



Better Operations

Science-based climate targets, packaging innovation and future-fit workplaces are just some of the ways we're doing things better behind the scenes.

Material topics

- Climate change
- Waste and marine resources
- Resource use and circular economy
- Own workforce

UN SDG



In this section



Climate change and GHGs

41.1%

reduction in absolute GHG emissions since 2019

Page 35



Waste and water

27.7%

reduction in edible food waste since 2015

Page 39



Packaging

95.1%

of our consumer packaging was recyclable

Page 42



Health and safety

18%

reduction in accidents since 2024

Page 45



Wellbeing and development

81%

health, wellbeing and safety engagement score

Page 48



Diversity, equity and inclusion

5.2%

increase in women within our Enterprise Leadership Team

Page 50

Climate change and GHGs

Climate change is our most material sustainability topic. With Scope 3 GHG emissions accounting for 70% of our carbon footprint, we are focused on supplier partnerships (see [page 36](#)). At the same time, we work to address the impact of our own operations.

The Nomad Foods **Environment policy** sets out our commitment to reducing GHG emissions, using resources efficiently and reducing our impact on the environment by preventing pollution. We robustly monitor and manage our impact, as described in the following section.

As members of the **UN's Race to Zero** campaign, we are among 14,000 of the world's largest businesses pledging to be net zero by 2050. Having reached the target year for the commitments we made in 2021, we launched a set of new targets and transition plan in 2025.

These targets, validated by the **Science Based Targets initiative** (SBTi), include near and long-term targets disaggregated by GHG Scope and by Forest, Land and Agriculture (FLAG) emissions. For more detail on our methodology and what is covered under each GHG Scope, see our supplementary download.

We regularly assess our resilience to climate risks, take action to reduce our emissions and look for opportunities to innovate as we support wider industry efforts to transition to a lower carbon and more resilient food system.

Our new targets

→ [Page 62](#)

Net Zero



by 2050: our commitment

Our approach

→ [Website](#)

→ [Environment policy](#)

Climate IROs

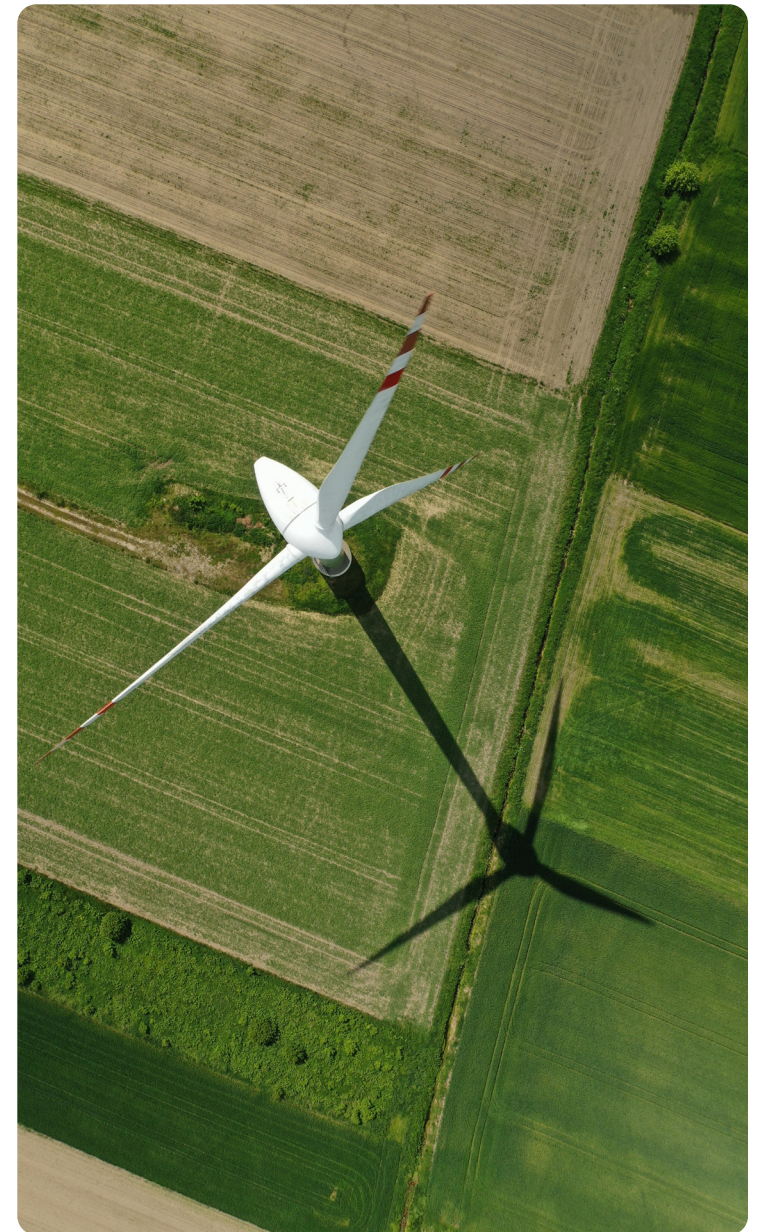
→ [Page 55](#)

GHG data methodology

→ [Download](#)

TCFD statement

→ [Download](#)



Climate change and GHGs continued

How are we doing?¹¹

41.1% ↑

reduction in absolute operational GHG emissions
2024: 40.7%
2023: 34.9%

36% ↓

reduction in operational GHG emissions intensity (per tonne of finished goods)
2024: 37.3%
2023: 28.6%

57.3% ↑

of suppliers by emissions (covering purchased goods) committed to or set science-based GHG reduction targets
2024: 46.8%
2023: 38.1%

Our performance data

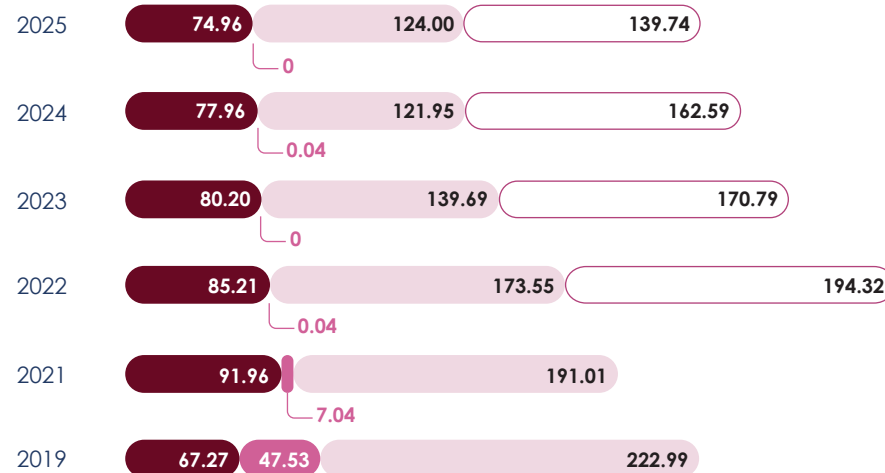
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2025 performance

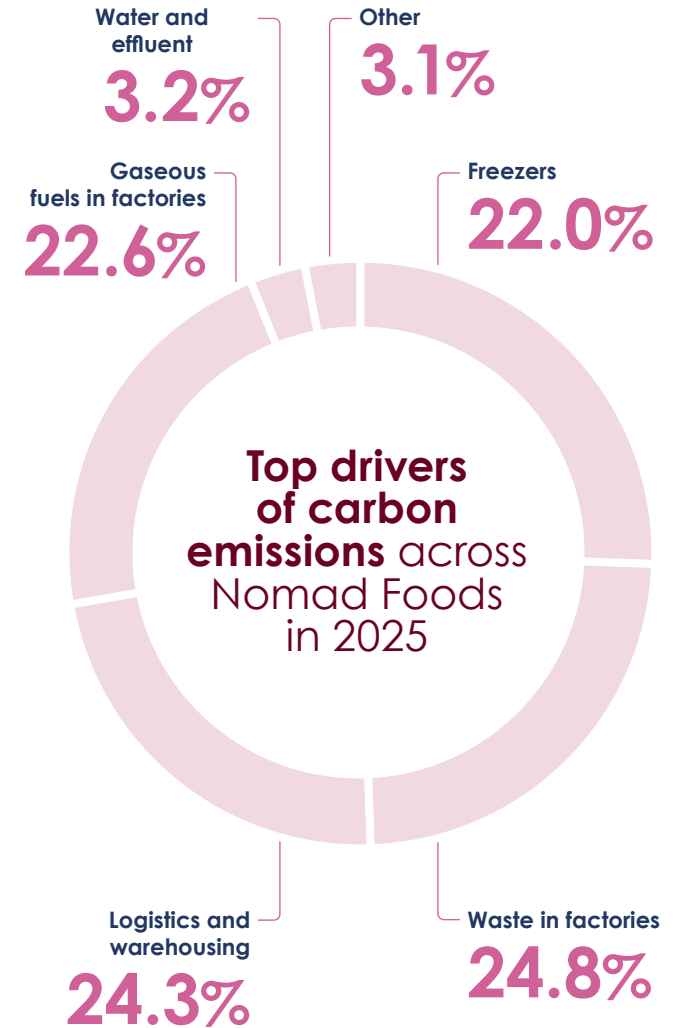
We significantly exceeded our absolute reduction target, with a 0.5% reduction in 2025 (41.1% since our 2019 baseline year), which is in line with the Paris Agreement 1.5 °C trajectory. Due to lower production volumes than predicted in 2021, we narrowly missed our intensity target; however, we still delivered an average reduction of 6.5% year-on-year.

Our total GHG emissions were 198,945 tonnes of carbon dioxide equivalent (tCO₂e). Of this total, 38% were Scope 1, 0.001% Scope 2 and 62% Scope 3. Though we fell slightly short of our supply chain target, 35% of our suppliers by emissions setting validated science-based targets is a significant achievement, particularly given that these suppliers are responsible for around 23% of our total carbon footprint. Furthermore, with 22.3% committing to set targets, we expect further progress to be made.

Absolute emissions over time



● **Scope 1** (kilotons CO₂e) ● **Scope 2** (kilotons CO₂e)
● **Scope 3** (kilotons CO₂e) ○ **Acquired businesses** (Findus Switzerland and our Adriatic cluster)



11. Unless otherwise stated, all targets have a 2019 baseline and cover Nomad Foods Group except Findus Switzerland and our Adriatic cluster.

Climate change and GHGs continued

GHG reduction activities

As part of our climate strategy and transition plan, we have identified emissions hotspots and prioritised areas where we can make the most significant impact. These include driving energy efficiency, transitioning away from natural gas and adopting renewable sources of electricity across our operations.

Energy efficiency

Our EU sites must comply with Article 8 of the EU Energy Efficiency Directive, and all UK sites complete annual Energy Saving Opportunity Scheme audits.

At Group level, we set an annual energy reduction target of 3%, with individual site targets based on planned CAPEX projects (see [page 38](#)). Progress is reported to our Group Engineering team with some sites (currently Cisterna, Bremerhaven and Lowestoft) having energy manager roles in place to drive progress.

In 2025, all sites met their targets thanks to a combination of heat recovery, energy efficiency and electrification. For example, at the Birds Eye pea processing plant in Hull, we completed a project to use residual heat to preheat water for our boilers via compressor heat exchangers, reducing gas usage by more than 500,000 kWh and avoiding 122 tCO₂e. This innovation is also saving 5,000 cubic meters of water every year.

Scope 1 emissions

With gas-fuelled boilers and fryers being the main contributors to our Scope 1 footprint, we are taking opportunities to optimise efficiency

66

All sites met their targets thanks to a combination of heat recovery, energy efficiency and electrification.

500K

kWh reduction in gas use

Our approach

→ [Website](#)

and move to other energy sources. In Cisterna, Italy, a heat recovery system is now using heat recovered from superheated ammonia to reduce energy demand in steam boilers. The system is also reducing thermal loads on the evaporative condensers of the freezing plant, improving overall system efficiency. In Reken, Germany, waste heat was utilised via the installation of new hot water pipes and high efficiency insulation, alongside the use of excess heat from the Combined Heat and Power (CHP) plant.

Scope 2 emissions

To reduce our electricity consumption, sites have rolled out more energy efficiency measures. For example, in Bremerhaven, Germany, the site has achieved more than 10% in electricity savings by increasing weekend cold storage temperatures from -24°C to -20°C.

Renewable electricity

As of 2025, 14/14 factories had transitioned to 100% purchased renewable electricity. When we add in our Adriatic cluster and Findus Switzerland (out of scope for our 2025 reporting), the total is 18/20. As well as purchasing renewable electricity, at certain sites we are generating our own. For example, in Cisterna we have a solar PV park while Reken and Hull (Germany and the UK) both have onsite wind turbines.

While not within the scope of our 2025 carbon targets, we also invest in energy projects in our Adriatic cluster. The approval of solar panels at our Ledo (Croatia) site was a key development and the array will be fully operational in 2026.

Scope 3 emissions

Our logistics partners are helping us to reduce our supply chain emissions by deploying technologies and systems that reduce fuel consumption.

Goodness of Frozen in action

Birds Eye solar-powered refrigerated lorries

In the UK, Birds Eye is transporting consumer-ready frozen produce using solar-powered refrigerated lorries.

Between its production facility in Lowestoft and its distribution hub in Wisbech, the onboard refrigerators are powered by roof-mounted panels that can provide 65-100% charge.

Although the carbon savings may be relatively small

(24 tonnes CO₂e a year), the innovation is an example of how we are closing every last gap in our avoidable footprint. What's more, the solar panels can reduce operational costs by 71% (versus diesel-fuelled refrigeration) and send a positive message to consumers that the brands they love are playing their part in climate action.



Climate change and GHGs continued

Goodness of Frozen in action

Towards net zero

As we look ahead to our 2033 SBTi targets and 2050 net zero commitment, our Climate Transition plan aims to accelerate outstanding Scope 1 and 2 actions. It is also poised to help us to scale Scope 3 actions through our sourcing strategy and initiatives to reduce emissions from raw materials, packaging, transport and water.

Our business has been investing in CAPEX projects for long-term energy reduction and optimisation. They include replacing boilers and fridges, onsite renewables and heat recovery. We are now exploring the following decarbonisation levers:

Short/medium term: Scope 1 and 2

Purchasing 100% renewable electricity at our factories, offices and owned warehouses by 2030.



Factory optimisation projects such as heat recovery systems, heat pumps and CHP efficiency projects.



Optimising refrigeration systems and shifting to low/zero-GHG refrigerant gas systems.



Electric company vehicles



Medium/long term: Scope 3

Engaging electricity-intensive suppliers and third-party warehouses to use renewable electricity.



Initiating water and wastewater reduction projects at our factories (see [pages 39-41](#)).



Replacing point of sale freezers with efficient alternatives in our Adriatic cluster.



On-farm interventions such as renewable energy generation, feed additives, fertiliser optimisation, improved animal health, manure management and efficient irrigation.



Product portfolio evolution to lower-carbon ingredients.



Looking ahead

Our climate strategy has evolved to increasingly emphasise operational and supply chain resilience. As we focus our efforts to achieve our new SBTi targets, we intend to accelerate short, medium and long-term interventions that reduce emissions, with an increasing focus on Scope 3 (starting with procurement).

In the short and medium term, we intend to intensify GHG reduction initiatives in line with our 2033 targets. Following the precedent of our Cisterna, Lowestoft and Bremerhaven sites, our Energy Management plan will be strengthened with a formal governance framework for local-level monitoring.

Finally, with a 2050 outlook in mind, we plan to roll out more ambitious projects relating to Scope 3 impact by working in closer partnership with partners across our value chain.

Our new targets

→ [Page 62](#)

Waste and water

Our factories, buildings and supply chain operations use water and generate waste. The Nomad Foods **Environment policy** outlines our commitment to resource efficiency and pollution avoidance.

At Group level, our Sustainability, Engineering, Safety, Health and Environment (SHE) and Supply Chain teams work proactively to identify solutions that save water and avoid waste. Site-level reduction targets are set, with progress tracked quarterly.

To improve waste management, site teams regularly conduct internal loss and waste audits and map waste streams to ensure we segregate correctly and identify opportunities for improvement. Each site has its own waste management programme, led by the onsite SHE team, which is responsible for raising awareness and driving action. This includes visual guides and posters to support correct loss and waste segregation for disposal. All sites operate a recycling programme to minimise landfill disposal (an exception being Norway where regulations require certain organic materials to be landfilled).

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

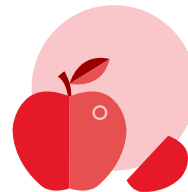
To manage our wastewater in a responsible way, we either discharge to a local wastewater treatment plant or have dedicated onsite treatment plants. The quality of our wastewater is subject to strict limits which we monitor regularly to maintain compliance.

Our approach

- [Website](#)
- [Environment policy](#)

Our waste and water IROs

- [Pages 55-56](#)



How are we doing?

27.7% ↓

Reduction in edible food waste from a 2015 baseline inc Adriatics

2024: 31.9%
2023: 29.8%

91.8% ↓

of non-hazardous waste recycled inc Adriatics

2024: 92.4%
2023: 92.4%

-5.7%

Average reduction in water consumption per site

2024: N/A

-0.05% ↓

Reduction in water consumption per tonne of finished goods inc Adriatics

2024: +0.05%

Our performance data

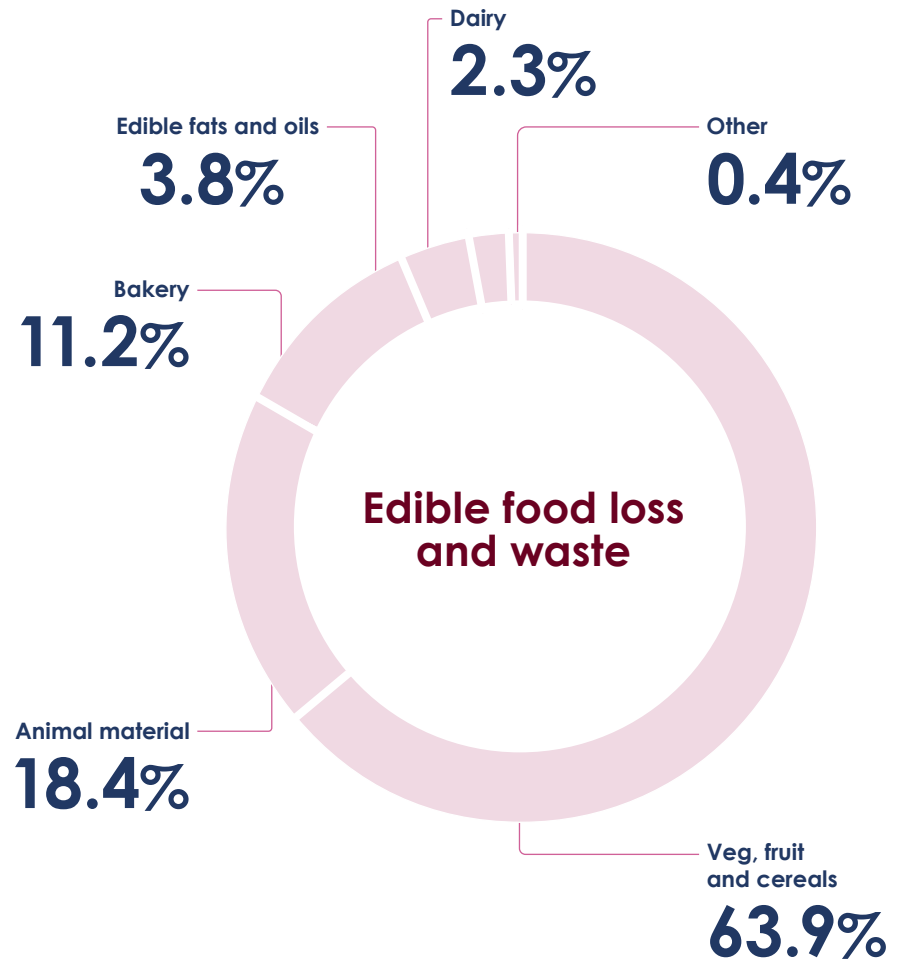
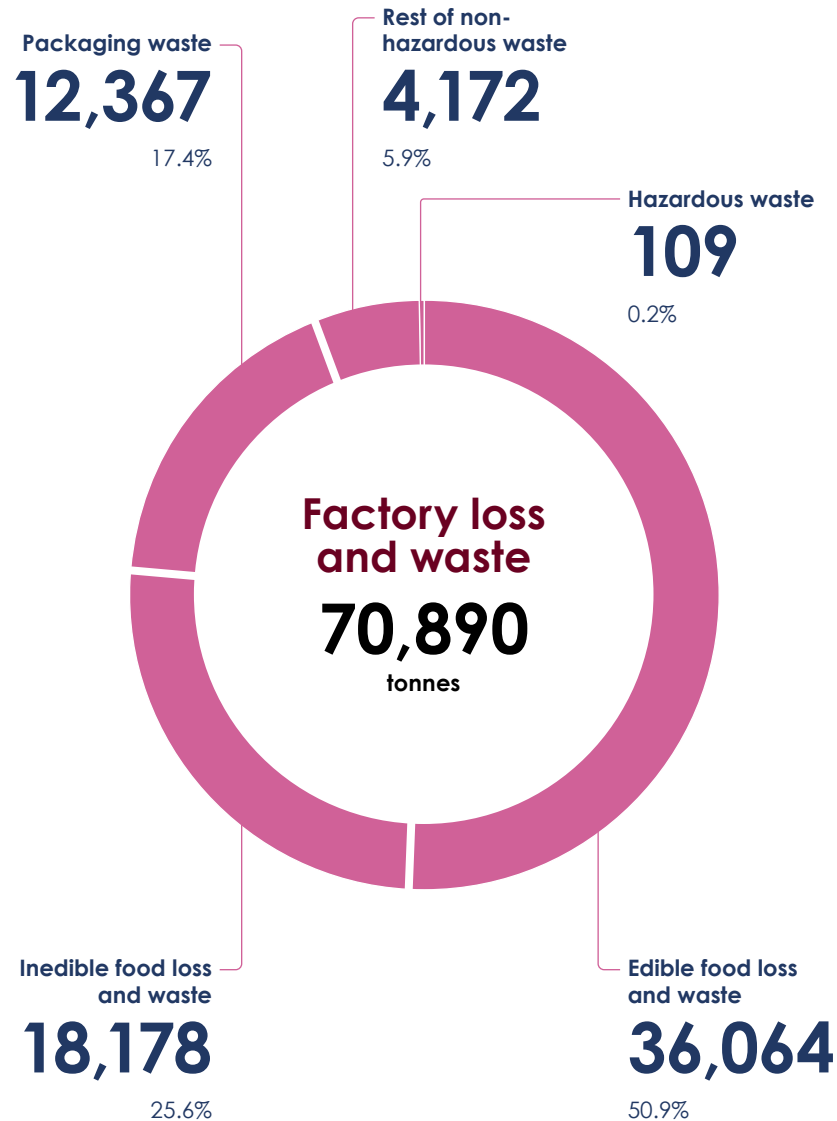
- [Download](#)

2025 performance

Across our business, we recycled 91.8% of our non-hazardous waste in 2025, a slight decrease from 2024. Food loss and waste made up around 76% of all waste and loss generated across the total Group. In the last decade we have reduced edible food waste as a proportion of food production by 27.7%.

We consumed 4.7 million cubic meters of freshwater across the Group (66% groundwater and 34% municipal water) – the equivalent to 8.52 cubic meters per tonne of finished goods. Effluent water decreased by 1.8% per tonne of finished goods.

Waste and water continued



*Data includes Findus Switzerland and our Adriatic cluster

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

Waste and water continued

Resource efficiency initiatives

In 2025, sites worked to improve their recycling processes and awareness. For instance, our Aunt Bessie's factory in Hull engaged employees in waste segregation alongside its waste contractor, Axil. Teams did a 'bin dive' and uncovered surprising items that could be recycled. New external factory bins have been installed with clear labelling.

All sites continued food loss and waste segregation during the year, diverting 43.1% of food waste for reuse as animal food (Group-wide), as opposed to more energy-intensive recycling via anaerobic digestion or methane-emitting compost. Such efforts are instrumental to helping us meet our goal of halving food waste by 2030.

We enhanced water monitoring and site-level governance processes to target inefficiencies. The focus was on the high water-consuming sites of Reken and Cisterna where consumption during veg processing season is now monitored on a weekly basis. Our Frikom (Serbia) site initiated innovative systems in 2025, including the use of anti-foaming agent for veg washing and ammonia for cooling, reducing pressures on freshwater supplies. In Reken, we also implemented enhanced governance systems for daily water monitoring consumption.

Goodness of Frozen in action

Halving our food waste by 2030

While the majority of food waste occurs at household level, food waste remains a significant environmental challenge across the food value chain. We are proud to be part of the **10x20x30 initiative**, pledging to reduce edible food waste by 50% by 2030 (2015 baseline). This initiative brings together the world's largest food retailers, manufacturers and suppliers to tackle food waste, in line with UN SDG target 12.3.

We are playing our part through process optimisation to avoid waste, repurposing food loss for animal feed and donating safe 'b-grade' products to charities and community organisations. Several of our markets have also signed national pacts or pledges to further support food loss and waste reduction efforts.

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With food systems accounting for over one-third of global greenhouse gas emissions, the food industry has a crucial responsibility in supporting the transition of the food system to net zero.

10x20x30

Learn more about the 10x20x30 initiative

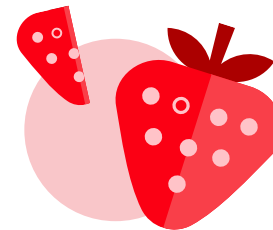
→ [Website](#)

Looking ahead

Further water reduction targets will be set at site level, supported by projects to maximise the efficient use of water and optimise wastewater quantity and quality.

We plan to standardise water governance processes in factories, starting with high-consuming factories, following the example of Reken.

We also plan to continue our efforts to reduce waste across our operations.



Packaging

Packaging is central to delivering the environmental and nutritional benefits of frozen food, through ensuring food safety, quality and longevity (in turn, avoiding food waste). Our priority is to reduce unnecessary packaging and ensure materials are recycled and recyclable where possible.

Our sustainable packaging commitments

1
Achieve **100% recyclable** consumer packaging by 2030.

2
Increase our use of **recycled content** in plastic packaging.

3
Reduce overall packaging weight year-on-year.

Our Packaging policy sets out how we aim to reduce packaging volumes, use recyclable materials and promote reuse and circularity. This is supported by sustainable packaging commitments and design for recycling principles that underpin our packaging research and development. We regularly assess our resilience to packaging risks, take action to reduce our impact and seek opportunities to innovate and adapt as we transition to a more sustainable food system.

Our packaging IROs
→ Page 56



How are we doing?

95.1% ↓

of our consumer packaging was recyclable inc Adriatics
2024: 95.8%
2023: 95.9%

Our performance data
→ Download

2025 performance

In the last year, we marginally reduced the proportion of recyclable packaging to 95.1% (down from 95.8% in 2024). This was due to increased sales of products within non-recyclable packaging, primarily flexibles. Overall, just 16% of primary packaging material was plastic (82% being paper or fibre based and the remainder glass or metal). We also saw many of our major packaging suppliers setting GHG reduction targets; around 36% of packaging suppliers by emissions have science-based emission reduction targets in place (see [page 36](#)).

Packaging continued

Rethinking packaging across our markets

Even within Europe, many markets are at very different stages when it comes to recycling infrastructure and culture. Here are just some of the ways in which we are contributing to recycled and recyclable packaging market-by-market:

Spain - Recycled content & weight reduction

Polystyrene trays in La Cocinera Empanadillas and Mini Empanadillas ranges use 25% post-industrial recycled content. Our Valladolid plant is reducing the thickness of paper board trays by 8% and the thickness of plastic coating on folding cartons.

Germany- Weight reduction

Our Bremerhaven plant is using lighter paper in its siliconised paper tray for Recipe Fish products.

Nordics - Recycled content

Post-consumer recycled plastic is used in Findus's Wok portfolio, bringing its recycled plastic packaging content to 50% (with the mass balance approach). Swedish and Finnish consumers were engaged through an inspiring online campaign and QR codes on products.

Italy - Weight reduction

At our factory in Cisterna, we have changed the paper board raw material used in folding cartons, reducing grammage by 2.1%.

Adriatics - Designed for recycling

Ledo has swapped plastic for paper in its ice cream cone lids. Frikom is following suit this year.

Packaging continued

Goodness of Frozen in action

Recyclable flexibles and labels, UK and Nordics

Demonstrating our Design for Recycling principles in practice, packaging teams at our Lowestoft factory achieved the implementation of recyclable flexible bags. Following extensive research and development, mono-material polyethylene is now used for Steamfresh outer pouches while a polyethylene/polypropylene laminate is in place for chicken pouches. These developments further support our long-term commitment to phase out non-recyclable flexible bags.

In the Nordics we introduced transparent or semi-printed flexibles on a few products in 2025. This transparent polyethylene plastic has 60% of its surface printed and 40% left unprinted as a window, bringing the bag's recyclability from grade B to A (RecyClass system).

Transparent plastic is better for near-infrared technology sorting at recycling plants and generates a higher value recycled plastic granulate benefiting and developing the circular economy. Ready for launch in 2026 are over 30 products and we expect more than 70 tons of our flexibles plastic to become transparent in the coming years.



Looking ahead

The challenge of recycled, recyclable and sustainable packaging is an industry-wide one. Not only is the science complex but the legislative and infrastructure backdrop is continually evolving, with large variations by region.

We continue to test and scale packaging innovations with a particular focus on problematic materials such as multi-material laminates, vacuum packs and skin packs.

We are well prepared for the imminent [EU Packaging and Packaging Waste Regulation](#) and its restrictions on food-contact packaging. Several 2025 research and development initiatives have contributed to our preparedness.

For non-food contact packaging materials, we continue to increase the proportion of recycled content where possible.

Ongoing, we are improving our data reporting and forecasting in line with Extended Producer Responsibility and other plastic tax requirements where applicable.

Health and safety

At Nomad Foods, we foster a culture of safety, security and wellness. Our vision is for zero harm to people, be they our own employees or contract and agency workers.

In 2025, safety was reinforced within Nomad Foods' new corporate values, notably the core value of 'Care'. We ensure robust governance through a **Safety policy**, management system, programme and training. Our policy covers all employees, contractors, visitors, local communities, mergers and acquisitions and any other third parties impacted by our operations. The Group Head of Safety, Health & Environment (SHE) is responsible for ensuring that robust health and safety processes are in place across our business. Safety targets are in place for all manufacturing locations, measured through KPIs.

Our Safety programme is well established across our 17 factories and our logistics and distribution network. In 2025, we also integrated 29 offices and agricultural facilities into the programme. This was a significant achievement, given differing levels of safety maturity at each location.

A network of safety champions across Nomad Foods helps to disseminate safe practices, with coaching and site support offered by regional SHE Leads. Our 'Safety First Everyone Everyday' programme provides training and coaching to equip leaders and employees with the skills to promote safety through leadership behaviours and positive conversations. In 2025, we launched the 'Step Up, Speak Out' campaign, supported by the EcoOnline reporting tool across all locations.

Our approach

→ **Safety policy**

Our health and safety IROs

→ **Page 56**

Silver

Royal Society for the Prevention of Accidents (UK)



Health and safety continued

How are we doing?¹³

50 ↓

total recordable work-related injuries¹⁴

2024: 55
2023: 86

3.97 ↓

recordable injuries per million hours worked

2024: 4.2
2023: 6.6

219 ↓

accidents

2024: 267
2023: 340

17.4 ↓

accidents per million hours worked

2024: 20.3
2023: 26.2

Our performance data

→ [Download](#)

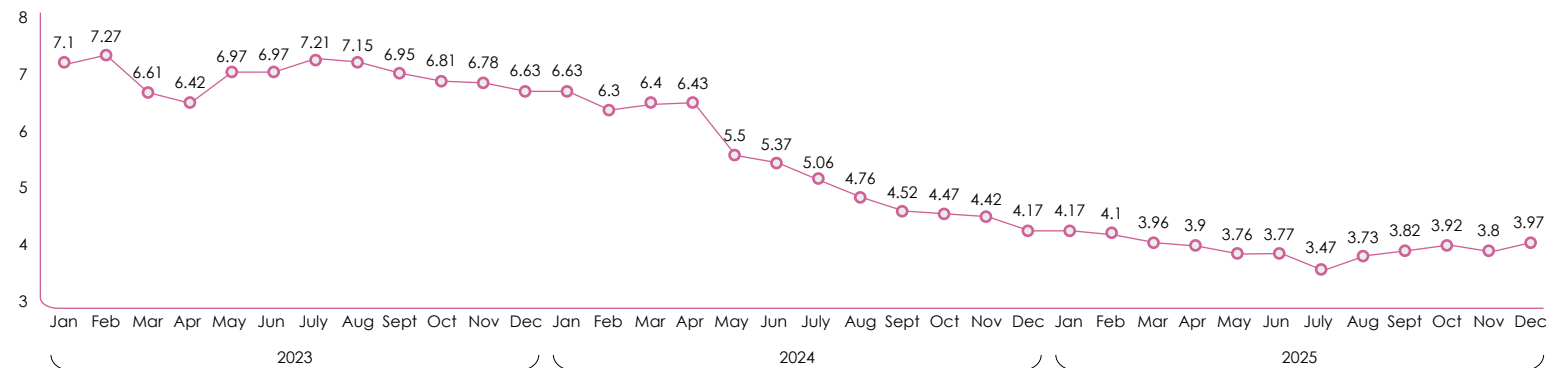
2025 performance

In 2025, there were 50 recordable work-related injuries (versus 55 in 2024), 169 first aid cases, 656 near misses and 2,943 reported hazards. All recordable incidents have been thoroughly investigated with lessons learnt shared, informing future practices. We achieved a 9% reduction in manufacturing accidents, reflecting our continued focus on risk reduction and operational safety.

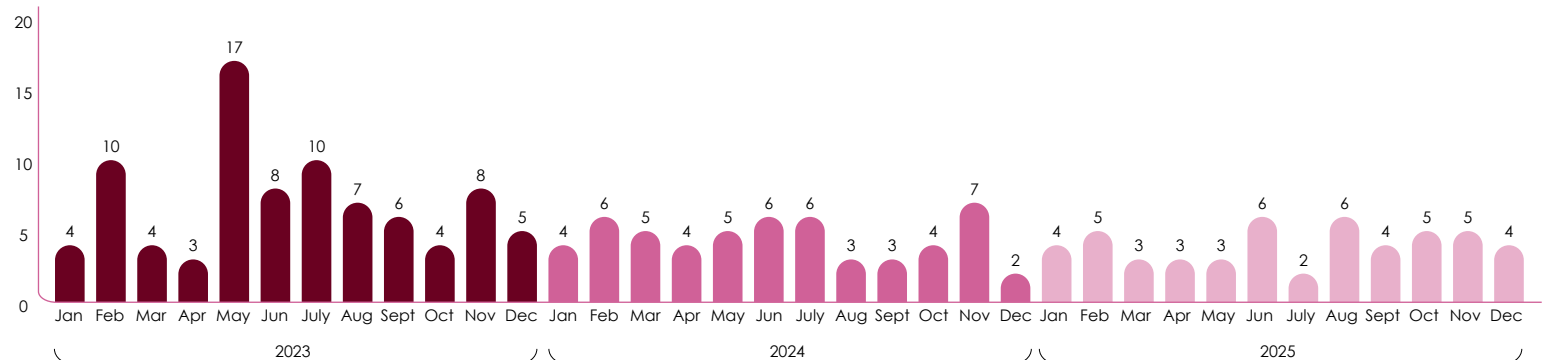
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In 2025, we integrated 29 additional offices and agricultural facilities into our Safety programme.

Total recordable work-related injuries frequency rate 12-month moving average



Count of total recordable work-related injuries



13. All data excludes offices and agricultural facilities, as explained above.

14. As per the Nomad Injury Classification and Reporting standard.

Health and safety continued

Strengthening our safety culture

In line with our commitment to continuous improvement, we launched several new safety standards during the year. Covering risk assessment, electrical safety, permit to work, agricultural safety and ammonia management, these new standards strengthen the consistency, clarity and compliance of our approach across the business.

For example, the Ammonia Management standard sets out the minimum requirements for the safe operation, maintenance and oversight of all ammonia systems across Nomad Foods. In 2025, ammonia assessments were completed at six factories, providing an independent review of condition, compliance and improvement needs. Action plans have been developed for each site to address any identified risks, ensuring that all findings are tracked and resolved in a timely and structured manner. Another key standard launched in 2025 was the Risk Assessment standard. Covering all manufacturing sites, it includes a standardised methodology and special tool to assess 'last minute' risks.

Our Machinery Safety programme focused on three core priorities in 2025: the consistent and accurate identification of risks (assessments were completed for six factories); closing 377 gaps found during previous assessments; and training and coaching for SHE and Technical teams.

Our Hazard Spotting programme was expanded to offices and agricultural locations. We also set a new target for timely hazard closure.

During the year, six SHE audits were completed as part of our continuous three-year audit cycle.

377

machinery safety gaps closed from previous assessments

Goodness of Frozen in action

Recognising our safety champions

In 2025, our office and agricultural safety champions went above and beyond in supporting the expansion of our Safety programme to 29 new locations. They helped to integrate offices and agriculture sites into EcoOnline, completing training, supporting colleagues and entering accurate work hours and incident data.

It is thanks to our champions that we now have full visibility of our performance and a complete Nomad Foods incident frequency rate for the year. Their dedication has strengthened our safety culture and has played a vital role in making our offices and agri-facilities safer places to work.

29

new locations under our Safety programme

Looking ahead

With our vision of zero accidents in mind, our focus is on advancing management system maturity, investing in targeted safety improvements and cultivating a positive safety culture. These priorities will be supported through ongoing training, clear and consistent safety communication and further standardisation of processes and expectations.

We are currently conducting a full review of our audit programme to strengthen assurance and streamline methodologies. Alongside this, we plan to prioritise hazard elimination and risk reduction through enhanced site risk assessments and formal risk registers.

Targets around accidents, near misses and hazards will be extended to office and agricultural facilities.

Finally, ammonia system assessments will be expanded to more sites.

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Our focus is on advancing management system maturity, investing in targeted safety improvements and cultivating a positive safety culture.

Wellbeing and development

The development, wellbeing and engagement of our people are fundamental to our success. We provide excellent learning opportunities, a culture of openness and accessible wellbeing resources.

Employee development is a key driver of our organisational performance and investing in our people is an investment in our current and future strength and competitiveness. In 2025, we further advanced our 'Perform, Develop and Grow' approach with evolved quarterly metrics providing more evidence-based insight. We also strengthened our approach to performance and development, bringing performance, capability building and career growth into one continuous, meaningful cycle. We enhanced our performance recording process to better record and track performance reviews.

Access to flexible digital learning was expanded, complemented by peer-led lunch and learns and 'Learning at Work Week' activities. We also added more practical tools for leaders and managers around goal setting, stronger teams and performance and development. Local teams play an important role, tailoring actions and activities to the

specific needs of their colleagues to ensure engagement efforts are meaningful and relevant.

Our approach to flexibility and hybrid working continued to support wellbeing and inclusion. Flexible working enables individuals to balance personal and professional commitments where operationally possible, with uptake and availability varying by location. Hybrid working is a core part of our employee proposition and our office environments are intentionally designed to support connection, teamwork and productivity.

We provide health and wellbeing resources on our intranet, 'Nomad&Me' and have a Wellbeing Champions network in place to support events, campaigns and conversations on key wellbeing topics. In the UK, an Employee Assistance Programme offers confidential expert support for personal and work-related matters.



Our wellbeing IROs

→ Page 56

66

Our office environments are intentionally designed to support connection, teamwork and productivity.

How are we doing?

59% ↑

of colleagues participated in engagement surveys

2024: 51%

74% ↓

employee engagement

2024: 75%

81% ↑

health, wellbeing and safety engagement score (based on engagement survey)

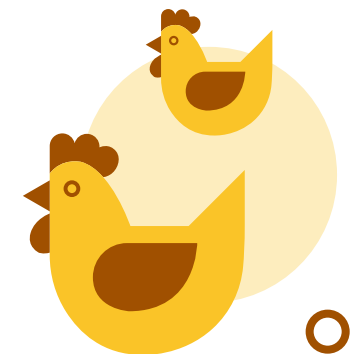
2024: 75%

Our performance data

→ Download

2025 performance

Average employee engagement survey participation increased throughout the year from 51% to 59% with an average engagement score of 74%. Particularly positive scores came in the areas of health, wellbeing and safety, pride in the job, manager support and hybrid/flexible working. Opportunities were flagged around strengthening the clarity and simplicity of internal processes and enabling colleagues to work more efficiently. These are reflective of the areas that we are currently prioritising under our people programmes and we will report back in our 2026 report.



Wellbeing and development continued

Goodness of Frozen in action

Adapting to learning needs

To ensure that our learning offer covers role-specific topics, we offer specialist learning 'hubs' that bring together resources, interactive playlists, videos and other content in one easy-to-navigate location. Building on our nutrition hub, in 2025 we launched a second hub on HR excellence.

Consolidating a wealth of information, documents and training resources, the hub has received highly positive feedback from across the business, freeing up people's time and equipping colleagues to operate effectively and efficiently.

Unlocking leadership potential

Now in its second year, our Leadership programme is building capacity among line managers to motivate, encourage and grow talent within their teams. Since the programme started in 2024, 117 leaders have participated from the UK and Europe, with the majority graduating with distinctions.

A One Nomad culture

In 2025, we launched our Culture Tools – a set of simple, practical, behaviour-led tools that help colleagues live Nomad's values and strengthen a consistent 'One Nomad' culture. The suite of 12 tools for everyday team and individual use has been carefully designed to foster efficiency, wellbeing, alignment and leadership behaviours.

We delivered workshops to raise awareness of Culture Tools among our people leaders, with practical examples of how the tools can be used by their teams day-to-day in a wide range of scenarios.

Looking ahead

In 2026, we intend to evolve our approach to developing our managers and leaders, offering a more flexible learning pathway that meets the needs of our line managers and is accessible to a broader population of colleagues. This new approach combines practical workshops, online content and a dedicated resource centre to build capability and enable line managers to perform effectively in their roles.

Alongside this, we intend to continue evolving our functional training hubs to create more flexible, accessible and role relevant learning pathways. These hubs are designed to expand our offering of digital learning, with a focus on self-serve, so individuals can take charge of their own learning and take what is relevant to them for their roles and their development.

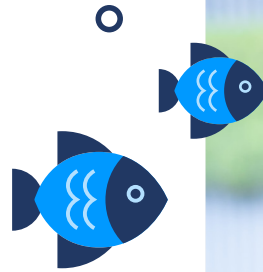
We intend to also continue to evolve and enhance the way we listen and learn from our colleagues. We aim to review and modernise our survey approach to diversify how we measure engagement and experience, moving beyond surveys alone to incorporate more continuous and dynamic mechanisms. We expect that this will help us build a richer, more holistic understanding of the moments that matter throughout the employee lifecycle and ensure we act quickly and effectively on what our people tell us.

Together, these initiatives will support a more connected, insight-led and empowering employee experience – enabling all colleagues to perform, develop and grow.



Diversity, equity and inclusion

Our success is rooted in the ability to attract and retain diverse talent. To support this, we aim to create workplaces where everyone feels valued, respected and supported to contribute fully.



In 2025, we launched our 'Uniquely You' approach to inclusive hiring, leadership, culture and information. This has been instrumental in how we integrate inclusion and diversity (I&D) into daily behaviours, leadership expectations and people processes to strengthen a culture where all colleagues can be themselves.

Empowering colleagues to understand their own I&D journey, local events were held across Europe throughout the year. At Group level, our 'Conscious Inclusion' curriculum delivered more courses, equipping colleagues and leaders with the knowledge and tools to model inclusive behaviours. And as described on [page 49](#), a new suite of Culture Tools helped colleagues to navigate scenarios relating to neurodiversity.

Our I&D-related IROs

→ [Page 56](#)

Our I&D Network remains an important vehicle for fostering connection and championing awareness. In the last year, it welcomed 30 new colleague volunteers trained in advocacy or delivery roles and facilitated events on quarterly themes: Allyship, Pride, Uniquely You and I&D Around the World. We also built inclusive leadership and team capabilities through sessions on male allyship, neurodiversity, disability, emotional intelligence, men's health and more. Some sessions saw up to 400 participants.

Our I&D policy sets clear expectations for all Nomad Foods employees to demonstrate inclusive behaviours, develop their understanding, apply their insights in daily interactions and hold themselves and others accountable for conscious inclusion. Meanwhile, our Anti-Discrimination and Anti-Harassment policy reaffirms our commitment to a safe and respectful workplace. It is supported by mandatory bullying and harassment training and the Group Whistleblowing policy and grievance mechanism (see [page 60](#)).



How are we doing?

37% ↑

Female workforce

2024: 36.2%

2023: 36.3%

34% ↑

Female Enterprise Leadership Team

2024: 28.8%

2023: 29.2%

Our performance data

→ [Download](#)

2025 performance

In 2025, women made up 37% of the workforce, with a slightly lower proportion at senior leadership level (34%). The age diversity of employees remained largely the same.

In the UK, our latest [Gender Pay Gap Report](#) is available to view.

Diversity, equity and inclusion continued

Goodness of Frozen in action

Celebrating our diversity

We celebrated Black History Month by holding a week of inspiring and informative events. Coordinated by the One Nomad network, they included:

A movie club screening of 'Hidden Figures' followed by a discussion on what it means for diversity today

A virtual gallery of inspiring Black artists

Sharing 'Mandela: Letters of Kindness' to show gratitude

Live cooking sessions that welcomed everyone to experience African and Caribbean cuisine

Taking pride in what makes us unique

Pride has become an important date in the Nomad Foods social calendar. It is a chance for LGBTQIA+ colleagues to celebrate their uniqueness and to inspire everyone to be their authentic selves at work.

In 2025, lots of events and activities took place across our locations. Here are some highlights:

Discussing the book, 'With Teeth' at Nomad Foods' Book Club

'Not just a party' lunch and learns on the history of Pride

Inspiring external speakers hosting five webinars on D&I

Creating a toolkit of ideas for colleagues to host their own local events



Looking ahead

In 2026, we will continue to focus on strengthening our One Nomad I&D Network as a powerful force for connection, awareness and advocacy across the business. Building on the momentum of 2025, we aim to continue growing our community of colleague volunteers to help shape the conversations that build an inclusive culture.

We will work to expand the range and creativity of activities aligned to our 'Uniquely You' pillars – ensuring they inspire, educate and bring colleagues together across cultures, identities and locations.

Through a more connected and visible network, enriched programming and deeper colleague participation, we aim to continue embedding inclusion into everyday experiences and strengthening a culture where everyone feels seen, supported and able to thrive.