



*Tilda*

# Impact Report 2023–2024



Certified



Corporation



# Welcome to Our 2023 Impact Report

Our ambition is to be the most trusted and responsible rice producer in the world. This drives our deep commitment to protect the environment and to have a positive social and economic impact on communities.

In our third Impact Report, we share progress up to the end of 2023 – the year in which we proudly joined the B Corp movement!



Cover image: Parwinder Singh, photographed on his farm, has been farming with Tilda since 1995 and is now proudly participating in our programme to implement more sustainable rice-growing techniques.

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Basmati rice plant in flower.  
Basmati typically blossoms  
twenty days before harvest.



# In Conversation With Jean-Philippe Laborde

**We asked Tilda's Managing Director about his reflections on the past year and how he feels about Tilda becoming a B Corp.**

**Q. Last year was about building strong foundations in your global supply chain. How are you also involving Tilda's employees in the UK in the impact journey?**

A. We're growing in confidence all the time and it has led us to revisit our purpose, define new corporate values and develop a more robust impact framework. We've been focused on engaging and educating everyone who works at Tilda so that they can contribute. Being a business for good depends on having the buy-in of all 300+ employees, not just a small sustainability team. We are passionate about quality and taste and we aim to be the most trusted brand in rice when it comes to sustainability. Achieving this is going to require the collective efforts of everyone who works with us.

**Q. What's the latest on your work with rice farmers in India to reduce the climate impacts of growing rice?**

A. People have cultivated rice since the beginning of civilisation, but traditional methods which involve flooding paddy fields are a significant source of methane, which contributes to global warming. We now know there is a way to cut emissions by changing farming methods. This is our biggest opportunity to create positive change and we're looking beyond our direct supply chain to have an even greater impact.

We've been working with the most progressive basmati farmers since 2021 to test Alternate Wet Drying (AWD), a technique which has been shown to reduce methane emissions by up to 45% and energy and water use by 20%. We began with 50 farmers in 2021, increased that to 699 farms the following year and reached 1268 farms in 2023.

The big news is that we now also have impact data to show the outcomes that we are achieving together. This data demonstrates the potential of AWD, coupled with the provision of good advice and changes to crop protection practices, to massively reduce the impact of the global rice supply chain.

**Q. What does the new data from rice farmers show and why is it so important?**

A. Scientifically measuring, reporting and verifying outcomes is crucial for sustainability – without it, everything we claim is theoretical. This year, we put in place a programme to collect data on key input use and farming practices from representative samples of farms in our Indian basmati supply chain. With the assistance of an independent agricultural economist, this has enabled us to assess the specific impact of the measures we're encouraging farmers to adopt. Relevant data is input into the Cool Farm Tool – a farm-level greenhouse gas (GHG) calculator tool – to estimate carbon dioxide equivalent emissions savings resulting from our AWD and farmer assistance programmes.

The results of our 2023 research are very encouraging. On average, the farmers are estimated to have reduced their farm-level carbon footprint by 36%, arising from a combination of the methane emission-reducing benefits of AWD, reduced use of energy for irrigation, and cuts in fertiliser and pesticide use. Allied to this have been increases in yields, production cost savings and higher incomes for the

farmers involved in our programme. We will now use this evidence to encourage more basmati farmers to join our programme in 2024, and more widely to promote these practices to other rice farmers and stakeholders involved in the rice supply chain.

**Q. Congratulations on becoming a B Corp. How challenging was the certification process and what did you learn?**

A. I am proud and very happy for our team that we succeeded in becoming a B Corp. This was thanks to the hard work they have put in to increase our transparency and focus on Tilda's impact.

The process for becoming certified was challenging and it has already improved how we do things. We were asked some difficult questions and the assessment process highlighted opportunities to improve, such as drilling down into our farmer data to better understand our supply chain. For B Corp to have a meaningful impact, it needs scale and long-term commitment from businesses like Tilda and it must be backed up by robust data, so we welcomed the challenge and embedded the learnings. We look forward to continuing the journey as part of growing community of committed B Corps.



*Jean-Philippe Laborde, MD, visiting rice farmers in India.*



# About Tilda

**Our ambition is to be the most trusted and responsible rice producer in the world. To stand by this ambition, we must be clear about what we do and honest about our impacts.**

Over fifty years, Tilda has grown from a small family-run business to employ over 300 people, support the livelihoods of over 2,700 rice farmers and serve diverse communities in the UK and worldwide.

## The Tilda Promise

From paddy to plate, taste is the guiding principle that ensures we take care of every grain, try new flavours and celebrate different cultures. Ethical sourcing is at the heart of our approach. We hand-select premium grains and only use high-quality, healthy and responsibly sourced ingredients.

## Our products

### Dry rice

- Basmati and Wholegrain Basmati
- Speciality Rice and Blends

### Ready-to-heat microwave range

- Steamed Rice and Super Grains
- Tasty Sides\*
- Tilda Kids

### Professional range

Rice products for chefs, restaurants and food service professionals

## Our product principles

We care about our products and so do our customers. We promise that all Tilda products are:

- Made with the highest quality ingredients
- Vegetarian (mostly vegan)
- Gluten free
- Pure and authentic
- Made with natural ingredients (no artificial colours, additives, preservatives, E numbers)
- Made using only free range-eggs
- Palm oil free
- Produced at our UK manufacturing facilities using 100% renewable electricity

## Guaranteed Purity

We DNA test every batch of Basmati to guarantee purity, using over half a century of experience and expertise.



Launched in September 2023, Tasty Sides is a new range of microwaveable side dishes containing veg and pulses. Each provides one of the recommended five a day, weighs in at under 250 calories and is high in fibre.



*Tasty Sides Chinese Black Bean*



# Proud To Be a B Corp

**In September 2023, we celebrated becoming the first B Corp certified rice producer in the UK. This has been, and continues to be, a challenging and inspiring journey as we aim to drive positive impact in the rice industry and beyond.**

Becoming a B Corp offers great learning. It brings more transparency to our work and cements our commitment to having a positive impact on people and the planet. It also helps drive our engagement with employees, suppliers, communities and – of course – consumers, who increasingly care about the products they choose.

## What is B Corp

The B Corp movement is a business community committed to taking collective action to address society's critical challenges. B Corp is redefining social, environmental and governance best practices for businesses and Certified B Corps are verified by B Lab to meet these high standards.

➔ [Find Tilda in the B Corp directory](#)



## Our B Corp Score

Businesses must attain a minimum of 80 points out of a possible 200 to qualify as a B Corp. Based on the B Impact assessment, we earned an overall score of 90.8 in 2023. The median score for ordinary businesses who complete the assessment is currently 50.9.

Our impact was measured across five categories: Governance, Workers, Community, Environment and Customers. We'll be recertified every three years and we are committed to improving our score by taking action across all five categories year-on-year.

## Committed to better

One of the most important benefits of being a B Corp is that it demands continuous improvement and transparency. While we met the high standards required to be certified, the robust process also helped us identify where we can do more. We had to dig deep into our data and question what we thought we knew from the ground up, uncovering some valuable insights. For example, we now know our farmers even better, including the size and economic profile of their farms. This will be invaluable as we measure the true impact of our sustainable farming methods on reducing carbon emissions and water use.

**“Becoming a B Corp is a success that’s going to bring greater transparency and an even more positive impact to our work. We think this is what’s needed to drive sustainability across the global rice industry.”**

**Jon Calland, Head of Sustainability and External Affairs, Tilda**

We were also reminded of the importance of embedding sustainability in all parts of the business. Tilda is a small company and we rely on a small number of sustainability experts among us who are supported by many colleagues. We need everyone to contribute, learn and adopt sustainability in their jobs. We plan to build on their passion as B Ambassadors to ensure we listen to good ideas and give people the training they need. We also launched new projects to redefine our purpose and values for today, based on the impact we want to have as a B Corp.



*The Tilda team meeting up with fellow B Corp businesses in London.*



# Our journey to becoming a B Corp...



Opened the facility where our ready-to-heat pouches are made

Upgraded the rice mill to lower its environmental impact

2010

2015

1970

Tilda was founded

1988

Built our state-of-the-art rice mill and packing hall at Rainham in Essex

1990

Established the Foster Farm to test sustainable growing techniques



2013

Began our global partnership with the World Food Programme which ran until 2020

2017

Began our ongoing partnership with The Felix Project



Published our first Impact Report

2021

Expanded the pilot project to 699 farms

2022

Published our second Impact Report

2022

First rice company in the UK to become a Certified B Corp!

2023



2020

Started using 100% renewable electricity for manufacturing

2021

Launched pilot project with fifty rice farms to reduce emissions and water use



2023

Expanded the pilot project further to 1268 farms and reduced methane emissions by 45%





## Our Purpose

Growing a  
future where  
**life in all  
its flavours  
can thrive.**

**To achieve our ambition  
we must embed purpose  
in everything we do.**

From responsibly growing our ingredients to serving local communities, we are embracing a better way to do business making tasty products and creating a thriving future for all.

We redefined our purpose in 2023 to ensure we live up to our commitments in three key impact areas:



**Responsible  
Growing**



**Better  
Business**



**Thriving  
Communities**



# Our Commitments

**We're constantly evolving our approach and refining our commitments based on internal and external developments across our main impact areas.**

These are the key commitments we will focus on as we continue to make progress.



## Responsible Growing

### Responsible growing

We're creating a responsible supply chain by supporting farmers and reducing the environmental impacts of growing high-quality ingredients.



## Better Business

## Better business

We're embracing a better way to do business by focusing on impact and transparency as an employer, manufacturer and certified B Corp.

- Adopt a new Environment Management System (EMS) for our operations and supply chain.
- Maintain 100% electricity from renewable sources, invest in technology to reduce manufacturing emissions and support the Capital Hydrogen project.
- Maintain a commitment to the UK Food Waste Roadmap to reduce food waste by 50% by 2030.
- Introduce recycle-ready dry rice packaging for the roll-out of kerbside collection in the UK and continue to work closely with our ready-to-heat packaging suppliers who are at the forefront of trialling recyclable packaging formats.
- Embed our new corporate values by engaging with employees and building them into our recruitment and performance management processes.
- Work towards zero reportable safety incidents (RIDDOR) and a year-on-year reduction in our accident frequency rate (AFR).
- Introduce Mental Health Awareness training for all our people managers.



## Thriving Communities

- Continue to support basmati farmers to adopt alternate wet and dry (AWD) irrigation techniques to reduce emissions and save water.
- Explore and develop a science-based, evidence-led approach to data collection and verification to more accurately assess farm-level GHG emissions.
- Maintain our programme of assistance to support rice farmers to achieve our high standards, whether they sell their rice to us or not.

## Thriving communities

We're celebrating culture and sharing the flavours of the world with our customers and communities, helping to make lives happier, fuller and healthier.

- Embrace diversity of culture and cuisine, celebrating cultural holidays and calendar moments throughout the year.
- Continue donating nutritious meals to children around the world through Mary's Meals.
- Help tackle hunger and food poverty through our flagship partnership with The Felix Project.
- Educate and inspire communities to support good nutrition and careers in food through our partnerships with Eat Them to Defeat Them and Zest Quest Asia.



# Our Key Impact in 2023

We're proud of the progress we've made and humble about the work we still have to do.

1,268

progressive farms joined our Sustainable Farming Project to cut methane emissions, water consumption and energy use.

36% reduction in carbon dioxide equivalent emissions per kg of rice compared to traditional techniques.

27% reduction in water use and the electricity required to irrigate the crop.



Zero waste to landfill from our UK manufacturing sites.

100% Sedex score for supply chain performance and transparency.

100%

electricity from renewable sources used across both of our manufacturing sites.

17% carbon reduction at our UK rice mill and ready-to-heat rice factory vs. a 2018 baseline.

960,000+ meals worth of rice delivered to feed communities in need in partnership with The Felix Project.

500,000+ nutritious school meals provided to children in countries around the world with Mary's Meals since 2018.





Group of farmers gathered to discuss sustainable farming methods in Haryana, India.



# Responsible Growing

## Securing a more sustainable future for rice

**We are shaping a more sustainable rice supply chain by partnering with the farmers who grow our rice.**

To do this, we need to balance human needs for food with economic viability and preservation of natural resources and habitats. Our actions are founded on supporting rice farmers to adopt science-based and evidence-led approaches that balance these different considerations.

### What do we mean by sustainable farming?

We follow the Food and Agriculture Organisation of the United Nations' definition that to be sustainable, agriculture must meet the needs of present and future generations for its products and services while ensuring profitability, environmental health and social and economic equity.

For us, a more sustainable agricultural supply chain has three main focuses:

- Economic: supporting farming family income levels and security
- Environmental: reducing greenhouse gas emissions, water use and energy use
- Ecological: improving biodiversity

### Supporting farming family livelihoods

Tilda operates a programme of assistance for about 2,500 basmati farmers in the Indian states of Haryana and Uttar Pradesh. Our approach is designed to facilitate supplies of basmati to Tilda and provide support to farmers. Farmers sign up for our programme of assistance annually, in return for complying with our high-quality requirements. We provide the farmers with assistance during the growing season including advice and the provision of inputs and equipment such as pipes for implementing alternative wet and dry (AWD: see overleaf) production practices, sensors and pheromone traps. This helps them reduce their costs, increase productivity and boost income levels. When they sell their



rice to us (there is no requirement to do so – farmers can choose who they sell their rice to even if they have benefited from our support) they receive a price premium that reflects the production risks of growing basmati relative to other rice types – lower average yields and a longer growing season that increases the risk of damage from pests and diseases. Our approach helps to provide a secure outlet for their rice and a degree of income security.

**Reducing the climate impacts of growing rice**

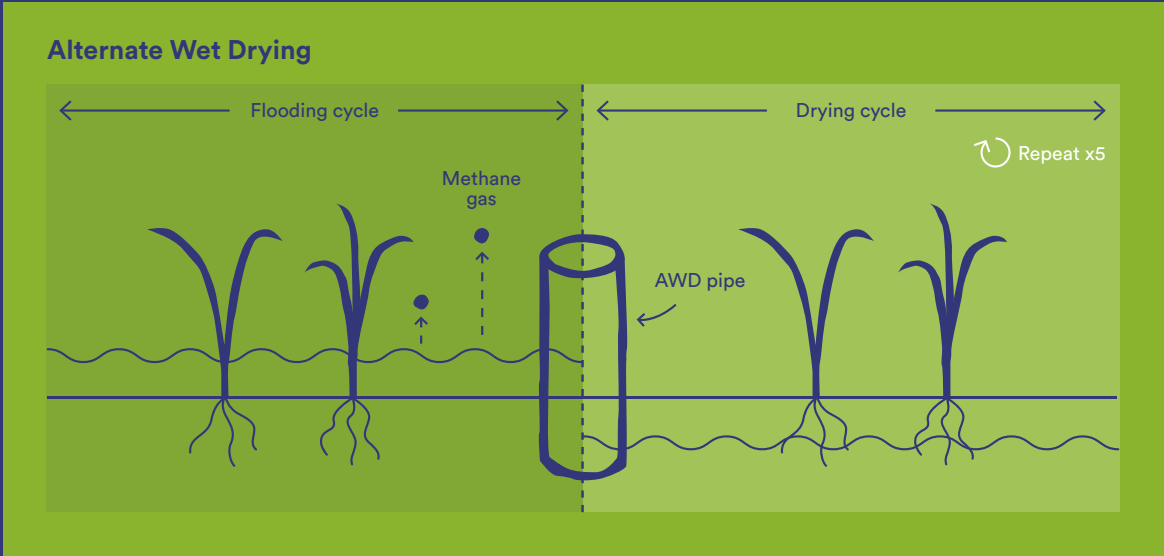
Traditional rice farming uses between 3,000 and 5,000 litres of water per kilogram of rice as the crop is usually grown in permanently flooded fields. This produces large amounts of methane, a powerful greenhouse gas that contributes to climate change and is a by-product of the anaerobic process that takes place when rice plants grow in flooded fields.

A more sustainable way to grow rice uses a production method developed by the International Rice Research Institute (IRRI) called the alternate wet and dry (AWD) irrigation technique. AWD reduces the amount of time rice plants are flooded reducing methane emissions and saving water.

The considerable body of scientific research that has assessed the impacts of AWD, and drawn on by the International Panel on Climate Change in its latest estimates (IPCC 2019), shows that adopting AWD can reduce methane emissions by 45% when compared to continuously flooded paddy fields.

We started work with a small group of farms in 2021 to test AWD techniques in the field. In 2022, we extended the programme to 699 farms and this grew to 1,268 farms in 2023. In a traditional continuously flooded rice production system, farmers would usually carry out 20-25 flooding cycles per growing season. However, those in our AWD project typically carried out at least five fewer drying cycles. Evidence from the 2023 crop shows that this resulted in water use and the electricity required to irrigate the crop falling by more than a quarter.

Our ambition is to encourage all of our basmati farmers to adopt AWD as well as farmers who do not supply Tilda. We created a short film including interviews with some of our farmers to show others what AWD can achieve.



“I am very happy with this (AWD), it’s helped us save a lot. I urge all farmers to make the most of it.”

**Parwinder Singh**  
Farmer in Haryana, India

**Supporting the environment and biodiversity**

The AWD programme with 1,268 farms in 2023 contributed to important reductions in greenhouse gas (GHG) emissions, energy use and water consumption. Our broader extension approach with 2,500 farmers continues to inform and advise them about the benefits of using Integrated Pest Management – an approach that moves away from a mainly pesticide-based system to make greater use of alternative forms of pest control. This helps to reduce the environmental footprint of pest control practices and supports biodiversity. We offer farmers advice and free pheromone traps to attract insect pests which help determine pest levels in fields and enable better targeted (and reduced) use of crop protection products.

We also provide straw bundles that create a habitat for spiders which act as a natural form of ‘biological’ pest control. In 2023, the combination of advice, an integrated pest management approach and the AWD programme resulted in farmers reducing the environmental footprint associated with their crop protection practices by 80%, as measured by Cornell University’s Environmental Impact Quotient indicator (EIQ)<sup>1</sup> when compared to farmers using continuous flooding techniques and crop protection practices founded on the prophylactic application of pesticides.

<sup>1</sup> EIQ | CALS (cornell.edu)

Farmer checking the water level in an AWD pipe.









## The results

In 2023 our sustainability programme provided advice, inputs and equipment to 2,500 Indian basmati farmers. It has resulted in significant contributions in all focus areas, compared to basmati rice that is grown outside the programme.





### Economic sustainability:

-  Increased yields of nearly **7%**
-  Improved farmer gross income by nearly **10%** per hectare

### Ecological sustainability:

-  Reduced the amount of pesticide active ingredient applied by about **70%** per kg of rice
-  Resulted in a larger **80%** reduction in the environmental footprint associated with the use of crop protection products as measured by an indicator known as the Environmental Impact Quotient (EIQ)

### Environmental sustainability:

-  Reduced fertiliser use by **25%** per kg of rice
-  Cut electricity use by **27%** per kg of rice
-  Reduced the amount of water required for irrigation by **28%** per kg of rice
-  Reduced carbon dioxide equivalent emissions by **36%** per kg of rice

## Verifying our programme outcomes

Being science based and evidence led are the foundations of our approach. As well as being guided by the findings of scientific literature and the activities of international bodies like IRRI and the IPCC, we collect data from farms to identify the specific impacts of our programme. This data is crucial to underpin any sustainability claims that we make as well as maintaining our B Corp certification.

We started collecting data directly from the farms involved in our AWD programme in 2022, inputting this data into a widely-used third-party subscription-based online tool developed to help farmers and other operators in agricultural supply chains estimate farm-level GHG emissions. We subscribed to the Cool Farm Tool (CFT), set up in the UK, which is one of the few tools with a specific module for rice production in a number of countries including India. The CFT draws on the peer-reviewed scientific literature and the work of the IPCC in its assumptions for calculating GHG emissions.

representative samples of farms in our Indian basmati supply chain. This collected data from two sub-sets of farmers: those that use AWD irrigation practices, receive advice and apply integrated crop management practices; and a separate sample of farms that use traditional practices of continuous flooding and crop protection more reliant on the prophylactic application of pesticides. As a result, we are now better able to assess the specific impact of the measures we are encouraging farmers to adopt. Relevant data collected from these samples was input into the Cool Farm Tool farm-level GHG calculator tool to estimate the carbon dioxide equivalent emission savings that have occurred with our AWD and related farmer assistance programmes.

The findings of this 2023 research and analysis have been very encouraging. Farms in our programme are estimated to have reduced their farm-level carbon footprint by 36%, arising from a combination of the methane emission-reducing benefits of the AWD technique, reduced use of energy for irrigation, cuts in the use of fertilisers and savings on pesticide use. Allied to this have been increases in yields, cost of production savings and higher incomes for the farmers in the programme.

We plan to use this evidence of benefits to encourage additional basmati rice farmers to join our programme in 2024. We will also share the outcomes of our research more widely with farmers and other stakeholders involved in the rice supply chain.

**Cool Farm®**

In 2023, with the expansion of the AWD programme, we introduced a more targeted and representative approach to the collection and analysis of data. With the assistance of an independent agricultural economist, we put in place a programme to collect data on key input use and farming practices from



Farmers learning about AWD in Haryana, India.





## Developing a transparent supply chain

**To be sustainable, we need to know where our ingredients come from, how they are produced and the impacts they have on people and the environment.**

We make our products using only the highest quality natural ingredients which we source from suppliers we've worked with for many years. The suppliers of these ingredients are committed to meeting our high standards of ethics and transparency.

### Setting high standards with our suppliers

Our Supplier Code of Conduct sets clear ethical standards which we expect all our suppliers to adhere to, including:

- Compliance with relevant laws and regulations.
- Safe and fair working conditions.
- Respect for human rights and prohibiting enforced labour and child labour.
- Minimising environmental impacts.

We use a global auditing platform – Sedex Global – to assess compliance and ensure transparent reporting. Sedex is an independent not-for-profit organisation that audits the ethical performance of supply chains. Partnering with Sedex gives us full visibility of our suppliers' ethical audit performance so that we can identify and act to resolve any issues.

In the last reporting round in 2023, we achieved a Sedex score of **100%** for ethical performance and transparency in our supply chain.



## Our ingredients

Beyond rice, our main ingredients are vegetables, coconut, herbs, spices and natural flavourings, seasonings, edible oils, eggs, grains, pulses and seeds.

### Sunflower oil

We use edible oils including sunflower, rapeseed and rice bran. Our sunflower and rapeseed oils come from Europe and our rice bran comes from India. All comply with international sustainability and carbon certification requirements.

### Vegetables and fruits

Drought in Europe continues to impact farmers with all crops affected, especially peppers and tomatoes. To maintain supply without compromising on standards, we look to develop long-term contracts with multiple suppliers. All our suppliers are committed to ethical principles and have excellent working relationships with farmers whom they work with to ensure quality and sustainability.

### Eggs

Animal welfare and the humane treatment of chickens is a high priority in our eggs supply chain. We only source free-range eggs which come from hens raised in open buildings with year-round access to grass.

### Coconut

We source our coconut from Indonesia and the Philippines, buying from one of the biggest UK importers. Coconut harvesting is done responsibly, caring for workers, animal welfare and wildlife in the plantations. Planting trees is a priority to help prevent erosion and reduce CO2 emissions.

### Quinoa

We use 100% British quinoa, supporting local growers who do not use pesticides, providing full traceability and reducing food miles to minimise climate impacts.





The Tilda rice mill on the River Thames in Rainham, Essex.



# Better Business

## Sustainable manufacturing

We're constantly looking for ways to reduce the impact of making our products such as by reducing emissions and avoiding food waste.

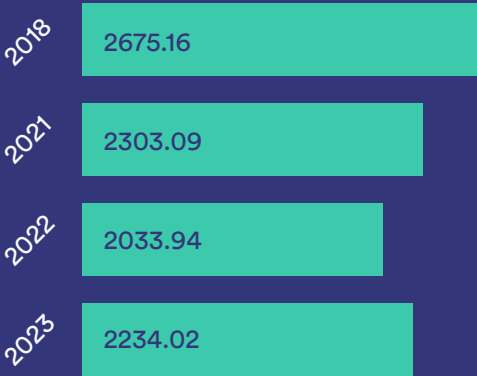
Our two facilities at Rainham in Essex – our rice mill and the factory where we make our pouches – are closely managed and upgraded by investing in state-of-the-art technologies. And our manufacturing processes are designed to ensure the highest standards of food safety, quality, flavour and sustainability – using less energy and water, reducing emissions and avoiding food waste.

## Reducing our carbon footprint

We have reduced our carbon footprint by 17% since 2018.

Our carbon footprint calculation includes Scope 1 and Scope 2 emissions – that is, the direct emissions of our manufacturing sites and head office and the emissions that are generated via the energy we purchase.

Carbon footprint of our UK factories:



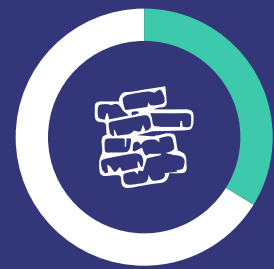
Performance (kWhp/tonne)



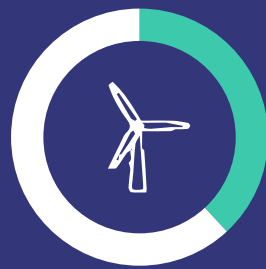
## 100% renewable electricity

We have used 100% electricity from renewable sources for our manufacturing since 2020. This means there are zero carbon emissions generated through electricity consumption at our UK sites. Our power purchase agreement (PPA) is independently verified each year.

## Energy source breakdown:



**33.8%**  
Bioenergy



**38.1%**  
Wind



**23.5%**  
Photovoltaic



**4.6%**  
Hydropower

## Scope 3 emissions

We calculated our Scope 3 emissions for the first time in 2023, following the GHG Protocol standards for upstream and downstream value chain activities. Our Scope 3 emissions include emissions from our supply chain, transportation, waste, use of our products and other sources. Tilda's total Scope 3 emissions amounted to 230,380 tonnes of CO<sub>2</sub>e with the greatest contributor to this being the rice that we source from farmers. We will continue to calculate our Scope emissions on the journey towards achieving net zero.

## Towards net zero

Our focus is on reducing our emissions rather than relying on offsetting. Our net-zero journey will focus on reducing energy consumption, switching to cleaner fuels and investing in low-carbon technologies. In 2023, we installed four additional electric vehicle charging points on site, bringing the total to five. Fully decarbonising our manufacturing will require moving from gas to electricity and hydrogen when supply networks are available. We support the Capital Hydrogen project, led by Cadent, to construct a hydrogen network in the Thames Estuary area.





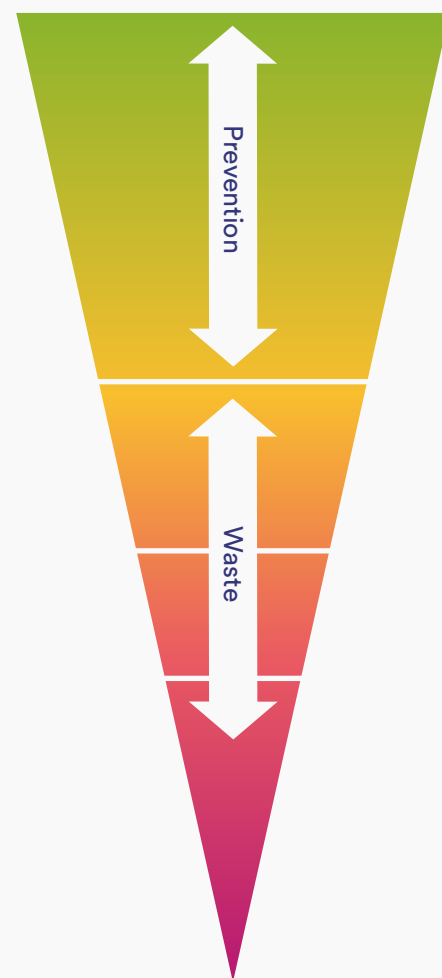
## Reducing waste

Food waste is a key driver of climate change. Tilda is a signatory of the UK Food Waste Reduction Roadmap which aims to cut food waste by half by 2030. Avoiding waste in the first case is our priority but where it cannot be avoided we ensure it is reused, for example as a nutritious ingredient in animal feed. No by-product of our milling process goes to waste and we divert our food waste from landfill to anaerobic digestion as part of a circular system. In 2023, 100% of our waste was diverted from landfill and 87% was recycled.

## Managing our water impacts

We use a closed-loop evaporative system to cool and recycle the water condensate from steam generation to reduce our water and energy losses. Our wastewater is managed under trade effluent consents and is treated and recycled by our wastewater partners.

### The food and drink waste hierarchy



#### Prevention

- Waste of raw materials, ingredients and product is reduced – measured in overall reduction in waste
- Redistribution to people
- Sent to animal feed

#### Recycling

- Waste sent to anaerobic digestion; or
- Waste composted

#### Recovery

- Incineration of waste with energy recovery

#### Disposal

- Waste incinerated without energy recovery
- Waste sent to landfill
- Waste ingredient/product going to sewer

## Evolving our packaging

High quality packaging is vital to ensure our products reach consumers in perfect condition and to extend their shelf-life, avoiding food waste. We're constantly evolving our packaging to reduce its impacts, cut down on plastic and enable recycling.

Developing new packaging requires innovative approaches that balance functionality to avoid food waste with environmentally-friendly materials. Solutions require packaging producers, food manufacturers, waste management providers and the government to work together and we are an active participant in these conversations.

We've set clear commitments to improve our packaging and will ensure it is 100% recyclable ahead of the introduction of consistent kerbside collections across the UK in 2027.

### Getting lighter

We've reduced the average annual weight of plastic packaging going to market by 637 tonnes since 2009 for our ready-to-heat pouches and by 27 tonnes across the rest of our packaging since 2017. We work closely with our packaging suppliers and are confident that our current packaging is at the optimum specification to ensure the quality of food products is not compromised. Light weighting will remain a priority as our packaging evolves.

### Going circular

We've committed to making 100% of our packaging recycle-ready in time for kerbside collection in 2027. We've transitioned the packaging of some of our products to a recycle-ready mono laminate and more products will follow. We are working with our suppliers on all our other packaging formats to ensure we will be ready for the government's target for kerbside collection. For example, we are working towards moving our flagship Tilda Basmati Block packs to a readily recyclable format.



## Addressing the plastic challenge

Reducing plastic is an issue people care about deeply and it's one we're determined to address with our packaging suppliers. Getting rid of plastic packaging is not yet an option given other materials that are currently available. We have to use plastic pouches to make our ready-to-heat products, maintaining the integrity of contents without food spoiling.

Consumers can return the flexible/soft plastic packaging used for Tilda dry rice for recycling via collection points at many of the larger supermarkets. Unfortunately, these collection points do not yet accept pouches for Tilda ready-to-heat rice. We continue to work towards adopting more readily recyclable packaging formats and call on the government to provide the infrastructure to recycle more plastic packaging through household collections.

While we are disappointed at the slow pace of rollout of kerbside collection, we applaud the efforts of the Flexible Plastic Fund with nine local authorities piloting kerbside collection, two of which collect our flexible plastic pouches.

Visit [recyclenow.com](https://recyclenow.com) to see if and when your local authority will accept plastic food pouches for at home recycling.

## Supporting the UK Plastics Pact

Tilda signed the UK Plastics Pact in 2021, a globally-recognised voluntary agreement to develop a circular economy for plastics. By signing up, we have committed to meet The UK Plastics Pact commitments:

- Eliminate problematic or unnecessary single-use packaging through redesign, innovation, or alternative (reuse) delivery models;
- Ensure **100%** of plastic packaging is reusable, recyclable or compostable;
- Effectively recycle or compost **70%** of plastic packaging;
- Maintain a **30%** average of recycled content across all plastic packaging.



## Caring for our team

**We're full of optimism and curiosity about food, life and people. Treating our diverse team with dignity and respect is the foundation of how we do business.**

Our team is a fusion of people from different backgrounds and cultures who each make a unique contribution to bring our purpose to life. We value every one of our around 280 direct employees whose roles span manufacturing to sales, IT to HR, and marketing to sustainability.

We aim to support and encourage them to develop their skills and pay above the national living wage. Listening to and acting on their views are fundamental to the growth and success of our business and we share information via the Tilda Intranet platform, Interact, and a range of other channels.

## Refreshing our company values

In 2023, we engaged with our employees to develop a new set of corporate values aimed at strengthening our company culture and supporting mental well-being and productivity. The project included an employee survey which was completed by nearly 50% of our workforce, followed by focus groups and workshops covering all parts of the business.

Out of an initial 28 value statements, we identified eight key behaviours that are important to our people: Productivity, Quality, Sustainability, Community, Respect, Ownership, Prioritising the well-being of others, and Open lines of communication. Through further exploration, these were shaped into four key values for the business.



Our new company values

Our new values provide a foundation for how we deliver positive impact.



### Community

Cooperative, open-minded, team player.

We care about people across all of the communities that we serve, from our own team to the farmers we partner with. We are growing a future where community can thrive.



### Respect

Transparent, authentic and honest.

We celebrate all cultures and champion inclusivity. This means we take diversity, equity and inclusion seriously to build trust within our team.



### Ownership

Responsible and accepting of the consequences of our actions.

We take ownership of our impact on people and the planet. We value transparency and ensure credibility by making sure that claims are backed up with evidence and data.



### Productivity

Target-driven.

We are always moving forwards, looking to make progress wherever we can. We strive to meet sustainability targets and uphold our commitments.

The next phase of our Values Project will involve setting up an elected cross-departmental Working Group, building the new values into our recruitment and performance management processes.

Alongside this, we are also developing purpose guidelines to support employees in embedding and talking about Tilda’s sustainability journey and impact.

Diversity, equity and inclusion

Tilda serves diverse and multicultural communities and the diversity, equity and inclusion (DEI) of our workforce are essential ingredients for success. We are an equal opportunities employer and we do not discriminate on any grounds, including race or colour, nationality, national or ethnic origin, sex, marital status, religion, age, sexual orientation or disability.

We have a high number of job shares in place which helps to retain more experienced workers and provides flexible opportunities to those who want to work reduced hours. Our median gender pay gap is currently 5.9%. This gap is not caused by women and men being paid differently for the same role, but it is the result of more men than women holding senior roles. On the whole, manufacturing still attracts more men than women and we encourage women to look at manufacturing as an exciting career opportunity and to consider applying for more senior roles.

Looking ahead, we will be establishing a more structured hiring process based on our values which promote DEI. We will have a consistent set of questions to be used at interview stages to ensure our hiring practices are inclusive.

Listening to our employees

93% say feeling respected at Tilda is important.

80% say they feel respected by their team.

99% say Tilda delivers good customer service.

88% feel proud of Tilda’s achievements.







## Keeping our employees safe and healthy

Protecting the safety and health of our employees and stakeholders is a top priority and we are constantly improving our Health, Safety and Environment (HSE) Management System and other critical elements to achieve the high standards of workplace safety required for international ISO 45001 and ISO 14001 certification.

We are committed to zero reportable safety incidents (RIDDOR) across both of our manufacturing sites and to a year-on-year reduction in our accident frequency rate (AFR).

In 2023, we experienced two reportable incidents, down from six in 2022.

We also aim to improve incident and near-miss reporting by 50%.

### Key initiatives in 2023 included:

- Delivering HSE training and awareness across the business including toolbox talk and monthly safety messages shared on-site, via Interact and during shift briefs.
- Celebrating Safety Awareness Week and World Day for Safety and Health at Work (24th – 28th April 2023).
- Factory operatives had the opportunity to attend the Safety & Health Expo at ExCel London in May 2023.
- Mental Health Strategy for Tilda in conjunction with HR, World Mental Health Day (10th October 2023).
- Occupational Health clinics and gap analysis.
- Introducing a robust contractor management system to increase safety standards and transparency with contractors.

Plans for 2024 include developing our Crisis Management Plan, continuing to improve HSE training and awareness, and delivering further improvements to the Tilda Safety Compliance Strategy.

## Investing in employee wellbeing

We also provide an employee assistance programme (EAP) to provide access to advice and support on topics spanning well-being, health and finance. We offer a cash plan scheme to help with medical issues/treatment and a heavily subsidised sports and social programme of events for employees.

We are also working to develop a partnership with the charity, MIND, and are committed to providing Mental Health Awareness training to all our people managers. This will ensure our managers can recognise when someone may need support, understand how to have the conversation and where to signpost to further support. The senior management team will be the first to be trained and we will roll training out across the business in 2024.

## Protecting human rights

We are committed to upholding human rights both in our own activities and in the activities of our supply chain. As a member of the UK Rice Association and the All India Rice Exporters' Association, we support the eradication of modern slavery, child labour and human trafficking. All forms of labour exploitation are expressly prohibited throughout our company and our supply chain and we operate a zero tolerance approach to child labour. We expect all suppliers of rice and other materials to fully comply and to operate systems that are transparent, accountable, readily auditable and free from ambiguity. We did not identify any modern slavery risks in our operations or supply chains in 2023. Read more in our Modern Slavery Policy statement on our website.



The Tilda team at the annual staff summer BBQ





# Thriving Communities

Food connects us all and we celebrate culture and share the flavours of the world with communities, helping to make lives happier, fuller and healthier. We partner with charities to fight hunger and food poverty, nurture young chefs and educate communities about healthy, nutritious food.

## Fighting food poverty with The Felix Project

Nearly two million Londoners are struggling without access to food. Responding to this hunger issue, The Felix Project is London's leading food redistribution charity which works to get food to the most vulnerable.

Tilda is one of The Felix Project's longest-term suppliers. We have worked together since its foundation in 2017 and our rice is an integral ingredient of many of the meals that are made at Felix's Kitchen every day. In 2023, we provided over 960,000 portions-worth of rice to support and feed communities in need. This included donating 6,342 pouches of Tilda Steamed Basmati and supplying 57 tonnes of dry rice at a subsidised price to the Felix Kitchen in Poplar.

"Thank you Tilda for your vital role in helping drive towards our vision of a London where no good food is wasted and no Londoner goes hungry"

**Charlotte Hill, The Felix Project CEO**





## 'Eat them to defeat them' Caterers' Challenge

Veg Power was founded in 2018 to turn vegetable consumption in the UK around. Tilda is the proud sponsor of the Caterer's Challenge which showcases the best in school catering, making veg the hero of lunch and in turn, encouraging kids to eat more veg. Every year, school catering teams are asked to lay on amazing spreads and dazzling displays. These spreads need to make veg the hero of lunch and create a perfect opportunity for kids to give them a taste. We invite all supporting catering teams to request their free kit containing all the information and resources needed to get involved, including great recipes packed full of vegetables.

The 2023 winners were Carryduff Primary School, Northern Ireland for creating a delicious and nutritious Caribbean Rice recipe with Tilda Brown & White Rice, packed full of veggies and aromatic flavours.

## Zest Quest Asia

Tilda has partnered with Cyrus and Pervin Todiwala to deliver Zest Quest Asia since 2013, with the support of The Master Chefs of Great Britain, to address the gaps in skills and knowledge of classical Asian cuisine and to stimulate interest in Asian cookery as a career. In 2023, the Tilda Special Award was won by the University of West London for their Vietnamese-inspired four-course menu. The prize was a trip of a lifetime – a week-long culinary and cultural journey to Bangkok, Thailand.

"After ten years, Zest Quest Asia continues to fire the creativity and imagination of young student chefs."

**Cyrus Todiwala, Co-founder  
of Zest Quest Asia**

## Mary's Meals

Mary's Meals serves nutritious school meals to children living in some of the world's poorest countries. The promise of a good meal attracts these hungry children into a classroom, giving them the energy to learn and hope for a better future. In 2023, Tilda reached a huge milestone of providing over five hundred thousand school meals with Mary's Meals.

We have supported Mary's Meals since 2018, raising £39,651. For each 5kg bag sold from our wholegrain range, Tilda donates a meal to a child through Mary's Meals. This includes Tilda Brown & White, Tilda Brown Basmati and Tilda Wholegrain Brown Rice.

## Celebrating cultures

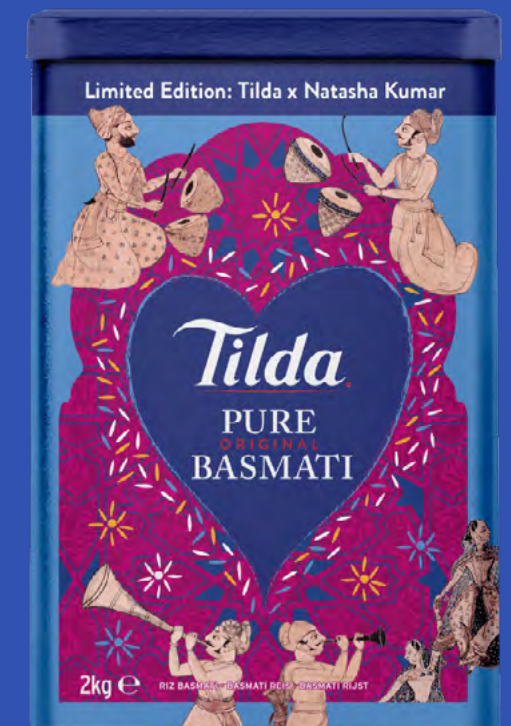
We embrace all cultures and cuisines and believe great-tasting food and rice from around the world is a joy we all share. We live in a diverse society and celebrate significant cultural holidays and moments throughout the year. For example for Diwali 2023 we worked with British Indian artist Natasha Kumar on a beautiful limited edition collectors' tin inspired by the rich Indian culture and Mughal architecture.

"This collaboration beautifully blends traditions and food. At Tilda, we believe that art, music, and culture are integral elements of the diverse cultures we've celebrated in the UK for over fifty years, much like rice has been at the heart of countless dinner tables. This marks the first step in our exciting journey to craft a fusion of flavors and art."

**Anna Beheshti, Head of Marketing, Tilda**



The 2023 winning team,  
University of West London





Photography Credits

- Farmers in India – Fabien Charuau
- UK team – Justin Jones
- Food – Lucy Parker

Tilda



Discover more online

You can read more about our approach and commitment to having a positive impact on our website and social media channels.

[www.tilda.com/about-us/our-impact](http://www.tilda.com/about-us/our-impact)







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