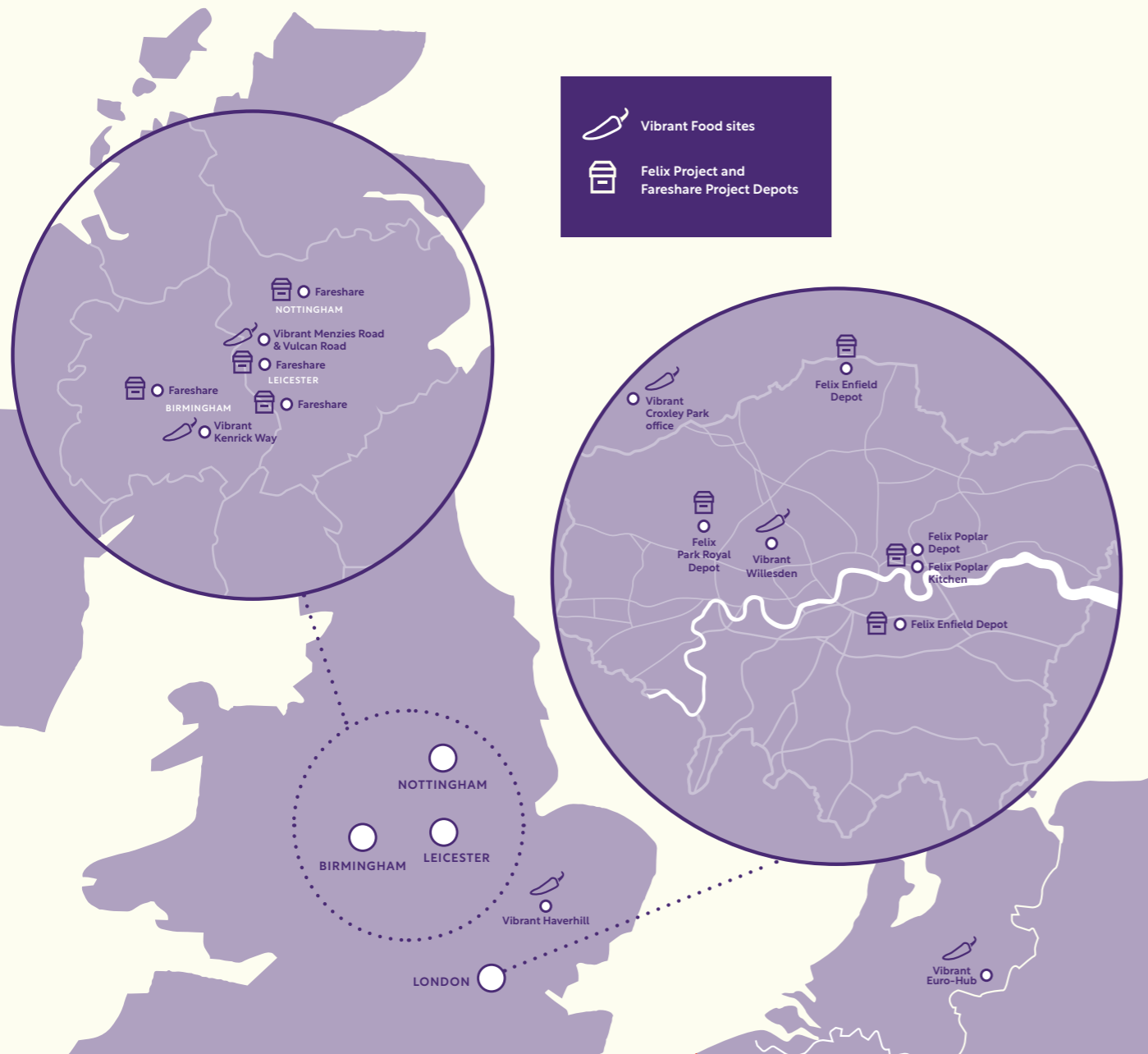
The meals the Felix Kitchen cooks up are not only tasty and nutritious but culturally sensitive—too. The kitchen is based in Tower Hamlets, one of London's most ethnically-diverse boroughs with 44% of residents identifying as Asian or Asian British and 7% of residents identifying as Black or Black British. In part because of the ingredients we supply, the Felix Kitchen is able to cook meals with flavours familiar and comforting to those who end up eating them.



Our CEO Damian in the Felix Kitchen's storage room with some of the spices we've donated to them



An example of a culturally sensitive meal the Felix Kitchen puts out featuring our ingredients



Our Cultural Engagement

Our brands were all originally established by family businesses rooted in British South Asian communities. To honour their legacy, we continue to support and show up at celebrations for and by Asian communities across the UK and Europe.

Birmingham Mela

We popped up at the biggest South Asian music festival in Europe, the Birmingham Mela, with our 'Festival of Flavours'. Chef Nitisha Patel hosted eight cookery demos showcasing a variety of ingredients from our East End brand.



Working with the great range of East End products was an absolute pleasure! The enthusiasm and warmth from the audience was truly inspiring, and I loved infusing a modern twist into traditional recipes. The overwhelming response to the Mango & Coconut Parathas and Smoky Black Dal filled my heart with joy. It's heartwarming to see how food brings people together and creates moments of happiness."

—CHEF NITISHA

Cricket World Cup

Though it inspires healthy competition between countries, a love of cricket is also a unifying element across South-Asia and the UK (as well as other commonwealth countries). Our TRS brand sponsored coverage of the 2023 ICC Men's Cricket World Cup on Sky and YuppTV.



Diwali

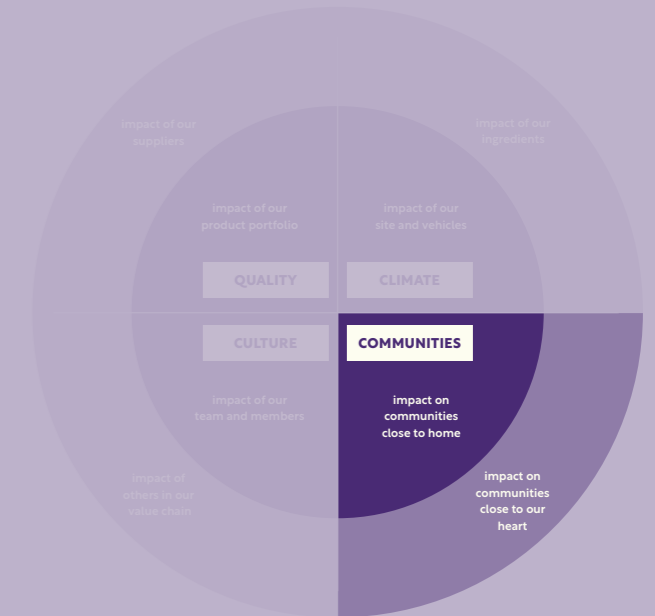
We also celebrated Diwali, the Hindu Festival of Light, with our consumers in both London and Birmingham. East End and Cofresh were sponsors of the Birmingham Diwali Mela, and TRS popped up with a booth and branded games at London's Diwali on the Square event hosted by the Mayor of London in Trafalgar Square.



Looking forward...

Communities Plans

Our various pillars of community engagement are now fairly well-established and leverage our key resources for good: food in our food redistribution partnerships, money in our emergency relief efforts, and understanding and access in our cultural engagement work. We hope to maintain our efforts in all these areas, with a particular focus on our food redistribution work, while also initiating additional projects that support communities in our value chain.



OWNED OPERATIONS ACTION ITEM: Food redistribution partnerships

We hope to expand our support to our food redistribution partners the Felix Project and Fareshare. We will increase the quantities of food we donate to them at our cost (food we could otherwise sell, vs surplus food that would otherwise be discounted or sent to landfill). We will also kick off regular volunteering sessions to unlock another dimension of support while creating opportunities for our teams to engage with theirs.



This sparkline shows the trend in our donations of saleable (not surplus!) food to our charity partners. We've intentionally increased our donation quantities each year and hope to maintain this trend.

VALUE CHAIN ACTION ITEM: Farmer support initiatives

We will explore ways to extend our philanthropic support to our value chain, with a specific focus on the communities who farm or grow the ingredients we use for our products. We will kick off our research to identify potential issues and potential partnerships, though establishing initiatives will likely be a 2025 or 2026 action item.

On the menu for 2024...



QUALITY

OWNED OPERATIONS

Portfolio health & nutrition summary

VALUE CHAIN

Supplier blueprint



CLIMATE

OWNED OPERATIONS

Direct emissions reduction plan

VALUE CHAIN

Procurement emissions plan



CULTURE

OWNED OPERATIONS

Inclusive recruitment processes

VALUE CHAIN

Social impact assessment



COMMUNITIES

OWNED OPERATIONS

Food redistribution partnerships

VALUE CHAIN

Farmer support initiatives

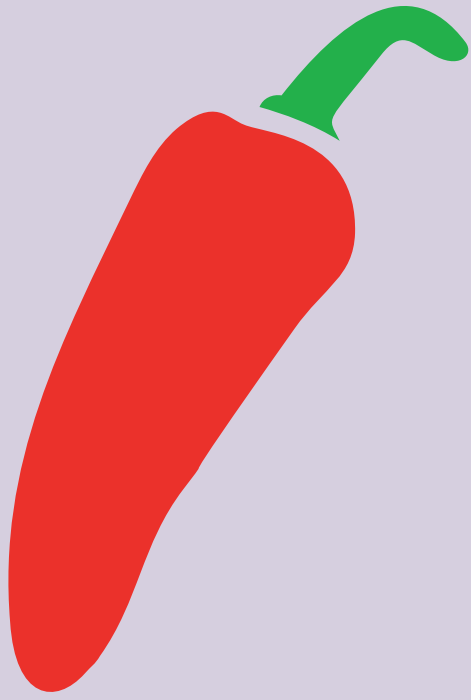
CLOSING NOTE

If you have made it to the end of this report, thanks for engaging with Vibrant Food's social and environmental impact updates!

Three years in, we're excited to have demonstrated some progress against our units of measure, particularly within our owned operations. There is still a lot of work to be done though, and we look forward to keeping you up to date with our efforts to establish a baseline for our value chain updates.

If you have any questions or feedback on what's been shared in this report, please do reach out to me on amirah@vibrantfoods.com.

AMIRAH JIWA
HEAD OF IMPACT



 vibrant
Foods

The logo for Vibrant Foods features a stylized purple 'v' with a green leaf on its left side. The letter 'i' is replaced by a red chili pepper with a green stem. The word 'vibrant' is in a bold, purple, sans-serif font, and 'Foods' is in a smaller, purple, sans-serif font below it.