

## F0. Introduction

### F0.1

**(F0.1) Give a general description of and introduction to your organization.**

Hilton's business was established in 1994 to set up and operate a beef and lamb central meat packing facility in Huntingdon, England. Over the last 25 years this facility has grown and additionally we acquired a packing facility in the Netherlands, built new factories in a further five European countries, acquired and built new packing facilities in Australia and New Zealand, entered into joint ventures in the Netherlands and Portugal and also acquired a fish processor and Sous Vide manufacturer in the UK

Each of Hilton's packing plants are operated on a dedicated basis for Hilton customers. Hilton's business model has been adapted to meet local requirements with customers in each country. We now retail pack across 15 countries with products such as beef, lamb, pork, fish, plant based, and fresh food/ready meals.

### F0.2

**(F0.2) State the start and end date of the year for which you are reporting data.**

	Start Date	End Date
Reporting year	January 1 2020	December 31 2020

### F0.3

**(F0.3) Select the currency used for all financial information disclosed throughout your response.**

GBP

### F0.4

**(F0.4) Select the forest risk commodity(ies) that you are, or are not, disclosing on (including any that are sources for your processed ingredients or manufactured goods); and for each select the stages of the supply chain that best represents your organization's area of operation.**

	Commodity disclosure	Stage of the value chain	Explanation if not disclosing
Timber products	Disclosing	Manufacturing	<Not Applicable>
Palm oil	Disclosing	Manufacturing	<Not Applicable>
Cattle products	Disclosing	Manufacturing	<Not Applicable>
Soy	Disclosing	Manufacturing	<Not Applicable>
Other - Rubber	This commodity is not produced, sourced or used by our organization	<Not Applicable>	<Not Applicable>
Other - Cocoa	This commodity is not produced, sourced or used by our organization	<Not Applicable>	<Not Applicable>
Other - Coffee	This commodity is not produced, sourced or used by our organization	<Not Applicable>	<Not Applicable>

### F0.5

**(F0.5) Are there any parts of your direct operations or supply chain that are not included in your disclosure?**

No

## F1. Current state

### F1.1

**(F1.1) How does your organization produce, use or sell your disclosed commodity(ies)?**

## Timber products

### Activity

Distributing/packaging

### Form of commodity

Primary packaging

Secondary packaging

### Source

Contracted suppliers (manufacturers)

### Country/Area of origin

### % of procurement spend

1-5%

### Comment

Primarily as labels, sleeves and cardboard outer cases. 100% of the material used is FSC/PEFC certified. Most of our packaging is plastic.

## Palm oil

### Activity

Using as input into product manufacturing

Buying manufactured products

### Form of commodity

Refined palm oil

Palm oil derivatives

### Source

Contracted suppliers (manufacturers)

### Country/Area of origin

Argentina

Brazil

Cambodia

Canada

Colombia

Costa Rica

Ecuador

Guatemala

Honduras

Indonesia

Malaysia

Papua New Guinea

Peru

Thailand

### % of procurement spend

<1%

### Comment

100% RSPO segregated and certified and mainly comes as an ingredient in other products such as pastry/buns. Direct usage is reported in this submission.

## Cattle products

### Activity

Distributing/packaging

Retailing/onward sale of commodity or product containing commodity

### Form of commodity

Beef

### Source

Contracted suppliers (processors)

### Country/Area of origin

Argentina

Brazil

Uruguay

### % of procurement spend

<1%

### Comment

A very small percentage of our total business. Used in some specialty own label brands and foodservice in Europe.

**Soy**

**Activity**

Using as input into product manufacturing

Other, please specify (Mainly used as animal feed by our suppliers for the primals we procure. Small amount used to make plant based products however this is 100% sourced from a non-deforestation risk areas (USA))

**Form of commodity**

Soy bean meal

Soy derivatives

**Source**

Contracted suppliers (processors)

**Country/Area of origin**

Argentina

Brazil

Paraguay

United States of America

**% of procurement spend**

<1%

**Comment**

Soy based vegetarian products are still a small part of our business. We don't rear any animals ourselves hence soy is not directly part of our procurement spend for animal feed, however we feel it is necessary to partner with our suppliers to understand and certify any soy they use to feed their animals and to limit South American deforestation.

**F1.2**

**(F1.2) Indicate the percentage of your organization's revenue that was dependent on your disclosed forest risk commodity(ies) in the reporting year.**

	% of revenue dependent on commodity	Comment
Timber products	1-5%	
Palm oil	<1%	
Cattle products	<1%	
Soy	1-5%	In terms of direct sales, products which include soy are very small and mainly within a joint venture agreement. The soy these contain is not sourced from forest risk areas.
Other - Rubber	<Not Applicable>	<Not Applicable>
Other - Cocoa	<Not Applicable>	<Not Applicable>
Other - Coffee	<Not Applicable>	<Not Applicable>

**F1.5**

**(F1.5) Does your organization collect production and/or consumption data for your disclosed commodity(ies)?**

	Data availability/Disclosure
Timber products	Consumption data available, disclosing
Palm oil	Consumption data available, disclosing
Cattle products	Consumption data available, disclosing
Soy	Consumption data available, disclosing
Other - Rubber	<Not Applicable>
Other - Cocoa	<Not Applicable>
Other - Coffee	<Not Applicable>

**F1.5a**

**(F1.5a) Disclose your production and/or consumption data.**

**Forest risk commodity**

Palm oil

**Data type**

Consumption data

**Volume**

36.7

**Metric**

Metric tons

**Data coverage**

Full commodity production/consumption

**Please explain**

<Not Applicable>

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**Forest risk commodity**

Cattle products

**Data type**

Consumption data

**Volume**

2001

**Metric**

Metric tons

**Data coverage**

Full commodity production/consumption

**Please explain**

<Not Applicable>

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**Forest risk commodity**

Soy

**Data type**

Consumption data

**Volume**

13761

**Metric**

Metric tons

**Data coverage**

Partial commodity production/consumption

**Please explain**

Estimated usage in our UK and Ireland supply chain's for beef, pork and lamb animal feed. We purchase RTRS credits for this equivalent volume.

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**Forest risk commodity**

Timber products

**Data type**

Consumption data

**Volume**

4251

**Metric**

Metric tons

**Data coverage**

Full commodity production/consumption

**Please explain**

<Not Applicable>

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**F1.5b**

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**(F1.5b) For your disclosed commodity(ies), indicate the percentage of the production/consumption volume sourced by national and/or sub-national jurisdiction of origin.**

**Forest risk commodity**

Cattle products

**Country/Area of origin**

Argentina

**State or equivalent jurisdiction**

Don't know

**% of total production/consumption volume**

7

**Please explain**

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**Forest risk commodity**

Cattle products

**Country/Area of origin**

Brazil

**State or equivalent jurisdiction**

Don't know

**% of total production/consumption volume**

1

**Please explain**

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**Forest risk commodity**

Cattle products

**Country/Area of origin**

Any other countries/areas

**State or equivalent jurisdiction**

<Not Applicable>

**% of total production/consumption volume**

92

**Please explain**

Uruguay

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**F1.5e**

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**(F1.5e) How does your organization produce or consume biofuel derived from palm oil?**

**Does your organization produce or consume biofuel derived from palm oil?**

No

**Data type**

<Not Applicable>

**Volume produced/consumed**

<Not Applicable>

**Metric**

<Not Applicable>

**Country/Area of origin**

<Not Applicable>

**State or equivalent jurisdiction**

<Not Applicable>

**% of total production/consumption volume**

<Not Applicable>

**Does the source of your organization's biofuel material come from smallholders?**

<Not Applicable>

**Comment**

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**F1.6**

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**(F1.6) Has your organization experienced any detrimental forests-related impacts?**

No

## F2. Procedures

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### F2.1

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#### (F2.1) Does your organization undertake a forests-related risk assessment?

Yes, forests-related risks are assessed

### F2.1a

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#### (F2.1a) Select the options that best describe your procedures for identifying and assessing forests-related risks.

##### Timber products

###### Value chain stage

Supply chain

###### Coverage

Partial

###### Risk assessment procedure

Assessed in an environmental risk assessment

###### Frequency of assessment

Annually

###### How far into the future are risks considered?

1 to 3 years

###### Tools and methods used

Internal company methods

###### Please explain

Forest related risks are included in our company risk management register. Deforestation issues are mitigated by use of 100% FSC/PEFC certified materials.

We predominately pack own-label brands for our retail partners , who have clear policies and requirements for sustainably sourced paper and board.

##### Palm oil

###### Value chain stage

Supply chain

###### Coverage

Partial

###### Risk assessment procedure

Assessed as part of other company-wide risk assessment system

###### Frequency of assessment

Annually

###### How far into the future are risks considered?

1 to 3 years

###### Tools and methods used

Internal company methods

External consultants

Other, please specify (TCFD risk framework)

###### Please explain

Deforestation related risks are included in our supply chain company risk management register. Deforestation risks are mitigated by using certified materials.

We predominately pack own-label brands for our retail partners , who have clear policies and requirements for palm oil.

In 2020 we published our first formal TCFD environmental risk report looking at potential risk's and opportunities on climate impacts.

## Cattle products

### Value chain stage

Supply chain

### Coverage

Full

### Risk assessment procedure

Assessed as part of an established enterprise risk management framework

### Frequency of assessment

Not defined

### How far into the future are risks considered?

1 to 3 years

### Tools and methods used

Internal company methods

External consultants

### Please explain

Deforestation related risks are included in our supply chain company risk management register. Deforestation risks are mitigated by only sourcing cattle from South American suppliers who have comprehensive farm traceability and independently monitored processes to ensure the farmers not engaged in illegal deforestation. We have close working relationships with our strategic South American suppliers who preform on the ground data collection, management and training.

## Soy

### Value chain stage

Supply chain

Other parts of the value chain

### Coverage

Full

### Risk assessment procedure

Assessed as part of an established enterprise risk management framework

### Frequency of assessment

Annually

### How far into the future are risks considered?

1 to 3 years

### Tools and methods used

Internal company methods

External consultants

### Please explain

We are actively engaged in the UK Roundtable for Sustainable Soy, which collates usage and origin data for soy usage in animal feed to facilitate risk assessments and collaborative engagement. The aim of this group, which includes the UK government, is to move the UK feed supply sector, that uses any South American soy, to independently verified deforestation and conversion free material as defined by the Accountability Framework. As part of our work through the roundtable we are working to include deforestation free specifications in the UK animal feed industry, supported by FEMAS and FEFAC.

We are members of the signatories of support for the Cerrado manifesto who are seeking long term funding mechanisms for farmers to incentivise the protection of forest and other natural habitats, while actively advocating for improved governance and protection. Particular progress is being made with soy protein concentrate traders who have committed to a 2020 cut off date for zero deforestation for all of the soy they purchase regardless of end market. A monitoring programme has been established with WWF Brazil.

We estimate usages based on a sample of farms and scale this over our annual volumes in UK, Ireland and Holland to purchase the equivalent credits to the soy consumed by the animals we purchased. .

We are founding members of the Soy Transparency Coalition which facilitates the global traders of soy to report their progress to zero deforestation soy publicly.

We are supporting the development of due diligence regulation in the UK and in Europe.

We are also in the process of undertaking our first formal TCFD environmental risk assessment to understand potential risk's and opportunities along with the potential financial impact.

As part of our updated supply chain environmental policy, mitigating and eliminating deforestation is a key aspect and requirement of our suppliers.

## F2.1b

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**(F2.1b) Which of the following issues are considered in your organization's forests-related risk assessment(s)?**

## Availability of forest risk commodities

### Relevance & inclusion

Relevant, always included

### Please explain

We have considered the capacity of our supply chains to provide soy to the high protein specification required and are confident the supply is available without further deforestation. Our focus is on supporting the protection of forests in the Cerrado where the majority is sourced from. Continuity of supply is key for, hence we engage in the Soy Transparency Coalition to assess the risk and the measures being taken by each trader. Alternative supply regions and feed materials are being developed as contingencies.

## Quality of forest risk commodities

### Relevance & inclusion

Relevant, always included

### Please explain

The high protein content of soy from South America is a factor in considering alternative sources for animal feed. This will require some feed formulation changes but is not considered a barrier to moving supply if required.

The quality of South American beef is high but we are able to source equivalent quality beef elsewhere, so shifting supply areas does not create a quality risk.

## Impact of activity on the status of ecosystems and habitats

### Relevance & inclusion

Relevant, always included

### Please explain

Our approach is to work towards zero net deforestation and conversion by the protection of existing forests and the restoration of deforested areas with the aim of biome wide zero conversion areas. Our area of focus is the Cerrado biome where we are working collaboratively as signatories of the Statement of Support for the Cerrado Manifesto.

We are working collaboratively to establish verifiable deforestation and conversion free supply of soy for animal feed and only purchase beef where the producers can verify the origin farms and confirm they are not engaged in deforestation.

## Regulation

### Relevance & inclusion

Relevant, always included

### Please explain

We are actively engaged in advocacy for robust due diligence regulation in the UK and Europe, and are supporting its development. We are actively advocating for the retention and extension of local regulation of forest commodities in the high risk countries. We are acting ahead of the due diligence requirements in our activity by seeking verifiable zero net deforestation and conversion in our supply chains, from deforestation that's both legal and illegal. We advocate for improved forest governance as part of our collaborative forum work.

## Climate change

### Relevance & inclusion

Relevant, sometimes included

### Please explain

Our focus is on the risk of increased deforestation that we can help to influence and reduce.

Increase in global warming is occurring and with the the frequency of drought, fire and flood that will also affect the forests and the crop yield in parts of the same regions.

Local impacts are being monitored by the local NGO's who inform our collaborative forums.

## Impact on water security

### Relevance & inclusion

Relevant, always included

### Please explain

Water security is critical for crop and animal production and our risk assessment and dialogue with suppliers includes the water stress in the regions in which they farm.

## Tariffs or price increases

### Relevance & inclusion

Relevant, always included

### Please explain

Our risk assessment includes potential financial effects from price increases related to the mechanisms required to secure zero net deforestation. It is critical that farmers are rewarded for the ecological services that they can provide in protecting natural environments. If these costs are fairly distributed we do not see them as a barrier and rather as an investment in security and sustainability of supply. They can be partly mitigated by improvements in farming efficiency and market value for deforestation free sustainable materials.

## Loss of markets

### Relevance & inclusion

Relevant, always included

### Please explain

The risk of consumers shifting to demonstrably sustainable products is seen equally as an opportunity for businesses that are in the front runners to establish verified net zero deforestation supply chains. Changing consumer awareness and behaviours is to be encouraged as we address the issues. Not to act would lead to potential loss of market share. It is not our preferred route but we can also adjust product sourcing and feed supply to areas with no deforestation risk if necessary.



**Leakage markets****Relevance & inclusion**

Not considered

**Please explain****Brand damage related to forest risk commodities****Relevance & inclusion**

Relevant, always included

**Please explain**

We have a very proactive engagement to address deforestation risks in our direct supply and in the feed used in our livestock supply chains, alongside our retail partners, which builds trust and positive reputation for both. If this was not the case there would be a potential for brand damage.

**Corruption****Relevance & inclusion**

Relevant, always included

**Please explain**

By using third party verified reputable certification and traceability schemes we can mitigate the chance of corruption issues.

**Social impacts****Relevance & inclusion**

Relevant, sometimes included

**Please explain**

We conduct ethical risk assessments for our direct supply and we are also conducting these assessments in high risk countries of origin further down the tiers of our supply chains including farming, animal feed and feed components.

Where required we organise for third party social compliance audits.

**Other, please specify****Relevance & inclusion**

Not considered

**Please explain**

F2.1c

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## (F2.1c) Which of the following stakeholders are considered in your organization's forests-related risk assessments?

### Customers

#### Relevance & inclusion

Relevant, always included

#### Please explain

We work collaboratively alongside our customers to address deforestation and with our respective trade associations. This shared agenda drives consumers trust in their brands.

### Employees

#### Relevance & inclusion

Not relevant, explanation provided

#### Please explain

We don't own or operate any facilities in forest risk areas.

### Investors

#### Relevance & inclusion

Relevant, always included

#### Please explain

Engaging alongside investors in advocacy for zero deforestation and providing assurance through certification of our supply chain integrity to these investors. By taking a proactive leadership role we are protecting our reputation and reducing our investors risk. As a PLC we are under intense scrutiny from investors and our reporting and supply chain impacts must live up to their high standards.

### Local communities

#### Relevance & inclusion

Relevant, sometimes included

#### Please explain

Included in our ethical risk assessments for high risk countries. We have conducted our first full supply chain independent Human Rights Impact Assessment (using OXFAM guidelines) Vietnam for prawns which is high risk for impacts on Mangrove.

### NGOs

#### Relevance & inclusion

Relevant, always included

#### Please explain

We are informed on deforestation by our membership of the Signatories of support for the Cerrado manifesto,(FAIRR) and we participate in advocacy for protecting the Amazon led by WWF. We work with a broad number of NGO's on many CSR topics.

### Other forest risk commodity users/producers at a local level

#### Relevance & inclusion

Relevant, always included

#### Please explain

We work in collaboration with other forest commodity users in our advocacy and engagement with traders.

We engage directly with major traders of soy and beef to understand the best ways to incentivise farmers not to deforest.

### Regulators

#### Relevance & inclusion

Relevant, always included

#### Please explain

We are informed on local level regulation through our participation in the UK roundtable for Sustainable Soy, which includes the UK government. We participate in advocacy for improved regulation in Brazil and for the introduction of regulation on supply chain due diligence in Europe.

### Suppliers

#### Relevance & inclusion

Relevant, always included

#### Please explain

Engagement with our suppliers is key to driving action towards zero deforestation, we work closely with them through our CSR strategy 'Quality Naturally'. Our work around forest related risk is based in our 'Sustainable proteins' and 'Packaging' pillars.

We aim to work with the most sustainable and trusted suppliers in order to partner together to driven mutual benefit for us and our customers.

As part of our updated supply chain environmental policy, mitigating and eliminating deforestation is a key aspect and requirement of our suppliers.

### Other stakeholders, please specify

#### Relevance & inclusion

Not considered

#### Please explain

## F3. Risks and opportunities

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F3.1

**(F3.1) Have you identified any inherent forests-related risks with the potential to have a substantive financial or strategic impact on your business?**

	Risk identified?
Timber products	No
Palm oil	No
Cattle products	No
Soy	No
Other - Rubber	<Not Applicable>
Other - Cocoa	<Not Applicable>
Other - Coffee	<Not Applicable>

F3.1a

**(F3.1a) How does your organization define substantive financial or strategic impact on your business?**

Greater than 1% impact on revenue would be considered to be financially substantive.

F3.1c

**(F3.1c) Why does your organization not consider itself to be exposed to forests-related risks with the potential to have a substantive financial or strategic impact?**

	Primary reason	Please explain
Timber products	Risks exist, but no substantive impact anticipated	All of our timber products are packaging related and are sourced from certified sustainable forest by FSC or PEFC. Timber based packaging is not a large part of our business and supply of certified materials is secure.
Palm oil	Risks exist, but no substantive impact anticipated	Very small quantities are sourced and all are certified by RSPO.
Cattle products	Risks exist, but no substantive impact anticipated	South American volume is very small in total business terms and alternative supply is readily available. The small volume sourced is a premium product from suppliers who have robust traceability and use verification systems (mostly satellite monitoring ) ensure the farms in deforestation risk areas are not engaged in deforestation.
Soy	Risks exist, but no substantive impact anticipated	Direct soy usage is all from the USA or Europe where there is a no risk of deforestation.  Soy used in feed in our supply chain is mostly sourced from areas with a low risk of deforestation and could all be if necessary.  We are highly engaged in addressing the sustainable sourcing of soy for animal feed so we do not consider there to be a reputational risk from our lack of proactive action.  We expect the actions of the various roundtables globally will result in a verified deforestation and conversion free supply from Brazil. The plan is for this specification to apply to soy imported for the whole of the European livestock supply chain to comply with forthcoming due diligence regulations.  As this is government led and supported action we do not see a significant risk for substantive impact on Hilton Food Group.
Other - Rubber	<Not Applicable>	<Not Applicable>
Other - Cocoa	<Not Applicable>	<Not Applicable>
Other - Coffee	<Not Applicable>	<Not Applicable>

F3.2

**(F3.2) Have you identified any forests-related opportunities with the potential to have a substantive financial or strategic impact on your business?**

	Have you identified opportunities?
Timber products	Yes
Palm oil	No
Cattle products	Yes
Soy	Yes
Other - Rubber	<Not Applicable>
Other - Cocoa	<Not Applicable>
Other - Coffee	<Not Applicable>

F3.2a

**(F3.2a) For your selected forest risk commodity(ies), provide details of the identified opportunities with the potential to have a substantive financial or strategic impact on your business.**

**Forest risk commodity**

Soy

**Type of opportunity**

Resilience

**Where in your value chain does the opportunity occur?**

Supply chain

**Primary forests-related opportunity**

Ensuring supply chain resilience

**Company-specific description & strategy to realize opportunity**

Market growth by ensuring sustainable, physically traceable soy in the animal feed of our meat and fish products.

Demonstrating reduced carbon footprint ensuring the positive reputation and customer loyalty to our products.

Alongside this , ensuring that we only use sustainable soy in the direct selling of our vegetarian products, which currently are not sourced from deforestation risk areas, although we recognise that the reputation of soy as a whole as sustainable is important.

Strategy is to ensure our products are independently verified as not causing deforestation or conversion through robust traceability to suppliers of feed that comply with new industry standard sourcing specifications . This will be combined with introducing incentive programs for the farmers at source.

**Estimated timeframe for realization**

4-6 years

**Magnitude of potential impact**

Low

**Likelihood**

Likely

**Are you able to provide a potential financial impact figure?**

Yes, an estimated range

**Potential financial impact figure (currency)**

<Not Applicable>

**Potential financial impact figure – minimum (currency)**

0

**Potential financial impact figure – maximum (currency)**

500000

**Explanation of financial impact figure**

Maintenance of existing profits and potential improvement in profits from increased sales of livestock products that are demonstrably free from deforestation.

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**Forest risk commodity**

Timber products

**Type of opportunity**

Products & services

**Where in your value chain does the opportunity occur?**

Direct operation

**Primary forests-related opportunity**

Increased brand value

**Company-specific description & strategy to realize opportunity**

Having certified and sustainable products is an advantage for our retail customers. 100% of our material is certified to FSC or PEFC giving them assurance that they are not causing deforestation.

**Estimated timeframe for realization**

Current - up to 1 year

**Magnitude of potential impact**

Medium-low

**Likelihood**

Virtually certain

**Are you able to provide a potential financial impact figure?**

No, we do not have this figure

**Potential financial impact figure (currency)**

<Not Applicable>

**Potential financial impact figure – minimum (currency)**

<Not Applicable>

**Potential financial impact figure – maximum (currency)**

<Not Applicable>

**Explanation of financial impact figure**

We have carried out this action to assure existing products against potential brand damage. There is not a commercial benefit from this certification.

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**Forest risk commodity**

Cattle products

**Type of opportunity**

Please select

**Where in your value chain does the opportunity occur?**

Supply chain

**Primary forests-related opportunity**

&lt;Not Applicable&gt;

**Company-specific description & strategy to realize opportunity**

The ability to market beef as verified deforestation free and potentially as net positive carbon.

The strategy is to work with suppliers that have independent verification processes to monitor supplying farms and robust traceability to those farms of origin. Where the farmers can also demonstrate reforestation on their land the claim could be extended to net zero carbon in future.

**Estimated timeframe for realization**

4-6 years

**Magnitude of potential impact**

Medium

**Likelihood**

More likely than not

**Are you able to provide a potential financial impact figure?**

No, we do not have this figure

**Potential financial impact figure (currency)**

&lt;Not Applicable&gt;

**Potential financial impact figure – minimum (currency)**

&lt;Not Applicable&gt;

**Potential financial impact figure – maximum (currency)**

&lt;Not Applicable&gt;

**Explanation of financial impact figure**

The market premium, if any, for the product is uncertain.

The opportunity is to mitigate completely any potential market share loss from the inability to verify the absence of deforestation.

## F3.2b

**(F3.2b) Why does your organization not consider itself to have forests-related opportunities?****Palm oil****Primary reason**

Opportunities exist, but none with potential to have a substantive financial or strategic impact on business

**Please explain**

A very small amount of palm oil is used (circa 30 tonnes in total) and it is already 100% RSPO certified which has not resulted in any commercial benefit.

## F4. Governance

## F4.1

**(F4.1) Is there board-level oversight of forests-related issues within your organization?**

Yes

## F4.1a

**(F4.1a) Identify the position(s) of the individual(s) (do not include any names) on the board with responsibility for forests-related issues.**

Position of individual	Please explain
Chief Executive Officer (CEO)	The CEO is responsible for oversight of our group CSR strategy, which addresses forest risks and opportunities, which are also included in our company wide risk management. More information can be found in our annual PLC report.
Director on board	The Chair of the Sustainability Committee is a Non Executive Board Member. They have responsibility for the oversight of the development of the CSR strategy and contribute to the risk and opportunity assessments.
Chief Sustainability Officer (CSO)	The Chief Quality and Sustainability Officer is responsible for the delivery of the strategy.

#### F4.1b

**(F4.1b) Provide further details on the board's oversight of forests-related issues.**

	Frequency that forests-related issues are a scheduled agenda item	Governance mechanisms into which forests-related issues are integrated	Please explain
Row 1	Scheduled - some meetings	Monitoring implementation and performance Overseeing acquisitions and divestiture Providing employee incentives Reviewing and guiding annual budgets Reviewing and guiding business plans Reviewing and guiding corporate responsibility strategy Reviewing and guiding major plans of action Reviewing and guiding risk management policies Reviewing and guiding strategy Reviewing innovation / R&D priorities Setting performance objectives	More information enclosed in our CDP climate change response and annual CSR report on our website.

#### F4.2

**(F4.2) Provide the highest management-level position(s) or committee(s) with responsibility for forests-related issues (do not include the names of individuals).**

Name of the position(s) and/or committee(s)	Responsibility	Frequency of reporting to the board on forests-related issues	Please explain
Chief Sustainability Officer (CSO)	Both assessing and managing forests-related risks and opportunities	As important matters arise	Chief Quality and CSR officer is responsible for managing forest related risks and opportunities.

#### F4.3

**(F4.3) Do you provide incentives to C-suite employees or board members for the management of forests-related issues?**

	Provide incentives for management of forests-related issues	Comment
Row 1	Yes	Incentive linked to CSR objectives

#### F4.3a

**(F4.3a) What incentives are provided to C-Suite employees or board members for the management of forests-related issues (do not include the names of individuals)?**

	Role(s) entitled to incentive?	Performance indicator	Please explain
Monetary reward	Corporate executive team Chief Executive Officer (CEO) Chief Financial Officer (CFO) Chief Operating Officer (COO) Chief Procurement Officer (CPO) Chief Sustainability Officer (CSO)	Achievement of commitments and targets	Incentive linked to CSR objectives
Non-monetary reward	Board/Executive board Corporate executive team Chief Executive Officer (CEO) Chief Financial Officer (CFO) Chief Operating Officer (COO) Chief Procurement Officer (CPO) Chief Sustainability Officer (CSO)	Achievement of commitments and targets Supply chain engagement	Recognition of meeting of CSR objectives through our structured global targets

#### F4.4

**(F4.4) Did your organization include information about its response to forests-related risks in its most recent mainstream financial report?**

Yes (you may attach the report – this is optional)

#### F4.5

**(F4.5) Does your organization have a policy that includes forests-related issues?**

Yes, we have a documented forests policy that is publicly available

#### F4.5a

**(F4.5a) Select the options to describe the scope and content of your policy.**

	Scope	Content	Please explain
Row 1	Company-wide	Commitment to eliminate deforestation Commitments beyond regulatory compliance Commitment to transparency Commitment to stakeholder awareness and engagement Commitment to align with the SDGs	Supply chain environment policy as on our website.

**F4.5b**

**(F4.5b) Do you have commodity specific sustainability policy(ies)? If yes, select the options that best describe their scope and content.**

	Do you have a commodity specific sustainability policy?	Scope	Content	Please explain
Timber products	Yes	Company-wide	Commitment to eliminate deforestation Commitments beyond regulatory compliance Commitment to transparency Commitment to align with the SDGs List of timebound commitments and targets Description of forests-related standards for procurement	Commitment to maintain all paper and board as 100% sustainably certified by 2020 through FSC/PEFC
Palm oil	No	<Not Applicable>	<Not Applicable>	
Cattle products	Yes	Company-wide	Commitment to eliminate deforestation Commitment to align with the SDGs Recognition of the overall importance of forests and other natural ecosystems List of timebound commitments and targets	As covered in our supply chain environmental policy and our commitment to net zero deforestation and as signatories to the Cerrado SoS
Soy	Yes	Company-wide	Commitment to eliminate deforestation Commitments beyond regulatory compliance Commitment to transparency Commitment to stakeholder awareness and engagement Commitment to align with the SDGs Recognition of the overall importance of forests and other natural ecosystems Description of business dependency on forests Recognition of potential business impact on forests and other natural ecosystems Description of forest risk commodities, parts of the business, and stages of value-chain covered by the policy List of timebound commitments and targets	Global commitment to net zero deforestation. Supply chain environment policy. Soy sustainability policy (UK)
Other - Rubber	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>
Other - Cocoa	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>
Other - Coffee	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>

**F4.6**

**(F4.6) Has your organization made a public commitment to reduce or remove deforestation and/or forest degradation from its direct operations and/or supply chain?**

Yes

**F4.6a**

**(F4.6a) Has your organization endorsed any of the following initiatives as part of its public commitment to reduce or remove deforestation and/or forest degradation?**

Cerrado Manifesto

Other, please specify (UK Roundtable on Sustainable Soy, Soy Transparency Coalition, WRAP Meat in a Net Zero World)

**F4.6b**

**(F4.6b) Provide details on your public commitment(s), including the description of specific criteria, coverage, and actions.**

**Forest risk commodity**

Soy

**Criteria**

Zero net deforestation  
Restricting the sourcing and/or trade of forest risk commodities to credible certified sources

**Operational coverage**

Direct operations and supply chain

**% of total production/ consumption covered by commitment**

21-30%

**Cutoff date**

No cutoff date

**Commitment target date**

2021-25

**Please explain**

For UK supply we are complying with the UK Roundtable for Sustainable Soy commitments with a 2025 target date as detailed in our UK soy sourcing policy accessible via our website. Globally we have set a 2030 target date for net zero deforestation . We are seeking the earliest possible cutoff date that traders can achieve with the first movers setting dates in 2021.

The above % of total production represents the size of our UK, Ireland and Dutch businesses to purchases soy credits along with the direct usage in some vegetarian lines. Hence the percentage volume covered by the commitment.

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**Forest risk commodity**

Timber products

**Criteria**

Restricting the sourcing and/or trade of forest risk commodities to credible certified sources

**Operational coverage**

Direct operations

**% of total production/ consumption covered by commitment**

100%

**Cutoff date**

No cutoff date

**Commitment target date**

2020

**Please explain**

Achieved

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**F5. Business strategy**

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**F5.1**

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**(F5.1) Are forests-related issues integrated into any aspects of your long-term strategic business plan, and if so how?**

	Are forests-related issues integrated?	Long-term time horizon (years)	Please explain
Long-term business objectives	Yes, forests-related issues are integrated	5-10	<p>All of our directly purchased soy is from areas without forest risks.</p> <p>Our business objective for the soy embedded in feed for the livestock products we purchase is aligned with our customers objectives which are aligned with the Consumer Good Forum to have verified zero net deforestation supply chains achieved initially via credits transitioning to verified segregated supply chains. Longer term to have physically traceable sustainable soy.</p> <p>We have three objectives for the responsible sourcing of soy for feed. Initially to purchase credits for equivalent of our UK and Dutch, supply chain usage in animal feed. Then to establish a mass balance certified supply chain for the UK, Dutch and Belgian supply chain consumption. Then to have verified physically traceable direct certified supply of soy to the UK supply chain. Our 2030 target is global verified net zero deforestation supply chains.</p> <p>Our newly updated group policies ensure all sites are driving towards these goals.</p>
Strategy for long-term objectives	Yes, forests-related issues are integrated	5-10	<p>Our CSR strategy to address deforestation is focused on farmed animal feed where soy is major component.</p> <p>To achieve our objectives we have joined the UK roundtable on sustainable soy and we are engaged in the physical supply chain working group to address directly traceable verified DCF soy into the feed supply chains of the UK. We will apply globally where practical.</p> <p>We have also helped to found the Soy Transparency Coalition which is targeted at large soy traders to be open about their soy sourcing and plans to achieve net zero deforestation and conversion free supply chains.</p> <p>We are signatories of support to the Cerrado Manifesto and have actively engaged in advocacy to soy traders and governments.</p> <p>We have joined in advocacy for UK Ns EU regulations requiring due diligence on forest risk commodities and are supporting the UK government to construct the regulation.</p>
Financial planning	Yes, forests-related issues are integrated	5-10	<p>The cost of purchasing responsible soy credits and subsequently directly purchasing certified and verified DCF soy is incorporated into product costings.</p>

**F6. Implementation**

**F6.1**

**(F6.1) Did you have any timebound and quantifiable targets for increasing sustainable production and/or consumption of your disclosed commodity(ies) that were active during the reporting year?**

Yes

**F6.1a**

**(F6.1a) Provide details of your timebound and quantifiable target(s) for increasing sustainable production and/or consumption of the disclosed commodity(ies), and progress made.**

**Target reference number**

Target 1

**Forest risk commodity**

Soy

**Type of target**

Third-party certification

**Description of target**

Ensure all UK, Irish and Dutch equivalent animal feed volume is certified

**Linked commitment**

Zero net/gross deforestation

**Traceability point**

<Not Applicable>

**Third-party certification scheme**

RTRS (any type)

RTRS Credits

**Start year**

2018

**Target year**

2025

**Quantitative metric**

<Not Applicable>

**Target (number)**

<Not Applicable>

**Target (%)**

100

**% of target achieved**

100

**Please explain**

100% of our UK, Irish and Dutch soy in animal feed is certified with RTRS credits

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**Target reference number**

Target 2

**Forest risk commodity**

Timber products

**Type of target**

Third-party certification

**Description of target**

100% of paper based packaging to be FSC/PEFC certified

**Linked commitment**

Zero net/gross deforestation

**Traceability point**

<Not Applicable>

**Third-party certification scheme**

FSC (any type)

PEFC (any type)

**Start year**

2018

**Target year**

2020

**Quantitative metric**

<Not Applicable>

**Target (number)**

<Not Applicable>

**Target (%)**

100

**% of target achieved**

100

**Please explain**

All paper based packaging is certified

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F6.2

(F6.2) Do you have traceability system(s) in place to track and monitor the origin of your disclosed commodity(ies)?

	Do you have system(s) in place?	Description of traceability system	Exclusions	Description of exclusion
Timber products	Yes	All suppliers verify volume is certified	Not applicable	<Not Applicable>
Palm oil	Yes	All palm oil supplied to be certified RSPO	Not applicable	<Not Applicable>
Cattle products	Yes	All primal is tracable back to the supplier and country of origin	Not applicable	<Not Applicable>
Soy	Yes	All direct use soy is fully traceable to origin	Not applicable	<Not Applicable>
Other - Rubber	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>
Other - Cocoa	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>
Other - Coffee	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>

F6.2a

(F6.2a) Provide details on the level of traceability your organization has for its disclosed commodity(ies).

Forest risk commodity	Point to which commodity is traceable	% of total production/consumption volume traceable
Cattle products	Slaughterhouse	100
Soy	Country	

F6.3

(F6.3) Have you adopted any third-party certification scheme(s) for your disclosed commodity(ies)?

	Third-party certification scheme adopted?	% of total production and/or consumption volume certified
Timber products	Yes	100
Palm oil	Yes	100
Cattle products	No, we have not adopted any third-party certification schemes for this commodity	<Not Applicable>
Soy	Yes	40
Other - Rubber	<Not Applicable>	<Not Applicable>
Other - Cocoa	<Not Applicable>	<Not Applicable>
Other - Coffee	<Not Applicable>	<Not Applicable>

F6.3a

**(F6.3a) Provide a detailed breakdown of the volume and percentage of your production and/or consumption by certification scheme.**

**Forest risk commodity**

Palm oil

**Third-party certification scheme**

RSPO (any type)

**Chain-of-custody model used**

Segregation

**% of total production/consumption volume certified**

100

**Form of commodity**

Refined palm oil

**Volume of production/ consumption certified**

**Metric for volume**

Metric tons

**Is this certified by more than one scheme?**

Don't know

**Please explain**

All products which are supplied o us that contain palm oil is mandated to be RSPO certified. Any direct usage is RSPO certified.

**Forest risk commodity**

Soy

**Third-party certification scheme**

RTRS (any type)

**Chain-of-custody model used**

Certificate trading

**% of total production/consumption volume certified**

100

**Form of commodity**

Soy bean meal

**Volume of production/ consumption certified**

13761

**Metric for volume**

Metric tons

**Is this certified by more than one scheme?**

Don't know

**Please explain**

This covers 100% of the estimated soy used in animal feed in our UK, Ireland and dutch markets. This is around 40% of group turnover.

**F6.4**

**(F6.4) For your disclosed commodity(ies), do you have a system to control, monitor, or verify compliance with no conversion and/or no deforestation commitments?**

	<b>A system to control, monitor or verify compliance</b>	<b>Comment</b>
Timber products	Yes, we have a system in place for our no conversion and/or deforestation commitments	<Not Applicable>
Palm oil	Yes, we have a system in place for our no conversion and/or deforestation commitments	<Not Applicable>
Cattle products	Yes, we have a system in place for our no conversion and/or deforestation commitments	<Not Applicable>
Soy	Yes, we have a system in place for our no conversion and/or deforestation commitments	<Not Applicable>
Other - Rubber	<Not Applicable>	<Not Applicable>
Other - Cocoa	<Not Applicable>	<Not Applicable>
Other - Coffee	<Not Applicable>	<Not Applicable>

**F6.4a**

(F6.4a) Provide details on the system, the approaches used to monitor compliance, the quantitative progress, and the non-compliance protocols, to implement your no conversion and/or deforestation commitment(s).

**Forest risk commodity**

Palm oil

**Operational coverage**

Supply chain

**Description of control systems**

Products are RSPO certified

**Monitoring and verification approach**

Third-party verification

**% of total volume in compliance**

100%

**% of total suppliers in compliance**

100%

**Response to supplier non-compliance**

Retain & engage

**Procedures to address and resolve non-compliance with suppliers**

Providing information on appropriate actions that can be taken to address non-compliance

**Please explain**

We currently have no non-conformance's reported

---

**Forest risk commodity**

Cattle Products

**Operational coverage**

Supply chain

**Description of control systems**

Independent verification of suppliers deforestation free sourcing by BDO Brazil and DNV-GL

**Monitoring and verification approach**

Second-party verification

**% of total volume in compliance**

100%

**% of total suppliers in compliance**

100%

**Response to supplier non-compliance**

Retain & engage

**Procedures to address and resolve non-compliance with suppliers**

Providing information on appropriate actions that can be taken to address non-compliance

**Please explain**

We currently have no non-conformance's reported

---

**Forest risk commodity**

Soy

**Operational coverage**

Direct operations  
Supply chain

**Description of control systems**

Sourcing any soy used directly from non-forest risk countries

**Monitoring and verification approach**

First-party verification

**% of total volume in compliance**

100%

**% of total suppliers in compliance**

100%

**Response to supplier non-compliance**

Retain & engage

**Procedures to address and resolve non-compliance with suppliers**

Providing information on appropriate actions that can be taken to address non-compliance

**Please explain**

All direct soy usage is from the USA

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**(F6.6) For your disclosed commodity(ies), indicate if you assess your own compliance and/or the compliance of your suppliers with forest regulations and/or mandatory standards.**

	Assess legal compliance with forest regulations	Comment
Timber products	<Not Applicable>	<Not Applicable>
Palm oil	Yes, from suppliers	<Not Applicable>
Cattle products	Yes, from suppliers	<Not Applicable>
Soy	Yes, from suppliers	<Not Applicable>
Other - Rubber	<Not Applicable>	<Not Applicable>
Other - Cocoa	<Not Applicable>	<Not Applicable>
Other - Coffee	<Not Applicable>	<Not Applicable>

## F6.6a

**(F6.6a) For you disclosed commodity(ies), indicate how you ensure legal compliance with forest regulations and/or mandatory standards.**

### Palm oil

#### Procedure to ensure legal compliance

Certified to RSPO

#### Country/Area of origin

Argentina  
Brazil  
Cambodia  
Colombia  
Ecuador  
Guatemala  
Honduras  
Indonesia  
Malaysia  
Papua New Guinea  
Peru  
Thailand

#### Law and/or mandatory standard(s)

General assessment of legal compliance

#### Comment

Assessed during certification process

### Cattle products

#### Procedure to ensure legal compliance

Statement from suppliers

#### Country/Area of origin

Argentina  
Brazil  
Paraguay

#### Law and/or mandatory standard(s)

General assessment of legal compliance

#### Comment

### Soy

#### Procedure to ensure legal compliance

Certification and disclosure by Traders

#### Country/Area of origin

Argentina  
Brazil

#### Law and/or mandatory standard(s)

General assessment of legal compliance

#### Comment

Assessed during certification. For SPC soy used in salmon feed there is also a verification process that it is DCF with a cut off on 2020.

## F6.7

**(F6.7) Are you working with smallholders to support good agricultural practices and reduce deforestation and/or conversion of natural ecosystems?**

	Are you working with smallholders?	Type of smallholder engagement approach	Smallholder engagement approach	Number of smallholders engaged	Please explain
Timber products	No, not working with smallholders	<Not Applicable>	<Not Applicable>	<Not Applicable>	We support third party schemes through the purchasing of credits such as PEFC in order to drive engagement with small holders on a national level.
Palm oil	No, not working with smallholders	<Not Applicable>	<Not Applicable>	<Not Applicable>	We support third party schemes through the purchasing of credits such as RTRS in order to drive engagement with small holders on a national level.
Cattle products	No, not working with smallholders	<Not Applicable>	<Not Applicable>	<Not Applicable>	Our suppliers engage with their own smallholder suppliers on protecting natural Eco systems and reducing deforestation. Our suppliers are active members of GTPS which is the Brazilian Round table for Sustainable Livestock.
Soy	No, not working with smallholders	<Not Applicable>	<Not Applicable>	<Not Applicable>	We support third party schemes through the purchasing of credits such as RTRS in order to drive engagement with small holders on a national level.
Other - Rubber	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>
Other - Cocoa	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>
Other - Coffee	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>

**F6.8**

**(F6.8) Are you working with your direct suppliers to support and improve their capacity to comply with your forests-related policies, commitments, and other requirements?**

	Are you working with direct suppliers?	Type of direct supplier engagement approach	Direct supplier engagement approach	% of suppliers engaged	Please explain
Timber products	Yes, working with direct suppliers	Financial and commercial incentives	Financial incentives for certified products Long-term contracts linked to forest related commitments	Please select	Requiring certified raw materials and are also engaged in closed loop recycling of cardboard outer cases for our UK seafood. Collected from retail stores and delivered back to the packaging supplier to be used again.
Palm oil	Yes, working with direct suppliers	Financial and commercial incentives	Financial incentives for certified products	Please select	All raw material has to be certified through credits.
Cattle products	Yes, working with direct suppliers	Supply chain mapping Capacity building	Supplier questionnaires on environmental and social indicators Supplier audits Organizing capacity building events	Please select	Issued questionnaire which includes how do they ensure zero deforestation compliance. Statements have been obtained describing the control systems and verification auditing in place. We participated in the goal setting working group of the Global Roundtable for Sustainable Beef (GRSB) which includes commitments to addressing land use changes. Our suppliers are part of national platforms that are setting sustainability goals for beef and supporting beef industry local initiatives.
Soy	Yes, working with direct suppliers	Supply chain mapping Financial and commercial incentives	Supplier questionnaires on environmental and social indicators Supplier audits Paying higher prices linked to best agricultural practices	Please select	Sourcing from direct suppliers that are not operating in forest risk countries. Engaging with producer associations such as US Soy bean export council to understand sustainability initiatives and innovations in the sector.
Other - Rubber	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>
Other - Cocoa	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>
Other - Coffee	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>

**F6.9**

**(F6.9) Are you working beyond your first-tier supplier(s) to manage and mitigate deforestation risks?**

	Are you working beyond first tier?	Type of engagement approach with indirect suppliers	Indirect supplier engagement approach	Please explain
Timber products	No, not working beyond the first tier	<Not Applicable>	<Not Applicable>	
Palm oil	No, not working beyond the first tier	<Not Applicable>	<Not Applicable>	
Cattle products	Yes, working beyond first tier	Supply chain mapping	Supplier questionnaires on environmental and social indicators	We are engaging with direct suppliers to map out their farming supply chains that supply them. This is to ensure they are only sourcing from farms that have not cleared forests or purchased deforested land.
Soy	Yes, working beyond first tier	Supply chain mapping Other	Other, please specify (Various work streams through sustainable soy and animal collaborative forums)	We are members of the Soy Transparency Coalition and UK Roundtable for sustainable soy are involved in mapping soy trading from South America to be used in animal feed in our global supply chains. We are members of the Cerrado SoS and engage in advocacy for the protection of forests and other natural ecosystems in the region. The UK Sustainable Soy Roundtable is engaging with the feed industry and the traders to find solutions for verified DCF soy.
Other - Rubber	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>
Other - Cocoa	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>
Other - Coffee	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>

**F6.10**



**(F6.10) Do you participate in external activities and/or initiatives to promote the implementation of your forests-related policies and commitments?**

**Forest risk commodity**

Cattle products

**Do you participate in activities/initiatives?**

Yes

**Activities**

Involved in multi-partnership or stakeholder initiatives

**Initiatives**

UN Global Compact

Global Roundtable for Sustainable Beef (GRSB)

Sustainable Agriculture Initiative (SAI)

Other, please specify (UK Cattle sustainability platform, ERBS (Vice chair), UK roundtable for sustainable soy and signatories of support to the Cerrado Manifesto)

**Jurisdictional approaches**

<Not Applicable>

**Please explain**

Engage in the above multi stakeholder initiatives to drive various sustainability agendas. We are members of SAI platform , ERBS vice chair, we share a seat on the board of GRSB, and we participate in the goal working group of GRSB

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**Forest risk commodity**

Soy

**Do you participate in activities/initiatives?**

Yes

**Activities**

Involved in multi-partnership or stakeholder initiatives

**Initiatives**

UN Global Compact

Sustainable Agricultural Initiative (SAI)

UK Roundtable on Sustainable Soy

Other, please specify (Soy Transparency Coalition - founding member)

**Jurisdictional approaches**

<Not Applicable>

**Please explain**

Engage in the above multi stakeholder initiatives to drive various sustainability agendas.

In the Cerrado SoS we worked with our supply chain for feed for salmon to engage with the producers and traders of Soy Protein Concentrate (SPC) to call for them to set a zero deforestation cut off date. This was successful and a date in 2020 was set so now all the SPC used in salmon feed globally is produced from verified DCF soy.

We engage in advocacy with the Cerrado SoS to lobby traders and Brazilian government to take action to protect forests.

The Soy Transparency Coalition is benchmarking soy traders against each other to drive the progress to verified DCF soy for the participants supply chains.

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**F6.11**

**(F6.11) Is your organization supporting or implementing project(s) focused on ecosystem restoration and protection?**

No, but we plan to implement a project(s) in two years

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**F7. Verification**

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**F7.1**

**(F7.1) Do you verify any forests information reported in your CDP disclosure?**

Yes

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**F7.1a**

**(F7.1a) Which data points within your CDP disclosure have been verified, and which standards were used?**

**Disclosure module**

F6. Implementation

**Data points verified**

Certification of raw materials in timber products to PEFC/FSC is verified by certification bodies. Likewise we have chain of custody certification for RSPO palm oil. All soy RTRS credits which we purchase are independently verified.

**Verification standard**

RSPO , RTRS and PEFC/FSC

**Please explain**

RSPO segregated palm oil used in any ingredients that we purchase. All of the paper and board that we use is FSC/PEFC certified. The indirect soy used in our supply chains in UK, Ireland and Holland are certified through RTRS credits, purchased via independent specialists on behalf of the retailers.

---

**Disclosure module**

F1. Current State

**Data points verified**

All cardboard and paper packaging is PEFC/FSC

**Verification standard**

PEFC/FSC

**Please explain**

All of our paper and board is certified to these standards

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**F8. Barriers and challenges**

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**F8.1**

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**(F8.1) Describe the key barriers or challenges to eliminating deforestation and/or conversion of other natural ecosystems from your direct operations or from other parts of your value chain.**

**Forest risk commodity**

Soy

**Coverage**

Supply chain

**Primary barrier/challenge type**

Supply chain complexity

**Comment**

Due to the non-integrated supply chains that we work in and the fact that soy is used two steps removed from us in the supply chain gathering data and driving action can be challenging. We overcome this by joining full supply chain collaborative action platforms.

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**F8.2**

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**(F8.2) Describe the main measures that would improve your organization's ability to manage its exposure to deforestation and/or conversion of other natural ecosystems.**

**Forest risk commodity**

Soy

**Coverage**

Supply chain

**Main measure**

Development of certification and sustainability standards

**Comment**

To ensure that only certified or otherwise verified DCF origin materials material is used in the feed supply chains we are supporting the development of FEMAS and UFAS standards for responsibly sourced soy.

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**F17 Signoff**

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**F-FI**

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**(F-FI) Use this field to provide any additional information or context that you feel is relevant to your organization's response. Please note that this field is optional and is not scored.**

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F17.1

(F17.1) Provide the following information for the person that has signed off (approved) your CDP forests response.

	Job Title	Corresponding job category
Row 1	CEO	Chief Executive Officer (CEO)

Submit your response

In which language are you submitting your response?

English

Please confirm how your response should be handled by CDP

	I am submitting to	Public or Non-Public Submission
I am submitting my response	Investors	Non-public

Please confirm below

I have read and accept the applicable Terms