



# FOR GOOD

A thick, yellow, upward-curving arc positioned below the word 'GOOD', resembling a smile.

Responsible  
Business  
Report

**2021**

# GOOD TO SEE YOU

We've consistently set out to be a responsible business; guided by our values and committed to do the right thing in the right way. Over the years we've proven that our actions match our words. For a business that supplies fresh and frozen food, with a team of 7,000 people and that has an extended supply chain covering multiple continents and live animals, this is no small task.

The five areas that make up For Good are interconnected topics addressing the key sustainability issues we face. For Good isn't about individual actions or case studies, however, it is about the big picture: helping to feed millions of people while looking after

the people in our business, the animals on our farms, our impact on the planet and our neighbours in the community.

By looking at our business as a whole, we are confident that we can make decisions and progress in one area, without it being detrimental to our other areas of focus. It's a difficult balancing act, but one that we're determined to get right.

That's not to say we'll fix everything overnight, but when we say "For Good" we mean it. Acting responsibly is in our DNA, it's a permanent fixture and it's how we conduct ourselves: for now and for good.



## INTRODUCTION

Welcome to our third annual Responsible Business Report. Between Brexit, COVID-19, labour shortages and a host of other challenges, it's been an exceptionally busy year. We've also made some changes ourselves, as you'll see from the style of this report.

Acting responsibly is one of the cornerstones of our business and has become the everyday expectation of the team at Avara. In every aspect of our business, we want to be clear about what we stand for and what anyone working with, or for, us can expect. These are the origins of For Good.

Providing a source of healthy, natural, accessible protein is no easy task, and doing so responsibly requires a holistic approach. We understand that aspects of our business and supply chain are interlinked and that progress to celebrate in one area must not have unintended consequences elsewhere. This might mean, for some, our progress is too slow, but I'm confident in our direction of travel and the value of consistently moving forwards.

As well as clearly setting out what we stand for, I hope For Good makes one other point crystal clear: for us, acting responsibly is a long-term commitment.

A handwritten signature in blue ink, appearing to read 'Andy Dawkins'. The signature is fluid and cursive, with a large 'A' and 'D'.

**Andy Dawkins**  
CEO, Avara Foods

# OUR PLANET

Feeding people on a significant scale comes with an inevitable environmental footprint. Rather than shy away from our impact, we strive to manage and reduce it, using science and data, so that our food is genuinely sustainable for this generation, the next and many more after.

We are in the midst of a climate emergency, which poses a significant and present threat to our food systems and broader way of life. As a business with an extensive supply chain, we understand we have a key role to play, and are committed to reducing our environmental footprint.

## OUR APPROACH:

We review, and aim to reduce, our environmental footprint across five pillars, plus carbon emissions, which is incorporated into them all. Underpinning these are essential disciplines relating to data and Key Performance Indicators (KPIs), and compliance.



## OUR PLANET

Reducing our Carbon Footprint from Farm to fork 

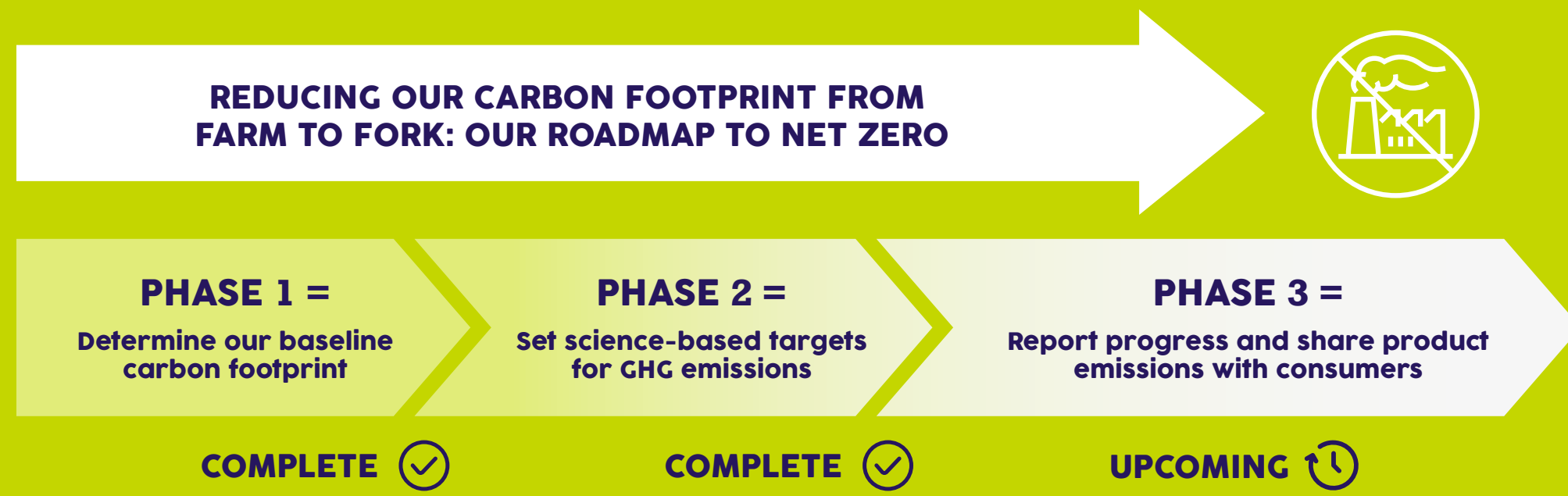
 <b>ENERGY</b>	 <b>WATER</b>	 <b>WASTE</b>	 <b>PLASTICS</b>	 <b>BIODIVERSITY</b>
Use and Efficiency Energy Purchase and Generation	Use and Efficiency Origin Quality Effluent	Reduce Recycling Food Loss and Waste	Single use Items Reduce Reuse Recycling	Deforestation River Protection Available Land Management

Establishing Sustainable Poultry KPI's for Ag and Manufacturing

Environmental Compliance

# CARBON EMISSIONS

Our immediate focus is on driving down our greenhouse gas (GHG) emissions, both within our own operations and across our wider supply chain.



**NET ZERO**  
We are committing to be Net Zero by 2040

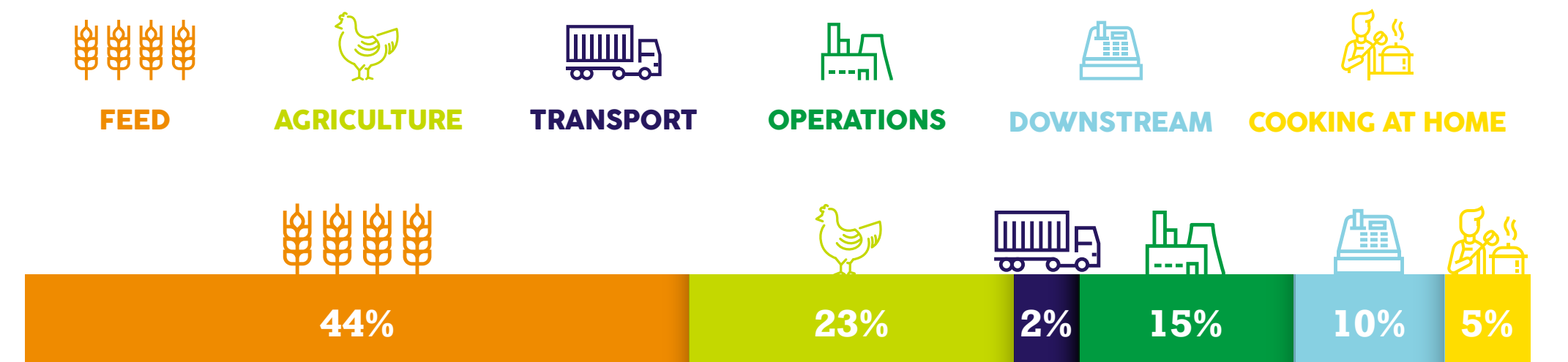
We've set science-based targets as part of our ambition to achieve NetZero by 2040. We're focused on decarbonisation over off-setting so that we are reducing our emissions, not paying for them through other means.

**SCOPE 1&2**  
Set in line with efforts to limit warming to 1.5°C  
Reduce absolute emissions 46% by 2030 from a 2019 baseline

**SCOPE 3**  
Set in line with efforts to limit warming to 2°C  
Reduce absolute emissions 28% by 2030 from a 2019 baseline\*

\* From purchased goods and services, upstream transportation and distribution and waste.

# CURRENT POSITION



**AVARA FOODS' CARBON EMISSIONS**  
We have undertaken detailed assessments of our supply chain to understand where our emissions originate from, and the volume.

As we develop our carbon reduction strategy we will continue to improve and refine our data so that we are accurately accounting for, and identifying, opportunities to reduce our carbon emissions.

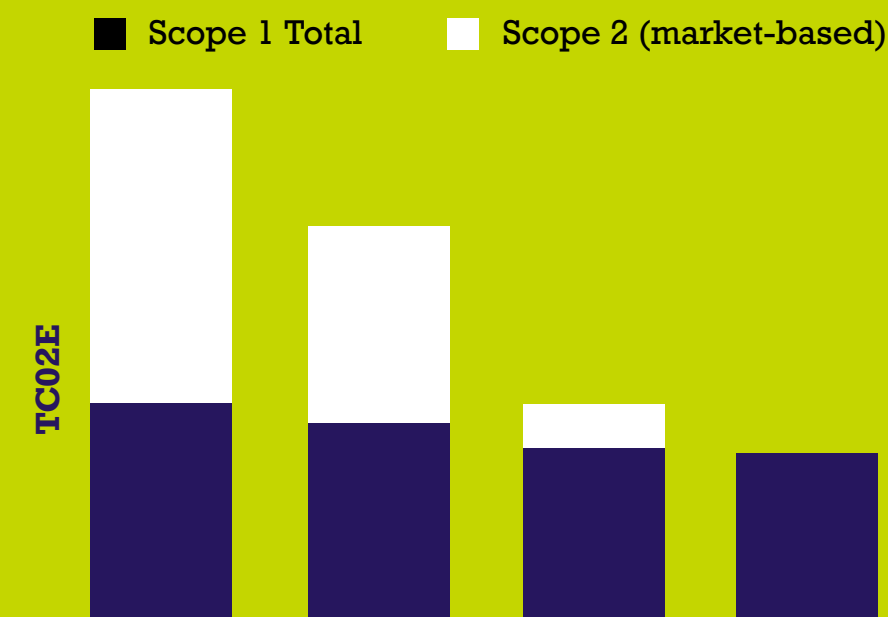
# ENERGY

We continue to manage our energy consumption through ISO50001 and will extend the scope across more of our operations. Reductions in the last 12 months have principally been achieved through changes in our estate, zero carbon electricity contracts, and the installation of a biomass boiler at our largest feed mill.

## OVERALL SCOPE 1&2 REDUCTION

2015-2020: 56% REDUCTION IN GHG

2019-2020= 15% REDUCTION IN GHG



## WATER

As Courtauld signatories, we're committed to the 2025 Water Ambition; monitoring usage in our operations, improving efficiencies and taking collective action to improve water quality and availability of water in the aquatic environments around us.

We also support the Water Roadmap; taking actions to become good water stewards and following the steps within WWF's water stewardship framework. Our ISO14001 environmental management accreditation offers the framework for sites to track and manage water consumption. Our next step is to calculate a business water baseline for how much we use from farm to fork.

# WASTE



Over the last year we have implemented a new approach to waste management, working closely with a new waste management partner.

We formalised our zero waste to landfill approach in August 2020 and are now seeing the benefits through carbon emission reductions. Our focus is now shifting to seek out opportunities to reduce waste production and increase recycling rates across our business.

## FOOD WASTE

Our aim is to find a home for everything we produce whether it's for the human food chain, animal consumption or as by-products.

In 2020 our operational food waste of sold product was 3.79%.

We are also looking outside our supply chain, to minimise food waste 'in the home' at the consumer end. You can read more about this in the 'Our Consumers' section.

## PLASTIC

We continuously review our packaging, seeking opportunities to reduce plastic and non-recyclable content, where we can, particularly on problematic and unnecessary plastics. Across all our packaging we participate in the global movement to minimise plastic usage and are signatories to WRAP's Plastic Pact.

You can find out more about our progress over the last 12 months in the 'Our Consumers' section.

# BIODIVERSITY

We know we have a responsibility to protect and enhance the natural world. This responsibility goes beyond just our own local footprint and extends into our wider supply chain.



Looking further ahead, ways that we can help enhance and restore natural ecosystems will be a subject we actively explore.

## SOURCING RAW MATERIALS

We have been purchasing fully certified zero-deforestation soymeal in all our feed since 2019 and are making good progress in our plans to source from verified zero-deforestation areas by 2025.

We have also signed-up to the UK Soy Manifesto, a commitment from UK industry to source deforestation and conversion-free soya by 2025, and to support wider industry to do the same.

Alongside our responsible sourcing approach, we have undertaken a Life Cycle Analysis of our feed rations to understand their carbon and land impact, changed the formulation to reduce our reliance on Brazilian soy and introduced biscuit meal as a way of re-directing waste products.

## HOW ARE WE APPROACHING THIS?

While our direct farming practices require very little land to rear and produce our birds, our supply chain impacts on biodiversity have the potential to be widespread and significant. Therefore, we are assessing our impact on the natural environment to understand, reduce and improve our footprint, with two immediate priorities:

- Working with our suppliers to support sustainable agricultural practices and zero deforestation.
- Working with local authorities and expert bodies to understand and drive solutions to local pollution linked to poultry litter spreading.



# ENVIRONMENTAL MANAGEMENT

We have been working to better understand the impact of our farming practices on phosphorus pollution in local river systems.

In the river Wye catchment area, we're working closely with stakeholders, including local authorities and environmental groups to manage our impact and have been undertaking our own scientific investigations to evaluate how we can reduce this even further.

We've already reduced phosphate levels in our feed and we're confident solutions can be found to improve the health of the River Wye, but they'll be collaborative efforts encompassing the poultry industry, farmers, councils, regulators and waterways management.

# OUR PEOPLE

Great people make great businesses, so looking out for our own makes sense. It starts with the essentials: a safe, secure and welcoming place to work, with opportunities for everyone. We understand that the issues that affect wider society affect the team at Avara too, so our aim is to be a business where diversity is valued, opportunities are created and people make the difference.

128

**128 APPRENTICES CURRENTLY ON PROGRAMME**

21

**21 GRADUATES RECRUITED IN THE LAST 12 MONTHS**

95%+

**95%+ OF OUR WORKFORCE DIRECTLY EMPLOYED**

11%

**11% REDUCTION IN REPORTABLE RIDDOR INCIDENTS ACROSS THE BUSINESS IN 2020/21**

7+

**7+ YEARS AVERAGE LENGTH OF SERVICE**



# A CULTURE OF CARE

At Avara everyone matters and that drives how we look after them. Of course that starts with physical safety, but goes beyond that to include everyone's personal health and wellbeing. We take great care to consider all three of these important needs for all of our people.



## FOCUS ON SAFETY CAMPAIGN

This summer we launched the 'Focus on Safety' campaign. This new online platform makes it easy for anyone at Avara to report a hazard, flag a near miss or record an incident - making everyone's workplace safer.

## HEALTH AND WELLBEING

Over the last 12 months we've taken a more holistic view towards health and wellbeing. We've provided support in key areas, like resilience and changed our occupational health model: bringing it in-house so that we can offer a holistic and more personal service.

We also provide everyone access to a confidential employee assistance programme, which offers them help and support on a wide range of potential issues, from health, family, financial, or broader wellbeing

## COVID RESPONSE

When the pandemic struck we quickly put in place a wide variety of measures to keep people as safe as possible in a business that had to keep the food supply chain going: physical barriers and distancing, extra hygiene measures, regular communication and, importantly, we introduced enhanced sick pay to support people if they needed to be absent from work for COVID-related reasons.

In the last 12 months we've enhanced our mitigating measures - from regular lateral flow testing to on-site vaccination - we've made a commitment to keep the team at Avara as safe as possible and, even as national measures relax, we're taking a cautious approach to protect their health.

# A COMMITMENT TO GOOD WORK

## AN ETHICAL EMPLOYER

Being an ethical employer is about doing the right thing for our people.

Despite all the challenges and uncertainty of the last 12 months, we've stuck to the principles that define us: continuing to offer stable, reliable employment, maintaining high standards of safety, with a fair wage and opportunities to progress. In practice this means that we offer permanent employment wherever we can, your age has no bearing on your pay and, following a review, our starting rates all exceed the Real Living Wage.

We have pay parity between direct employment and agency workers, so however new starters join us, they're treated equally. Agency staff are also eligible for our Refer a Friend and new starter incentive payments.



**No zero hours contracts.**



**No differentiation on pay based on age.**



**All colleagues earn above National Living Wage and Real Living Wage.**

## SUPPORTING PEOPLE BACK INTO WORK

We recognised that furlough ending this Autumn, meant many people would be faced with an uncertain future, changing circumstances and a potential loss of employment. We haven't furloughed any colleagues ourselves and have been able to support those who were, offering, stable long-term roles with guaranteed hours and immediate starts.

## A SECURE ENVIRONMENT

We think permanent employment is important. It allows people to plan for the future and opens up a range of benefits - from holidays, pensions and sick pay, to perks and support - like our Unum Lifeworks provision. That's why 95% of our workforce are on permanent contracts and we use agency contracts to help people into permanent employment within 12 weeks.

Permanent employment is also an important tool in the fight against modern slavery, a pervasive crime and global challenge. This year, our rigorous checks and close partnerships with employment and enforcement agencies helped convict an illegal gangmaster. You can see more about how we're combating modern slavery in our latest statement, available on our website.

# AN INCLUSIVE AND DIVERSE EMPLOYER

We are determined to be recognised as a genuinely inclusive business, creating equal opportunities for all our people and representative of our wider communities. Somewhere that anyone, regardless of their gender, age, background or any other characteristic, can work and succeed.

## FLEXIBLE OPPORTUNITIES

We've made our opportunities more accessible by adding new flexible shift patterns, that fit better around people's lifestyles. Our Hereford, Telford and Newent sites all run Term-time shifts, and the "Parent Shift", that has later start and earlier finish times, allowing colleagues to take care of family commitments around their working life.

## GENDER EQUALITY

For the last three years, we have consistently reduced our gender pay gap. We are committed to equal pay and have set ambitious targets to accelerate this process.

A historic gender bias in our sector and our own long service record mean that addressing our gender pay gap requires sustained change over the long term. We will achieve it through the way that we attract, retain and develop, making sure that under-represented groups are given every opportunity to succeed and progress. An important development has been monthly reporting on gender pay, allowing us to make conscious decisions on pay and recruitment based on our own data trends.

As part of our commitment to improving gender equality we've supported and benefitted from, Meat Business Women. In 2022 we'll be looking at ways we can strengthen this partnership.





# OPPORTUNITIES FOR ALL

We want everyone that works at Avara to have a meaningful role and the opportunity to feel they are a part of our success. That's why we're committed to development and making sure that, whoever they are and whatever they do, at Avara there's always an opportunity to get better.





We have a range of different pathways and entry points for people to enter the business and develop fulfilling careers in the food industry.


For young people we've continued to provide opportunities through Covid-19, adapting our recruitment processes to utilise virtual assessments for Graduate and Apprentice positions.


For colleagues where English isn't a first language, we run functional training to help them upskill.


We offer Apprenticeships from Level 2 through to Level 6 Degree Apprenticeships.


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In 2021 we've introduced new graduate career pathways in wider functional areas, for Technical, Logistics, Finance and IS.
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We have launched the Kickstart scheme at our Hereford site, recruiting 17 candidates onto placements and are looking to expand this wider.
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We have increased the amount of online learning available, making it easier and safer to develop in a COVID-conscious way.
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26 graduates currently on programme.
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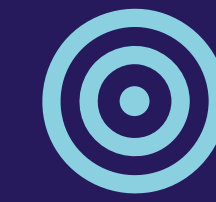
128 apprentices currently on programme (14 of which are at degree level).
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260 colleagues supported through ILM-accredited management qualifications, with more currently on programme.

# OUR TARGETS

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**75%** **75% ENGAGEMENT IN COLLEAGUE SURVEYS**  
72% ACHIEVED IN LAST SURVEY
- 

**200+** **200+ COLLEAGUES TO UNDERTAKE AN APPRENTICESHIP PER ANNUM BY 2022**  
CURRENTLY AT 128
- 

**40%** **40% OF SENIOR MANAGEMENT TEAM ARE WOMEN BY 2025**  
32% ACHIEVED IN 2021

# OUR ANIMALS

When it comes to bird welfare it's all about the science: understanding the needs of the birds in our care and ensuring they are met. As a responsible business we have an ongoing commitment to continually challenge and improve our existing high standards. We are committed to do so through our own research, a data-driven approach and industry metrics - focused on outcomes, the direct measurable impact on the birds, as well as inputs that have predictable consequences.

Animal welfare rightly remains high on the agenda. External challenge to the way we work is healthy, and welcome, where it is constructive. During the year, some of our farms were subject to break-ins despite lockdown and severe nationwide Avian Influenza. It was reassuring that, to expert eyes, the evidence consistently showed excellent levels of welfare, outside of the occasional isolated bird on which campaigners choose to focus.

Clearly, alongside our ongoing commitment to continual improvement, there is more that we can do to raise broad awareness of how poultry farms work, what good looks like and to dispel some of the myths and fallacies that are too often repeated without challenge.



**100% FARMS = RED TRACTOR ASSURED**



**100% FEED FROM UFAS COMPLIANT MILLS**



**ZERO USE OF ANTIBIOTIC GROWTH PROMOTERS OR HORMONES**



**100% FARMS SUBJECT TO AVARA AND INDEPENDENT AUDITS**

# THE EUROPEAN CHICKEN COMMITMENT

We are adamant that any assessment of welfare should be determined by welfare outcomes so, over the last 12 months, we have been undertaking extensive trials that revolve around the asks within the European Chicken Commitment (ECC)

While we already comply with four of the six requirements of the ECC, and have since Avara was created, we have been running science-led trials to establish the impact and potential benefits of adopting the ECC in full - assessing not just the impact on bird welfare, but also wider implications for environmental impacts and on the potential availability and affordability of healthy chicken protein.

At a high level, our trials showed marginal improvement in some welfare outcomes, but a decline in others, as well as more pronounced impacts on the environmental footprint and cost of production. These findings are under further review, to establish our next steps as we strive to continually improve welfare outcomes for all the birds on our farms.

## OTHER TRIALS

Beyond trials associated with the ECC, we have been testing a range of further potential welfare-improvement measures to understand how they might contribute to our continual improvement mission.

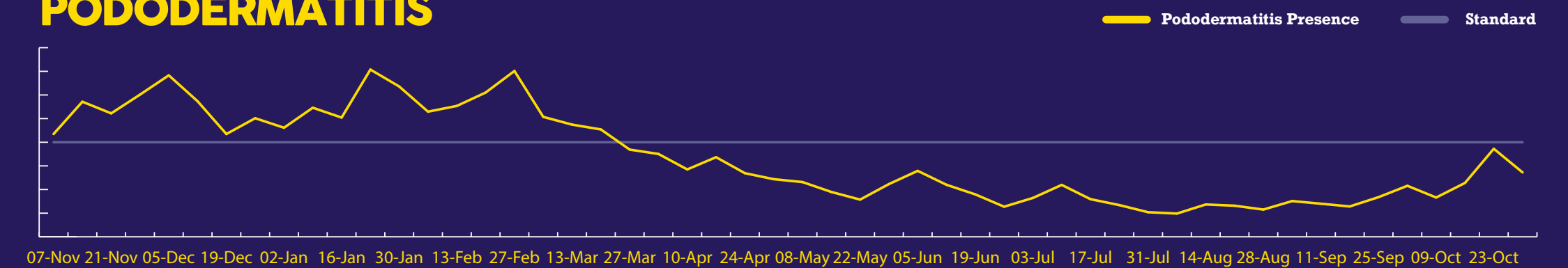
### OUR TRIALS INCLUDE:

- On-farm hatching systems
- Grain-based pecking blocks for turkeys
- Other types of enrichment and how birds interact with them
- Water sanitisation solutions
- Feed trials, looking at the use of supplements and essential oils to promote health and welfare

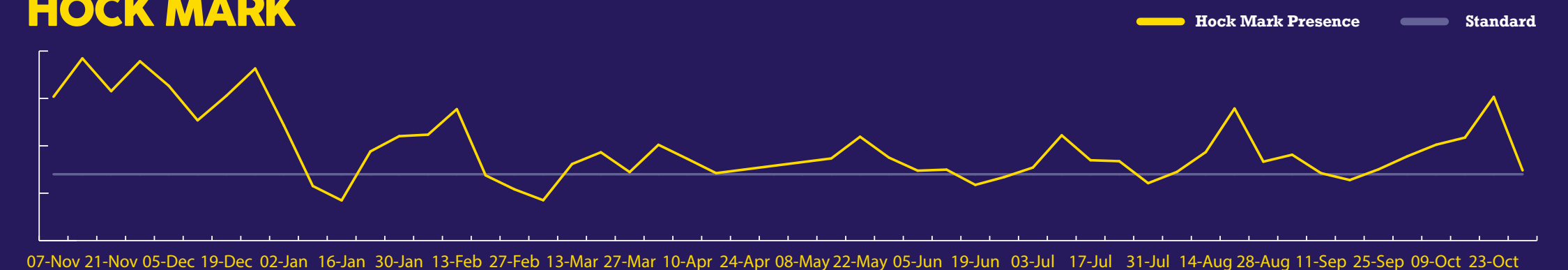
Where these trials lead to identifiable improvements in welfare we will look to roll them out across more of our farming base.

# OUR TARGETS

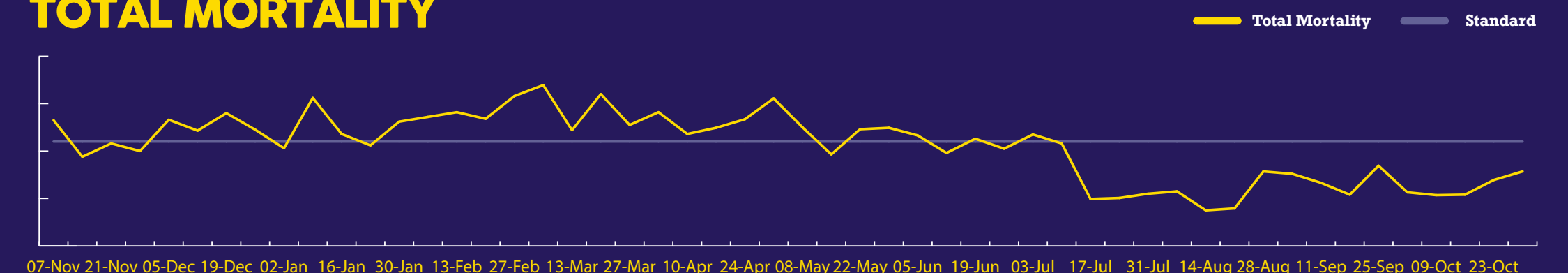
## PODODERMATITIS



## HOCK MARK



## TOTAL MORTALITY



# OUR CONSUMERS

When shoppers put food in their shopping basket it must be safe to eat, exactly what it claims to be, and be traceable back to its origins. That's our starting point and a promise that we will always keep. Consumers' concerns extend beyond the basics, and we use a variety of insight to better understand what's important to them, and how we might help them achieve their goals.

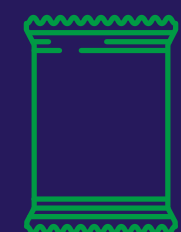
## WHAT DO WE MEAN BY CONSUMERS?

Our consumers are everyone who buys our products, whether that's off-the-shelf shoppers in the supermarkets, to those who enjoy our products in our customers' restaurants.

**100%** 100% OF EGGS SOURCED FROM AVARA FARMS OR ACCREDITED SUPPLIERS



**ALL FOOD PRODUCING FACILITIES HAVE A MINIMUM A GRADE BRC STATUS**



**AFTER A FULL YEAR WE EXPECT TO REMOVE 1,509 TONNES OF CO2E THROUGH BAGS AND POUCHES PACKAGING INNOVATION**



# UNDERSTANDING CONSUMERS BETTER

We have a range of tools that help us to understand what consumers think, how they feel and what's important to them. Market data tells us what consumers prefer, based on what's available. We also aim to find out why they make those decisions, and what they might do if circumstances were different.

Understanding more about consumers means talking to them, so that's exactly what we do. Our Freshhub consumer group is an online panel of 1000 consumers, who provide us with real-time, regular monthly insights. In addition to this we also run an annual Usages and Attitudes study, providing a qualitative and statistically robust measure of peoples' food shopping habits. It helps us understand attitudes and behaviours of consumers when it comes to poultry. Together with that market data, we develop a thorough understanding of consumers, which acts as a compass for the year ahead: informing and shaping into our business planning for the future.

## GETTING THE BASICS RIGHT

The most important thing that we can do is produce food that is safe and that everyone trusts.

Food production is tightly regulated, and rightly so. Managing our own UK supply chain, from our network of farms through to our processing sites where the products are made, means we have a clear view of how these regulations are applied and control over the standards that are set and met. All of our processing sites are independently accredited and assessed against the British Retail Consortium Global Food Safety Standards, and consistently meet the highest standards.

When it comes to traceability, managing our own supply chain is a great advantage there too. We have access to a variety of data and are able to trace products back to the original farm.

The safety of poultry products has previously been a major news item but, thanks to the hard work and investment from us and others in the sector, articles about Campylobacter in poultry are much rarer. But we've kept our focus. Consistently meeting targets for Campylobacter levels requires consistent hard work, continual investment and ongoing development. We still examine the levels on our products, report them to our customers and strive to bring those levels down even further.

# FOOD SECURITY

Fresh poultry is a healthy, natural and, importantly, an extremely popular source of protein. It's a staple of most peoples' diets and, when it's not available, it's sorely missed. That's where we come in. We see our responsibility as being a business that helps feed the nation, literally. Millions of people buy our products and, to an extent, depend on them.

Recent events, be it the Covid-19 pandemic, a labour crisis or profound changes to the ease with which we can import and export products, have raised important questions about UK food security and the extent to which a dependable supply of fresh British produce should be available. As a producer of fresh British produce, of course we have a vested interest, but we've already highlighted the benefits of a shorter supply chain and the regulatory oversight of domestic produce,

as well as some reassurance that domestic food supply has a degree of insulation from international market forces. Beyond that, as this report illustrates, there is a greater value to British food that is harder to quantify, such as advancements in animal welfare, environmental action that is aligned with wider UK commitments or career opportunities for the broadest possible cross-section of society.



# SHARED PLANET SHARED GOALS

There's no doubt that consumers are taking a keener interest in the sustainability credentials of the food they buy and want us to find ways to help them live more sustainable lives.

Shoppers are also mindful that price and overall quality are also important considerations when it comes to shopping. Our challenge is to balance these important factors and make solutions available for everyone – we don't believe people should have to choose between one or the other, and that more sustainable options should be available to anyone.



**CONSUMERS HAVE MORE TRUST  
IN BRITISH CHICKEN THAN  
ELSEWHERE IN THE WORLD.**



**CONSUMERS WANT TO HELP THE  
LOCAL ECONOMY AND BRITISH  
FARMERS BY BUYING BRITISH.**

Interestingly, when it comes to the environment and consumers' shopping habits, it's the packaging that is top-of-mind in the aisles. Products that use less packaging and recyclable materials are the most important environmental credentials, and that's something we've taken to heart.

# CASE STUDIES: PROGRESS ON SUSTAINABILITY

## BAGS AND POUCHES PACKAGING INNOVATION



Our primary aim when it comes to plastic is to use less. This year we've made great progress through new packaging that significantly reduces the amount of plastic needed for our products.

Focusing on the ways to eliminate plastic, we've developed a pouch for fresh chicken portions and new packaging for whole chickens that does away with the tray. On average, we've reduced the packaging footprint of these packs by 51% and its Greenhouse Gas emissions by 58% compared to traditional packaging. Based on current volumes, we expect to remove 450 tonnes of plastic from the shelves after a full year.

Beyond the reduction in overall plastic waste, the new packaging has other benefits too. Consumers can simply cut open the packaging and slip the product directly into a pan or oven tray, improving food safety and convenience.



## LOVE YOUR TURKEY LEFTOVERS CONSUMER CAMPAIGN

Turkey remains the UK's favourite Christmas dinner and the leftovers have become a tradition that borders on cliché. But waste is no laughing matter so our Commercial team developed a campaign to tackle food waste at Christmas by sharing a series of fun, easy-to-follow turkey recipes, encouraging consumers to think beyond the usual.

With COVID-19 reducing numbers around the table, but the potential for food waste increasing, we created a website and Instagram account to help people make the most of their Christmas turkey.

We raised awareness of the campaign in the media, on our social channels and, importantly, through QR codes on product packaging. This meant that all the recipes could be accessed via smartphones and great ideas were always at consumers' fingertips.

# OUR TARGETS

Through our commitment to the Plastic Pact, we have committed to eliminating problematic or unnecessary single-use plastic packaging through redesign, innovation or alternative delivery models by 2025. In practice this means:

100%

**100% OF PLASTIC PACKAGING TO BE REUSABLE, RECYCLABLE OR COMPOSTABLE**

70%

**70% OF PLASTIC PACKAGING EFFECTIVELY RECYCLED OR COMPOSTED**

30%

**30% AVERAGE RECYCLED CONTENT ACROSS ALL PLASTIC PACKAGING**

As a supporter of the Courtald Commitment 2030, we are aligned with the following targets:

50%

**50% PER CAPITA REDUCTION IN FOOD WASTE BY 2030 VS THE UK 2007 BASELINE.**

50%

**50% ABSOLUTE REDUCTION IN GHG EMISSIONS ASSOCIATED WITH FOOD AND DRINK CONSUMED IN THE UK BY 2030.**

# OUR COMMUNITIES

Within our communities we are an employer, neighbour, investor and partner. We want to be recognised as a business that respects its position at the heart of the community, understands their needs and harnesses its resources to deliver positive and meaningful change.

To make a real difference we work with specialist partners who understand our business and the issues facing our local communities. By utilising this model and collaborating closely with these expert groups, we've established strong long-term relationships in key areas, helping deliver change faster on a larger scale.



**ON TRACK TO DONATE 1M EQUIVALENT MEALS TO FARESHARE BY THE END OF 2021**



**141 TONNES DONATED TO FARESHARE IN THE LAST 12 MONTHS**



**10 STUDENTS GRADUATED ON THE INDUSTRIAL CADETS GOLD AWARD**



**86% RETENTION RATE ON THE KICKSTART SCHEME**



**10% OF PLACES SPONSORED AT NEW TECHNOLOGY UNIVERSITY (NMITE)**



## FIGHTING FOOD POVERTY

If the 'day job' is producing high quality and healthy protein, then we're well placed to help those that might otherwise go without. That's what we believe and that's what we do.

We supply FareShare with a regular, dependable weekly supply and during the pandemic we increased that volume, recognising the strain that COVID-19 put on the most vulnerable. We've donated so much, for so long, we expect to hit the 1 million meals milestone before the end of 2021.

Beyond the weekly FareShare deliveries, we've also directed more surplus stock their way, and donated to other important food banks in our communities: during Christmas 2020, our turkey processing site in Derbyshire donated over 350 whole turkeys - enough for over 4,000 meals.

# A LOCAL COMMUNITY EMPLOYER

Being a true community employer means providing meaningful jobs for the local people. As the largest private employer in many places we are based, our biggest contribution is providing stable, meaningful employment. We are a stable presence in our communities and want to be recognised as a local employer of choice, offering viable opportunities in progressive long-term careers.

## YOUTH EMPLOYMENT

Young people have been identified as one of the hardest hit groups during the pandemic and we're proud to be able to help, by offering a variety of ways to join our business that suit different circumstances, but all offer opportunities to gain skills, experience and progress through our business.



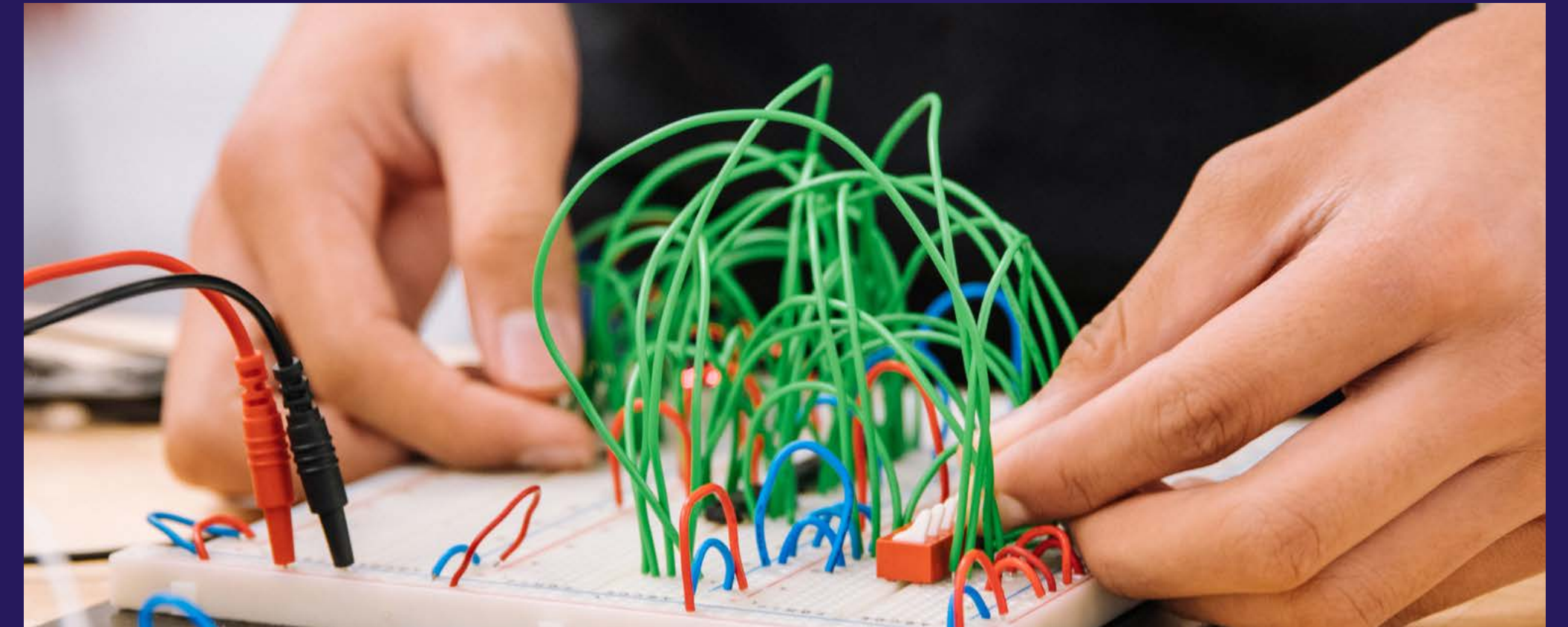
### KICKSTART

Alongside our existing range of pathways into the business for young people, we have created new ways to join under the Government scheme, Kickstart, providing a six-month work placement to help under 25's back into work.

We created a bespoke new role to cater for this group, incorporating thorough training, additional pastoral care, and dedicated support, ensuring individuals have everything they need to succeed. We have now welcomed two Kickstart cohorts into the business at our Hereford site, offering 17 roles and the chance to turn these into permanent careers at Avara.

Looking ahead, we're exploring opportunities to continue our support for this group and develop our own programme once the Kickstart scheme ends in 2022.

# SUPPORTING STEM



Science, Technology, Engineering and Maths (STEM) skills are increasingly important in our business, but have been in short supply in recent years. We've partnered with educational providers to help encourage and make it easier for the next generation to follow a STEM pathway.

Working in conjunction with our STEM partner, the Engineering Development Trust (EDT), we have run the Industrial Cadets Gold Award. This programme connects businesses with schools and colleges to run accredited STEM experiences to help young people develop skills and gain an insight into industry. This programme is based around a work specific project where students are mentored across a six-month period by our Engineering colleagues.

Our Brackley team have also donated equipment to a local technical college to help bring their teaching to life, offering opportunities to improve their practical knowledge and hand-on skills. They sponsor the Arkwright Scholarship programme and have run a variety of employability skills workshops with schools and colleges locally.

We are a strategic partner with NMiTE University in Hereford and in the last year have developed this relationship by sponsoring 5 places on its first cohort of students.



# ENCOURAGING HEALTHY LIFESTYLES

Complementing our provision of healthy, high protein food, is our support for initiatives that encourage people to be more active, through participation in sports and exercise.

We sponsor a number of local grassroots sports teams and exercise clubs, helping out with the costs of new equipment and kit. In the last year we have supported Phoenix FC, Matt Hudd Martial Arts CIC, Hereford Boxing Academy, Newent RFC and Brackley FC youth team.

We are a long-term supporter of Luctonians Sports Club, proudly sponsoring their multi

sports coaching programme in Herefordshire and surrounding areas since 2003. Our funding provides quality coaching and activities, encouraging participation and creating opportunities for friendly competition through sport. On an annual basis the programme works with 25-30 schools, reaching 800-1000 students, totalling over 2000 hours of coaching.



# OUR TARGETS

**PARTNER WITH THE ENGINEERING DEVELOPMENT TRUST AND RUN ONE OF THEIR STEM INITIATIVES AROUND EACH OF OUR MAIN OPERATIONAL HUBS**

**BY 2023 OUR RECRUITMENT WILL BE REPRESENTATIVE OF OUR LOCAL COMMUNITIES**

**PROVIDE MORE THAN 200,000 MEALS PER ANNUM TO FARESHARE**

# COMMITMENTS

Here are some of the key commitments, partnerships and regulatory bodies that have helped us to be a sustainable business this year.

## OUR PLANET

International Organization for Standardization  
**ISO**  
14001

**ISO**  
ISO 50001  
ENERGY MANAGEMENT

SCIENCE  
BASED  
TARGETS

**bsi.**

Meat in a  
Net Zero world

The UK  
Soy Manifesto  
TO A DEFORESTATION AND CONVERSION FREE SOY SECTOR

2025  
food and drink

CHAMPIONS 12.3

THE UK  
PLASTICS  
PACT

THE WATER  
ROADMAP

CERRADO  
MANIFESTO

TESCO SOY  
TRANSITION  
PLAN

## OUR PEOPLE

**Sedex**

**MAKE**uk  
The Manufacturers' Organisation

**HSE**  
Health & Safety  
Executive

FNET

## OUR COMMUNITIES

**EDT**  
Inspiring future  
engineers & scientists

**MITE**

**FareShare**  
fighting hunger,  
tackling food waste

## OUR ANIMALS

**RED TRACTOR**  
CERTIFIED  
STANDARDS

Universal Feed  
**UFS**  
Assurance Scheme

## OUR CONSUMERS

**THE FRESH HUB**

**BRGS**  
Food Safety  
CERTIFICATED