



Better Sourcing

All of our ingredients and materials are responsibly sourced with regular third-party audits and certifications to uphold social and environmental responsibility.

Material topics

- Climate change
- Pollution
- Water and marine resources
- Biodiversity and ecosystems
- Workers in the value chain

UN SDGs



In this section



Fish and seafood

99.9%

of fish and seafood certified sustainable/responsibly sourced

[Page 14](#)



Agriculture

97%

of veg, potatoes, fruit and fresh herbs sustainably sourced

[Page 16](#)



Animal welfare

100%

of poultry and eggs from non-cage reared chickens

[Page 19](#)



Worker rights

100%

of tier 1 and 2 suppliers screened for social risks

[Page 21](#)

Fish and seafood

As a key source of quality protein, essential fatty acids, vitamins and minerals, fish is the ultimate superfood. What's more, through careful management and monitoring, it can be a sustainable food source too.

Our policy on **Fish and Seafood Sourcing** stipulates that we only source from suppliers that comply with either the UN Food and Agriculture Organization (FAO) **Code of Conduct for Responsible Fisheries** or the FAO **Technical Guidelines for Aquaculture**. Our due diligence starts with eliminating the risk of any illegal, unreported or unregulated fishing from any of our markets, or sourcing from stocks that may be depleted or recovering. Our Fish and Seafood Sourcing strategy is designed to build supply chain resilience and mitigate risks associated with climate change (see [page 55](#)).

It emphasises:

- **Sustainability:** Sourcing from fisheries certified by the **Marine Stewardship Council** (MSC).
- **Species diversity:** Increasing the range of species and sourcing regions within our portfolio.

- **Aquaculture:** Increasing the use of aquaculture to enable fish and seafood to be farmed under controlled conditions in line with the **Aquaculture Stewardship Council** (ASC) Farm Standard.
- **Innovation:** Partnerships to accelerate progress in areas such as cell-cultivated fish and seafood and alternative proteins (see following page).

Independent third-party certification schemes help us to monitor and verify supply chain sustainability, notably MSC for wild capture fisheries and ASC for farmed fish and seafood. All parties across the supply chain must undergo certification audits conducted by **Assurance Services International**-approved bodies.

Our approach

- [Website](#)
- [Fish and seafood sourcing policy](#)

Our fish and seafood-related impacts, risks and opportunities (IROs)

- [Pages 55, 56 & 58](#)



Our **Captain's Fish Finder** tool allows consumers in 11 markets to pinpoint where their fish or seafood has come from by inputting the on-pack code.



How are we doing?

99.9% ↑

of fish and seafood volume from sustainable/responsible sources
2024: 99.6%
2023: 99.5%

99.9% ↑

of sales volume from sustainable/responsible sources
2024: 99.3%
2023: 98.2%

96.0% ↑

of sales volume from sustainable/responsible sources inc Adriatics
2024: 94.3%
2023: 92.5%

Certifications



Our performance data

- [Download](#)

2025 performance

By the end of the year, 99.9% of our fish and seafood products were from MSC or ASC sources (excluding our Adriatics brands). The remaining 0.1% include two Peruvian squid ring products under the MSC improvement programme, and one pike-perch product in Austria which recently relaunched (in 2026) with pike-perch from MSC-certified sources. This achievement is testament to the systematic efforts made by our sourcing teams to close certification gaps across 15 products in 2025 (clams, mussels, tuna, pike-perch, European perch, char, squid, European anchovy, prawns and shrimp).

Fish and seafood continued

Goodness of Frozen in action

Cell-cultivated seafood

As emphasised in our Fish and Seafood Sourcing strategy, innovative and collaborative approaches are fundamental to how we support a sustainable and resilient marine system. For five years, we have been working on an exciting research and development initiative with **BlueNalu**, a global leader in cell-cultivated seafood. The technology involves harmlessly isolating cells from live fish, cultivating them in nutrient-rich media and structuring them into products like fish fillets or surimi.

Cell-cultivated seafood offers a sustainable, climate-resilient and ethical alternative to traditional fishing and aquaculture. In 2025, this partnership reached a new milestone as BlueNalu began the commercialisation phase.

Our approach

→ [Website](#)



66

The goal of cell-cultivated seafood to offer alternative yet nutritious, safe and responsible products aligns with our commitment to providing consumers with access to great tasting seafood that is both good for them and good for the planet.

Carly Arnold
Nomad Foods Chief
Research Development
and Quality (RDQ) Officer

Sustainable fish and seafood in the Adriatics

When Ledo and Frikom joined the Nomad Foods family in 2021, they came with a fish and seafood portfolio that reflected Mediterranean culinary preferences, for example Argentine hake and (primarily) Patagonian squid.

Over the last two years, we have worked to understand our Adriatic fish and seafood portfolio with a view to sourcing in line with high sustainability and responsibility standards. By the end of 2025, 18.9% of our Adriatic fish and seafood volume carried the MSC or ASC ecolabel, up from 3.7% in 2024.

18.9%

of sales volume from sustainable/responsible sources
2024: 3.7%

Looking ahead

With our target to source 100% of our fish and seafood sustainably/responsibly having expired at the end of 2025, we are currently developing a new Fish and Seafood Sourcing strategy. Its scope will include our Adriatics brands, which encompass more than 50 species.



Agriculture

Farm-gate emissions make up almost a fifth of global greenhouse gas emissions⁶ and commercial agriculture has become a key driver of nature loss⁷. We work with farmers, intermediaries, research institutions and industry bodies to champion sustainable practices that build resilience.

During 2025, we saw the impacts of climate change on our fruit and veg supply chains. Extreme and unseasonal weather meant poor harvests for spinach, fruit and tomatoes Europe-wide, while English-grown peas also underperformed. Navigating these challenges is becoming the new normal for agri-food businesses like ours, reinforcing the need for close relationships with growers and long-term partnerships that promote sustainable, resilient agricultural practices. Our [Agriculture policy](#) emphasises the importance of integrated farm management, deploying a combination of technologies and responsible pest, water and soil health management. The policy covers our own operations.

More than 500 farmers across six countries are contracted directly and account for around half of the veg (including potatoes) and fresh herbs we sell. Our agronomists and technical teams work side-by-side with these farmers to deliver continuous sustainability improvement. The remaining 50% of veg, fruit and herbs is sourced indirectly through third-party suppliers. Regardless of whether the relationship is direct or indirect, all suppliers are assessed and audited against the [Sustainable Agriculture Initiative Platform](#) (SAI) standards or an equivalent benchmarked scheme.

Our approach

→ [Website](#)

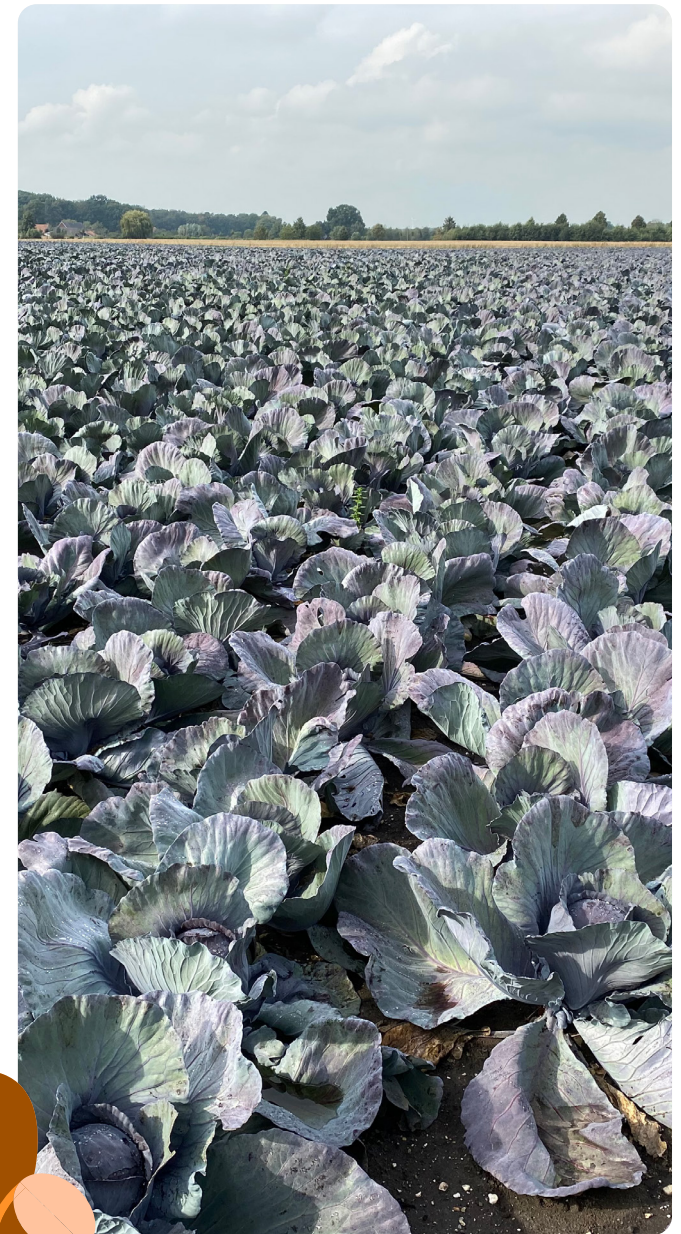
→ [Agriculture policy](#)

Our agricultural-related IROs

→ [Pages 55, 56 & 58](#)

The SAI's Farm Sustainability Assessment (FSA) monitors and supports continuous improvement across ten social and environmental criteria and our target is for all suppliers to achieve FSA Silver or Gold. Where this is not achieved, we work together to establish pragmatic roadmaps. In 2025, we put in place FSA (or equivalent) roadmaps in our co-packing supply chain, with many suppliers now demonstrating FSA compliance, despite these being highly complex operations.

For high-risk ingredients such as soy and palm oil, we ensure traceable sustainability through accredited verification or by purchasing sustainable credits (see the following page).



6. Food and Agriculture Organization

7. International Union for the Conservation of Nature

Agriculture continued

How are we doing?

97% ↑

of veg, potatoes, fruit and fresh herbs sustainably sourced⁸
2024: 94.9%
2023: 92.3%

100%

of palm oil RSPO-certified segregated
2024: 100%
2023: 100%

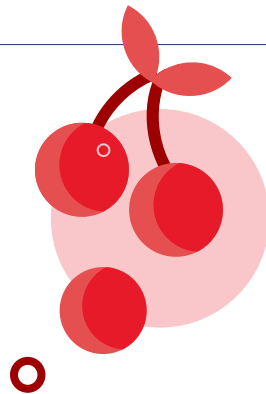
Our performance data
→ [Download](#)

100%

of soy covered by RTRS credits (by volume, direct and indirect)
2024: 100%
2023: 86%

2025 performance

As shown above, we have made strong progress against our strategic targets, increasing the proportion of verified sustainable veg, fruit and fresh herbs by 2% (now 97%) and once again sourcing all palm oil from accredited sustainable sources and purchasing **Round Table on Responsible Soy** (RTRS) credits to cover our direct and indirect soy footprint.



Goodness of Frozen in action

A greener future for pea harvests, UK

In Yorkshire, England, 100% of Birds Eye's pea growers hold FSA Silver or Gold accreditation. Over the past five years, the brand has been working with pea grower co-operatives to increase vining pea productivity while protecting the fertility and viability of land for future generations.

The approach includes breeding disease-resistant and more resilient varieties, developing new seed planting equipment and implementing the latest biological plant health methods. These interventions increase output per hectare, in turn reducing the land required so farmers can extend their cropping rotations.

Higher productivity means increases in the profitability for growers and more efficient operations and logistics (e.g. harvesting and hauling). Importantly, these innovations will also reduce carbon dioxide emissions and remove potent nitrous oxide from the atmosphere.

Based on field-scale trials in 2025, the Green Pea Company, the largest vining pea operation in the UK that exclusively supplies Nomad Foods, has seen encouraging increases in yields. With an area of 9,000 hectares, the Green Pea Company accounts for around a third of total UK production.

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East Yorkshire and North Lincolnshire farmers have been supplying Birds Eye with peas for nearly 60 years.

Sustainability, in its truest sense, is at the heart of what farmers are about – ensuring that the next generation can continue to produce food. The partnership with Nomad Foods supports that aim, working together to ensure we can continue supplying peas to Birds Eye for generations to come.

Jonathan Longthorp
Birds Eye pea grower and Green Pea Company co-op board member



8. Defined as our suppliers (contracted, bulk and co-pack) that achieve the Sustainable Agriculture Initiative FSA Silver or above.

Agriculture continued

High-risk ingredients

Our **Palm Oil policy** states that we will only purchase palm oil from **Roundtable on Sustainable Palm Oil** (RSPO) segregated certified sources, meaning it can be traced back to RSPO-certified mills and associated supply base. In 2025, 100% of the palm oil we sourced for in-house production was RSPO-certified segregated.

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

As in previous years, in 2025 we directed our credits to Brazil, the primary sourcing region of our soy. Through this we have supported responsible soy production in Mato Grosso, within Brazil's Cerrado region and across a state that also includes the Amazon and Pantanal biomes. In a landscape where agricultural expansion continues to put native vegetation at risk, this support helps channel finance to RTRS-certified producers committed to responsible land use and sound farm-level practice.

Goodness of Frozen in action

Extending our sustainability standards to our newest brands

We are working to transition the supply chains of our newest Adriatics brands, Ledo and Frikom, to meet our sustainability requirements. This includes achieving FSA Silver or above, demonstrating good agricultural sustainability for certain materials grown directly in the Adriatics.

With our initial focus on our direct agricultural sourcing in the region, in 2025 our technical field teams attained FSA Silver assurance for yellow beans, green beans, sweet corn and peas. This milestone required establishing a dedicated FSA implementation team, building familiarity with the scheme's requirements and working closely with our farming partners to ensure compliance

ahead of scheduled audits. This achievement reflects a strong collaborative effort and marks an important step in embedding the FSA framework in a region where it has previously had limited visibility or adoption. As this market was not part of our original sustainability commitment, its performance is not yet included in our Group reporting. However, we are actively developing a pragmatic plan around how we can further scale our activities across our Adriatic supply chains.



Regulation-ready on deforestation risk

In 2025, we developed our compliance strategy ahead of the (delayed) EUDR. The strategy builds on our policy framework around forest-derived commodities and long-standing commitment to deforestation-free supply chains, notably palm oil and soy.

Our strategy was developed by cross-functional teams over more than a year, in close collaboration with suppliers to map raw materials and finished goods within the scope of the EUDR. We have also partnered with several customers to ensure alignment of scope, expectations and ways of working.

Where we know that suppliers are already compliant, we will conduct supplier and customer data collection and transfer trials, while providing ongoing supplier support where needed.

Looking ahead

To support a resilient farming system that can sustainably produce food for the future, we are currently exploring how we evolve our strategy to deliver positive outcomes for soil health, water, biodiversity, climate and farming livelihoods.

This will also support us in achieving farm-level greenhouse gas reduction targets (see [page 62](#)) and ensuring we can continue to source high-quality veg for generations to come.

In the short term, our focus is shifting from driving FSA compliance to scaling sustainable actions, starting with pilot programmes on priority crops in the UK, Germany and Italy.

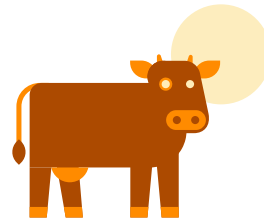
Finally, with the EUDR implementation date now set for December 2026, we will continue to strengthen our compliance strategy throughout the year.

Animal welfare

While plant-based diets are becoming more popular, animal proteins remain a key part of people's diets. Our Appetite for a Better World strategy and sourcing policies emphasise the ethical and humane treatment of animals in our supply chain.

Our approach

- [Website](#)
- [Animal welfare policy](#)
- [Animal welfare standard](#)



How are we doing?

100%

of poultry from non-cage reared chickens

2024: 100%
2023: 100%

80%

of broiler chicken welfare-assured (by volume) inc Adriatics

2024: N/A

100%

of purchased eggs from non-cage reared chickens

2024: 100%
2023: 100%

Our performance data

→ [Download](#)

All suppliers of beef, lamb, pork, chicken, dairy and eggs must comply with our [Animal Welfare policy](#) and [Animal Welfare standard](#). They stipulate cage-free production systems for poultry, eggs and egg-derived products and welfare-assured broiler chicken. Our policy requires humane slaughter and prohibits the use of antibiotics that impact human health (Critically Important Antimicrobials, as defined by the World Health Organization), prophylactic or growth-promoting antibiotics and hormones in any animal protein products.

Our approach is grounded in the globally recognised Animal Welfare Committee's 'Five Freedoms of Animal Welfare'

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

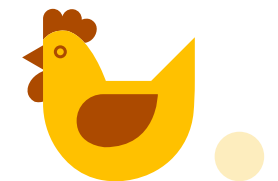
The policy and standard are reviewed periodically and supported by robust internal governance. Our membership of the [Global Coalition for Animal Welfare](#) (GCAW) and collaboration with the wider industry has been fundamental to keeping abreast of the complex challenges and potential solutions across the value chain.

We are also exploring how we approach welfare within our fish and seafood supply chain. For aquaculture, by sourcing ASC-certified fish and seafood, welfare is ensured through strengthened welfare criteria within the ASC's new Farm Standard launched in 2025. All farms will be audited against this standard from May 2027. For wild caught fish and seafood, the singular welfare concern is around controlled slaughter.

Identifying and implementing practical solutions deployable on fishing vessels on the high seas is challenging, requiring wider industry collaboration and research.

2025 progress

Amidst continued volatility in the trading landscape (see [page 20](#)), we made solid progress against our targets (see above). Broiler chicken welfare remains a systemic challenge that we are steadily advancing on, alongside our peers (see the following page).



Animal welfare continued

Tackling systemic challenges in poultry welfare

Our Chicken Welfare strategy reinforces our commitment to broiler welfare with close monitoring of suppliers around stocking density, live bird transport times, enrichment provision and bird health monitoring.

Over the last year, we have focused our efforts on transitioning to welfare-assured broiler meat – achieving 80% compliance (including our Adriatic cluster) on a volume basis. Although proud of our progress, we fell short of our 100% target due to a combination of external factors including avian influenza, global trade disruption, fragmented welfare standards (nationally and regionally) and volatility in feed and input costs.

Additionally, achieving systemic transition to slower-growing breeds has been an ongoing challenge for our sector, requiring cross-sector collaboration for consistent action by breeders, hatcheries, growers, processors, retailers and consumers. It is therefore likely that we – alongside the majority of our peers – will not meet the 2026 Better Chicken Commitment requirements. However, we are optimistic that continued consistency and partnership will see the dial shift in our sector. By strengthening our monitoring and assurance, benchmarking our standards against key welfare metrics and working with external partners (e.g. GCAW), we hope that better welfare in poultry becomes business as usual, while maintaining security and affordability of supply for consumers.

Hearing from our poultry farmers

Our 2025 annual survey of poultry suppliers found that:



EU compliance

100%

of our suppliers meet EU legislation regardless of country of production

Natural light

52%

of our suppliers provide natural light to 100% of birds supplied to Nomad Foods

Enrichment

52%

of our suppliers provide enrichment provision to 100% of birds supplied to Nomad Foods

Slaughter

100%

of our suppliers stun birds prior to slaughter

43%

of our suppliers meet the Better Chicken Commitment slaughter requirements

Third-party assurance

71%

of our suppliers comply with one of our accepted third-party assurance schemes, translating to more than 80% of volume we procure

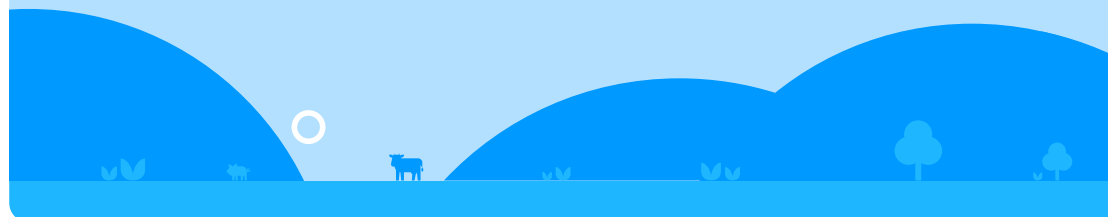
Looking ahead

Building on our 2025 progress, we will continue our efforts to transition our broiler chicken supply to third-party welfare-assured sources, focusing first on direct branded products and accelerating progress in co-packed meal products where the challenges are more complex.

We intend to advance our Multi-Species Welfare strategy for fish, beef, pork and eggs, reviewing policies and engaging suppliers to ensure targets remain ambitious yet achievable.

With significant EU and UK animal welfare reforms expected, we will continue to align our policies and partner with suppliers to ensure compliance.

Finally, we plan to further implement strategies for our Adriatics supply chain to meet our animal welfare requirements.



Worker rights

In our supply chains, thousands of people work to help grow, farm and process our ingredients. We are committed to respecting their rights and upholding consistent standards of fairness and equity.

Agri and marine-based supply chains can be exposed to risks of human rights violations, including human trafficking, child and forced labour, poor working and living conditions, long working hours and low pay. These risks are most acute in countries with limited legal protections for workers, inconsistent enforcement of local laws or sectors heavily reliant on unskilled migrant workers.

At Nomad Foods, we respect the requirements outlined in the International Bill of Human Rights and the International Labour Organization's Declaration on Fundamental Principles and Rights at Work. We also seek to implement the UN Guiding Principles on Business and Human Rights. Our [Code of Business Principles](#) and [Supplier Code of Conduct](#) outline clear expectations for our employees and suppliers to respect human rights. The Supplier Code applies to all supply chain partners covering fair business practices, trade regulation, environmental impacts, supply chain responsibility and traceability.

As members of **Sedex**, a world-leading platform to monitor supply chain sustainability, we map, assess, analyse and report on risks and impacts within our supply chain. Quarterly progress reports are submitted to our Procurement teams and other key stakeholders.

As well as this report, we also publish an annual [Modern Slavery Act Transparency Statement](#) in line with the UK Modern Slavery Act and the Norwegian Transparency Act (with a separate declaration for the German Supply Chain Act). These statements cover governance, human rights due diligence, risk assessments, preventative measures, remediation and grievance mechanisms.

Our approach

→ [Website](#)

→ [Supplier Code of Conduct](#)

Our worker rights IROs

→ [Pages 57-58](#)

Our Modern Slavery Statement

→ [Download](#)

How are we doing?

89% ↑

of tier 1 suppliers registered on Sedex and completed SAQs

inc Adriatics
2024: 83%

100%

of new tier 1 suppliers screened against social criteria

inc Adriatics
2024: 100%

Our performance data

→ [Download](#)



2025 performance

We met our strategic worker rights targets in 2025. Third-party ethical audits were carried out at 150 sites (32 co-packers, 105 raw material suppliers and 13 packaging suppliers) covering 114,773 workers. The majority (73) were in Europe, followed by Asia (52), South America (19) and North America/Africa (3 each).

The audits identified 738 non-conformances. They comprised 39 at critical level, 406 high, 240 medium and 53 low. Of the total, 491 were closed out by year-end with the rest under corrective action plans.

The most common drivers of non-compliance were health and safety and working hours, both of which are common in food supply chains and within the geographies we source from. While these were all minor policy and procedural issues, rather than cases of poor treatment of workers or child labour, we identified 54 non-compliances across the categories of children and young workers, discipline and grievance, discrimination and freely chosen employment, of which 42 are already addressed.

Worker rights continued

Risk-based monitoring

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

Engagement

All suppliers, existing and new, must comply with our Supplier Code of Conduct which includes registering, linking and completing the Self-Assessment Questionnaire (SAQ) on Sedex.

Self-assessment

The Sedex questionnaire collects information on labour, health and safety, environment and business ethics. Suppliers must complete and review it periodically to ensure the information remains up to date. This is important as it feeds into the Site Characteristic risk score in the Sedex Risk Assessment tool, which is a key part of identifying risks within our supply chain.

Site risk assessment

Risk is assessed using previous audit results, Site Characteristic risk (based on SAQ responses) and Inherent risk, which uses country and sector risk indicators from third-party data. These scores help identify high-risk sites requiring audits.

Auditing and addressing non-conformities

We conduct third-party ethical audits on high-risk suppliers to ensure compliance with our Supplier Code of Conduct and local laws. Audits are graded based on the number and severity of non-conformities and whether they are isolated or systemic, using our internal grading matrix. This grading determines audit frequency, ranging from every six months to two years. Our preferred audit format is the four-pillar **Sedex Members Ethical Trade Audit** (SMETA), although we accept specified alternatives.

Non-conforming suppliers must address issues within set timelines, with corrective actions verified through follow-up audits or desktop reviews. We actively support suppliers in remediating non-conformities, using corrective action plans and regular check-ins to understand progress.

Goodness of Frozen in action

Spotlight on seafood

In collaboration with **Lloyd's Register Quality Assurance**, **Conservation International** and **FishWise**, in 2025 we piloted a social responsibility assessment tool to identify and tackle worker rights and wellbeing risks in our fish and seafood supply chain.

Starting with four suppliers and processors in Vietnam, the pilot found overall positive performance with:

- all sites meeting or exceeding the living wage;
- positive working conditions backed by certification and competition for workers;
- all workers being recruited directly (without brokers) and with written contracts in a language they understand;

- active trade unions or worker committees being present with regular worker-management dialogue and workers able to freely raise issues;
- strong occupational health, safety and diversity measures enforced; and
- management understanding of international human rights standards.

Weaker performance was found in areas such as engagement with relevant stakeholders and formal grievance mechanisms. Given the valuable insight this tool provides around human rights risks and impacts, we aim to deploy it in wider sourcing regions going forward.



Worker rights continued

Goodness of Frozen in action

Smart due diligence

In 2025, we piloted the **diginexLUMEN** platform with a sample of our supply base. This human rights due diligence system provides:

- algorithm-based risk scoring data to prioritise target areas;
- self-assessments that are automatically scored with improvement plans generated, reducing audit burden;
- data triangulation between the self-assessments and worker surveys to flag inconsistencies;
- supply chain mapping for greater transparency and risk assessing of different tiers; and
- customisable features.

The pilot covered 15 manufacturing sites across different buying categories, countries, risk and spend level. Overall, feedback from suppliers was positive and we plan to roll out the platform in our high-risk supply chains for enhanced due diligence.

Training and engagement

For current employees and new starters in Procurement, Supplier Assurance and Research & Development, a mandatory 'introduction to ethical compliance' e-learning provides an overview of risks, legal requirements and our approach. We also provide in-depth training for more risk-exposed roles.

Demonstrating our wider commitment to systemic change, we are involved in cross-industry groups such as the **Food Network for Ethical Trade**. These partnerships enable us to share and adopt best practices in the face of evolving human rights risks.



Looking ahead

We will continue to refine and enhance our due diligence processes using technologies and engagement platforms where beneficial. Our initial focus will be on our upstream fish and seafood supply chains, following a series of pilots aimed at increasing due diligence activities.

This will start with scoping our fish and seafood supply chain on diginexLUMEN. Once this has been completed the diginexLUMEN SAQ and worker survey will be deployed. Deeper dives or remediation will be carried out if needed.

A gap analysis is currently underway to align with the EU CSDDD, which requires companies operating within the EU to be accountable for their impacts on human rights and the environment.

Finally, in line with our ethos of leading by example, we will be conducting SMETA audits of our own operations.

