



Little Actions. Big Impact.

2024 REPORT

Hello and welcome

At graze, our manifesto is simple: small actions make a big difference. That philosophy aligns perfectly with the B Corp movement, which recognises the importance of continuous progress—of always striving for better and seeking new ways to improve.

In 2024, we proudly recertified as a B Corp, achieving a fantastic 21% increase in our score. This reflects the meaningful changes we've made over the past three years to increase our positive impact—on people, planet, and profit.

The past year has brought significant transformation for graze. We made the strategic decision to focus fully on our retail business and close our subscription service. At the same time, we moved closer to Unilever in the way we operate, supporting the growth of our mission-driven business as we enter the next phase of our B Corp journey.

What hasn't changed—and never will—is our commitment to making a positive impact. Whether it's creating healthier, tastier snacks, reducing our food miles, helping our team understand the triple bottom line by partnering with other B Corps, or collaborating with suppliers to drive shared sustainability goals—every small action adds up. It makes a big difference to our stakeholders, and to our business.

Andy Robinson



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Our B Corp Journey

Since 2008, graze has been hungry for change – always working to create better snacks, better business, and better impact for our customers and stakeholders.

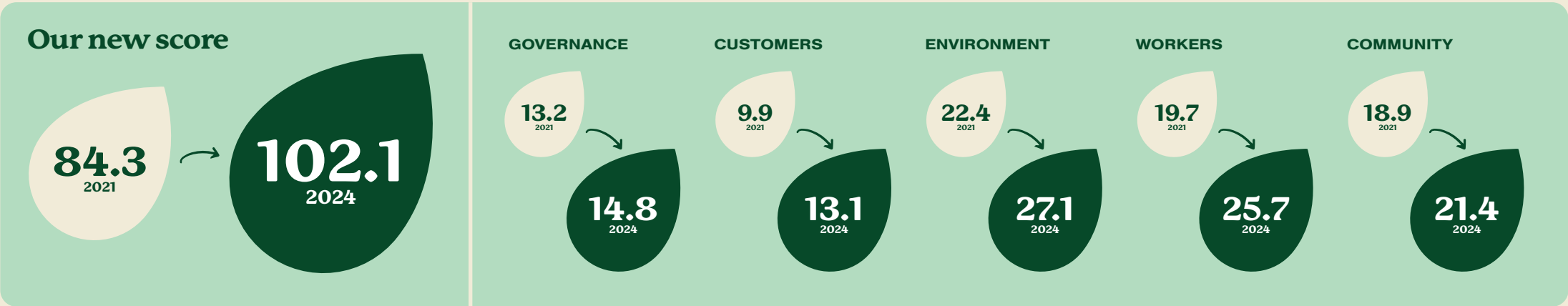
So it made total sense for us to become a B Corp. And in 2021, that’s exactly what we did.

B Corp is a global certification that assesses the impact of a business on its stakeholders – that means thinking about people and planet, not just profit. B Corps believe in business as

a force for good in the world. And, importantly, B Corps always strive for better, increasing their score with recertification that happens every three years.

We’re always working to improve our impact, and every action adds up. Our first score helped us validate, benchmark, and set goals to improve our positive impact, with our recertification score in August 2024 reflecting that progress.

We’re so proud to be a B Corp, and with a fantastic new score that shows all those little (sn)actions over the last three years have had a big impact.



Journey of graze snacks

Up and down our value chain, from growing our ingredients to disposing of our packaging, we're all about doing what's right for the planet, people and businesses we work with.

OUR GRAZERS

Our grazers fire us up to do what's right in every step we take to create our snacks. You hold us accountable. You tell us what you want and how we can be better.



OUR PACKAGING

Cutting food waste also means packaging each snack so it's fresh, safe, and top-notch quality. Our main materials are PP, cardboard, PET and corrugate. Our sharing bags and wrappers are recyclable at large supermarkets, and we're working on reducing the amount of plastic in them overall.

OUR INGREDIENTS

Nutrition and sustainability feature heavily in our ingredient-sourcing choices. We only want to work with fair suppliers who treat their people kindly and take care of the planet. With corn from Spain, peanuts from Argentina and cashews from Vietnam, our supply chain has a long reach, so supplier responsibility is really important.

OUR MAKING AND BAKING

We now do baking, soaking, cooking, seasoning and packing in-house in our Hayes HQ. This gives us more control over our environmental impact, and the flavours are better too!



OUR TRAVEL

This year we've worked on sourcing more ingredients directly. We prioritise transport by sea rather than land to help lower our carbon emissions – and never, ever air freight.



OUR SALES AND MARKETING

Grazers switching to healthier choices is our North Star, so we have invested in driving awareness for our products and even commissioned the Psychology of Snacking report, full of practical advice. And transparent nutritional and recycling info on our packaging empowers good choices.

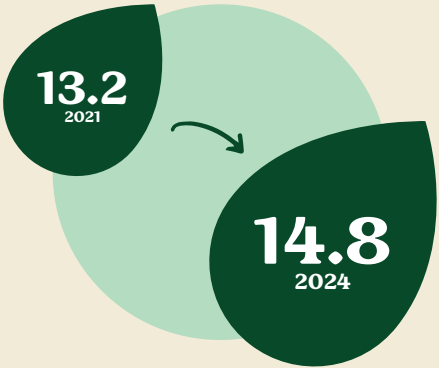


OUR FOOD WASTE

Food waste sucks. So we're always finding new ways to reduce and redirect where possible. Where waste can't be avoided, we donate snacks to local food redistribution charity, City Harvest. And any unused ingredients are upcycled into high quality, nutritious food for farm animals.

Governance

None of our B Corp achievements over the past few years would have been possible without our Governance Pillar. What's governance, you ask? It's everything from creating crystal clear processes and policies to immersing our commitment to the B Corp values firmly into the fabric of graze. These then help govern (there we go) every decision we make.

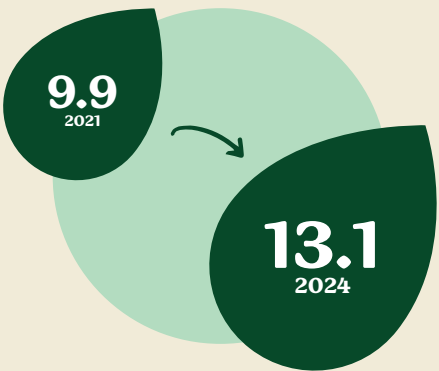


Our goals	What we did
Achieve B Corp recertification with >90 points.	Thanks to creating a Recertification Project Team and improving our management and governance, we achieved an amazing 18-point increase to our overall company score! The governance pillar proudly contributed 14.8 points to this, an increase of 1.6 points!
Improve Board review of social and environmental performance.	We stepped up our impact governance in 2023-24 using the B Corp assessment to benchmark, manage, improve, and inform. Our B Keepers managed the strategy for each pillar, while our Leadership Team sponsors and monthly progress meetings meant updates at Board level were more detailed than ever.
Strengthen graze's commitment and accountability to B Corp delivery into our Leadership and Management teams, and embed B Corp principles into governance structures.	We're proud to have a culture that encourages everyone to live and breathe the triple bottom line of people, planet, and profit. In 2024 we went a step further by including social and environmental performance in our company OKRs (Objectives and Key Results) and quarterly reviews for all employees, not just our leadership teams.
Increase the financial transparency, awareness and knowledge of employees.	Every month we shared financial updates in our company All Hands meetings. We focussed on demystifying and educating staff on financial performance and finance fundamentals.
Maintain our focus on ethical behaviour and understanding through 100% completion of Code of Business Practice Training.	73% of graze employees completed the Code of Business Practice training, aligned with the Unilever standards.



Customers

Ah, our grazers. From pet squirrels to cat postcards and every love letter about our snacks in between, they're our inspiration, and the reason we've been working so hard to make the tastiest and healthiest snacks.

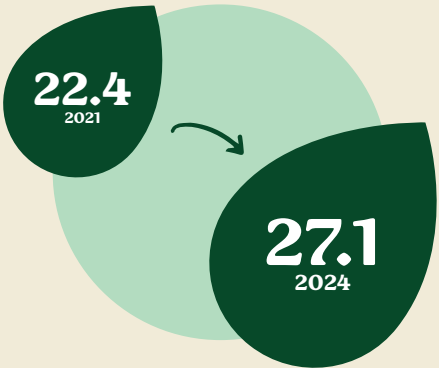


Our goals	What we did
Engage with our customers through our annual survey.	The results of our annual health survey in March helped us understand how we can better help our customers reach their health goals and plan our future snacks. Highlights include: <ul style="list-style-type: none">• 28% of people (+4pts) are consistently making healthy food choices.• 31% of people (+4pts) consider gut health a priority.• Overall losing and managing weight remains the top health goal, mental health takes precedence in those 18-24.• There's an uptick in awareness (+4pts) and understanding of the term 'B Corp'.
Maintain customer satisfaction target of 4.5.	For H1 2024 our customer satisfaction score was 4.68, smashing our target. With the focus on our retail business and the end of DTC we have removed our customer care team. We are working with an external partner to keep an open communication with consumers and get constant feedback on our products.
Maintain our category leading position for sugar and move towards a 100% HFSS compliant range.	We have continued to be the leaders for lower sugar content in the snack bar category. We reformulated our Banana Oat Boosts recipe so it now meets the HFSS (High Fat, Sugar, Salt) government guidance. In the new recipe we have reduced the calories by 12%, the saturated fat by over 50% and salt by 80%. When it launches in 2025, we can finally say every graze snack is non-HFSS!
Address the key barrier to healthier snacking - the belief that healthy snacks don't taste as good - by investing in a 360 campaign.	We invested £1.1m in our TV and YouTube campaign in May and June and reached over 30m people with the message that healthy snacks can be delicious. We also teamed up with psychologist and nutrition expert Kimberley Wilson and ran consumer research to understand the emotional drivers of snacking. Our 'Psychology of Snacking' report showed why people choose unhealthy snacks and gave practical advice on how to snack healthier, with the report being featured in Stylist and Daily Star amongst other publications.



Environment

If we aren't part of the solution, then we're part of the problem. Looking at how we do business and making changes to benefit the environment is something we've taken very, *very* seriously over the past few years - and in 2024 we used our new Carbon Footprint measurement to build even more impactful plans for the future of graze.



Our goals	What we did
Achieve B Corp recertification and deliver on the B Corp continuous improvement plan.	We're proud to have increased our Environment pillar points by a whopping 4.7 points, with the biggest improvements in supplier impact governance, ingredients and packaging sourcing, and completing a full carbon assessment of all our snacks.
Continue our strategy to achieve Net Zero by 2039.	In 2024 we launched a new net zero strategy, using the latest data from our Carbon Footprint measurement completed in 2023. From reducing our waste and food miles to working more closely with suppliers, you can read more about our new strategy and our footprint results on the next page.
Optimise environmental governance for our manufacturing site, focusing on our impact to land, water, air and waste.	At the beginning of the year we did a complex environmental risk assessment of our manufacturing site that gave us a crystal clear picture of where we could tighten up our processes. So, for the rest of 2024, our teams were able to ensure we achieve environmental compliance at all times.
Complete ESOS (Energy Saving Opportunity Scheme) phase 3 mandatory audit and submit action plan.	Our ESOS audit found the areas in our factory with the highest energy consumption, with recommendations to improve. We submitted our action plan proposal to the Environmental Agency in December 2024. Some of the proposed actions include HVAC optimisation, (e.g. Chillers, Supply fans, Setpoints), reduction in compressed air usage through leak reduction, and utilities monitoring to identify unknown energy hotspots and opportunities.
Reduce our food miles and overall transport by sourcing locally where possible.	Food Miles have gone up slightly by ~3% annually; moving to NHFSS Flapjack has meant that we have to source the fat that we use from further afield to allow the recipes to deliver the health benefits targeted. Where we have improved is we sourced 72% of our Raw Materials by weight from UK based suppliers in 2024 compared to 64% in 2023
Achieve an 8% reduction in general waste and food loss in production per tonne.	<p>We have improved our waste governance, identification and segregation on site. Introducing new training to set expectations amongst our colleagues, along with deep compliance audits to monitoring performance and support with behaviour change. As a result, we have seen a real shift in the team's attitude towards tackling waste.</p> <p>Of our Factory Waste for 2024: 43% was recycled waste, 30% recovered waste and 28% was food waste. We made real progress in reducing food loss in production per tonne annually which had a >35% reduction compared to the previous year.</p>

Environment

Race to Net Zero

We built our first net zero strategy in 2020 using the B Corp Climate Collective guidance. Since then, their strategy has evolved, and so has ours. Rather than a snappy ‘net zero by 2030’ target, we’ve broken it down to be more transparent about exactly what we’re doing and when. It also means we align with the Race to Zero campaign and Unilever’s Climate Transition Action Plan, whilst still aiming to beat the Paris Agreement target of net zero by 2050.

HOW WE’LL
KEEP OUR
NET ZERO
PROMISE



Our Net Zero promise

- 1 Achieve net zero by 2039*
- 2 Achieve net zero emissions in scope 1 & 2 by 2030*
- 3 Half our total greenhouse gas emissions by 2030*

*against 2019 baseline

You can read more about the Unilever Net Zero strategy, including our stance on the use of carbon credits, here: [Our Climate Transition Action Plan | Unilever](#)

Planet Action Plan	2024 goals	Our progress
REDUCE OUR FOOTPRINT Transform our business to operate more efficiently. We need to be waste warriors and identify every way to minimise what we generate in our supply chain, focusing on reduction, reuse and recycling.	Reduce our scope 1 emissions by 8% through improved operational efficiency.	Bringing more snack-making in-house will help our long term plans, but increased emissions overall this year by 3%. Scope 1 emissions are only generated through Flapjack Baking and hot water/steam generation onsite, all other energy onsite is from electricity which has no greenhouse emissions. Reduction activities included; adding submeters in Q4 2024 to provide visibility of energy consumption at a granular real-time level, allowing us to better target optimisation and revamping our production units shut-down process to prevent wasted energy.
SOURCE RESPONSIBLY Work proactively with our suppliers to address environmental and social challenges, helping them to reduce their negative impact and improve their positive impact.	Partner with suppliers that uphold high ESG standards and a net zero by 2039 commitment.	We revamped our supplier process. From impact questionnaires to supporting key suppliers build their environmental and social action plans, our collaborative approach means we can influence impact beyond our direct control.
DESIGN SUSTAINABLY Integrate climate into R&D roadmaps, using carbon data and innovative technologies to ensure we develop products and packaging with the least negative impact possible.	Continue packaging waste reduction strategy with 100% recyclable packaging by Q4 2025.	All our packaging is now fully recyclable apart from our snack punnet film lids - where the hunt is still on for something that seals, keeps snacks fresh, and can be recycled. We have moved some of our snacks into bags instead of punnets to increase the amount of snacks with fully recyclable packaging.
SPEAK UP, STAND UP, ACT UP We must have high integrity in all that we do. Be transparent about our net zero journey and how we will face into challenges. And we need to act boldly, standing up for our industry and trailblazing for better.	Publish our Planet Action Plan and update progress annually. Inspire and enable employees to support the plan.	This is our first time publishing our Planet Action Plan, and we pledge to update you on how we’re doing every year. You can read about how we enable and empower our employees to act in the Governance and Workers chapters.

Environment

Our carbon footprint

Measuring our carbon footprint has been the key to understanding where we're at in our journey to net zero, and where to focus our efforts. We first measured it way back in 2019 – and a lot has changed at graze since then. From where and how we source ingredients, to what we're able to make in our factory – it was time to re-measure and find our new baseline footprint to build our Net Zero plans from.

We worked with Climate Partner to measure our corporate and product carbon footprint based on a snapshot of 2023. Many of the insights were similar to 2019 (for instance, the biggest area of carbon impact is still from our ingredients, as we have such a wide menu of them). But when we broke it down, it helped us find new opportunities and ways to refine our goals.

WHAT'S THE DIFFERENCE BETWEEN SCOPE 1, 2 AND 3?

We follow the Greenhouse Gas Protocol to define what our scope 1, 2 and 3 emissions are for graze.

SCOPE 1 are the direct emissions from our owned or controlled assets: heat generation, emissions from company owned vehicle fleets, and refrigerants.

SCOPE 2 are indirect emissions from purchased gas and electricity.

SCOPE 3 is everything else! This represents the largest proportion of most carbon footprints. For us that includes raw materials and packaging, logistics, business and employee travel, purchased goods and services, operational waste and product disposal.

SCOPE 3 EXCLUSIONS

We worked with Climate Partner to help us define our scope 3 exclusions, which are identified through their level of difficulty to assess versus expected level of impact, or through their lack of relevance to graze. For example, we did not include leased assets, or processing of sold goods (which would apply to microwave products or washing detergent, for example, but not snacks).

The graze carbon footprint

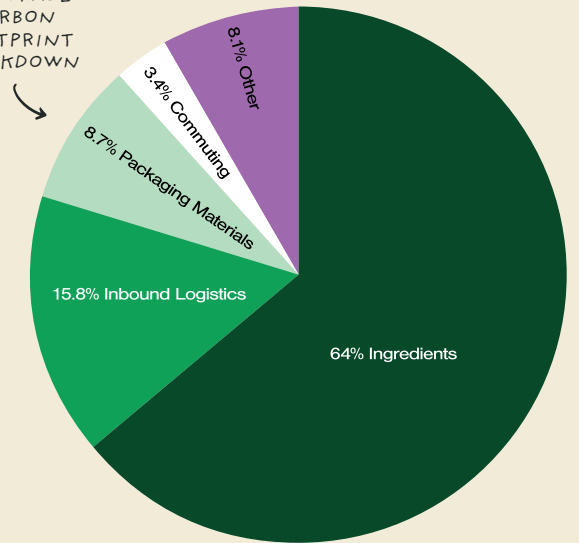
14,386.24 tons CO₂

1.6% Scope 1 (direct)

0% Scope 2 (direct)

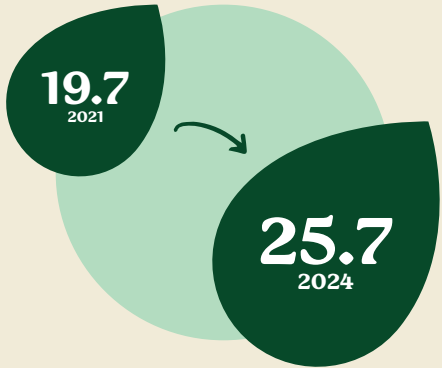
98.6% Scope 3 (indirect)

THE GRAZE
CARBON
FOOTPRINT
BREAKDOWN



Workers

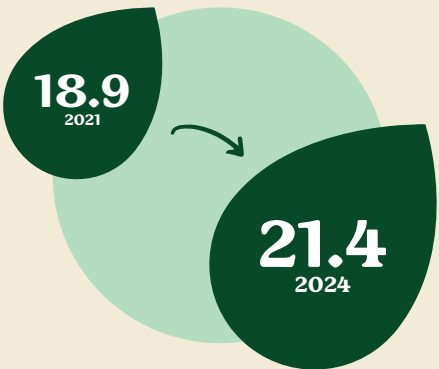
We're so proud of the legacy our workers have created over the last three years since we first certified as a B Corp. They're our bread and butter (or peas and corn) and we've made it our mission to prioritise every aspect of their well-being, with policies that prioritise 'what is needed when life happens'.



Our goals	What we did
Gain 22.4 points in workers pillar in our B Corp recertification as a measurement of our impact improvements.	We smashed this goal and had a massive 6 points increase in our recertification. Our most improved topic area was in Financial Security – thanks largely to our Living Wage Employer certification, which we've proudly had since 2021.
Deliver two events for employees which bring external insights to enable people to thrive, and bring to life our triple bottom line.	By working with fellow B Corps TYF and X+Why, our staff events went down a treat. In March, we came together in Wales to learn about the future of food. In August we celebrated graze's impact achievements, highlighting how everyone has developed during their time at graze.
Redefine our communications so they're impactful and effective across the whole business.	We launched our staff newsletter – the Enablement Echo – to keep everyone in the loop with activities across the business. And we revamped the People Library, making it easier for everyone to find benefits and policies.
Support staff well-being to enable everyone to be the best they can be at work.	In H2, we focussed on supporting staff as parts of the business integrated into Unilever. Making sure people were able to look after themselves, each other, and set themselves up for success in their future journey was a priority. As part of this, we launched Wellbeing Wednesdays – an hour of well-being time for all salaried staff and a newsletter covering different topics each week. We also launched our first ever mentoring programme to help with development and overall wellbeing. In 2024, 46% of staff took their Wellbeing Day, a day for staff to use for however best supports their wellbeing.
Transform the efficiency of our business through improved control of our overheads spends.	We consistently achieved +/- 5% forecast accuracy throughout the year and delivered savings versus our budget without impacting support to our staff.
Upskill managers in our factory so they have the skills to effectively manage their teams.	We designed and delivered a bespoke training course in Q4 2024 for hourly managers to help effectively manage their teams. This covered topics like having effective 121s, how to set goals and have coaching conversations.

Community

Our suppliers, growers, partners and grazers - they're all our communities. Because it's important that where we operate, where we hire from and where we source from is done right. Every time.



Our goals	What we did
Gain 20 points in our B Corp recertification for the community pillar.	We increased our points by 2.4, achieving 21.4 overall and smashing our target! We used the B Corp assessment to benchmark our impact improvements, with activities in the Diversity and Inclusivity area helping drive our points increase from 2021.
Support staff through our Diversity, Inclusivity, Belonging and Equity strategy.	We launched our new DIBE survey which gave us a clear view of our employee demographics alongside our engagement survey, and helped us understand where we should focus future plans. We also ran inclusivity training for our managers in January thanks to fellow B Corp, Diversifying Group.
Charitable giving and volunteering – 75% of staff take their volunteering day.	We continued our long-standing partnership with City Harvest, a food redistribution centre, and solidified our partnership by committing to a full year of volunteering hours. 26% of staff took their volunteering day in 2024. We donated 9,394 cases of snacks to City Harvest and other charities.
Support our supplier community through improved processes: <ul style="list-style-type: none">• 100% suppliers signed up to Sedex by 2025.• 100% direct suppliers signed up to our Responsible Partner Policy.	Sedex, a supply chain sustainability platform, gives us more transparency into our supply chain social practices. In 2024, 95% of suppliers signed up to SEDEX and 77% direct suppliers signed up to RPP. We revamped our supplier onboarding process to better understand their ESG impact. We now work with suppliers and internal stakeholders to improve our impact together: <ul style="list-style-type: none">• Procurement playbook: provides guidance and resources on ethical sourcing to teams at graze.• Supplier resource guide: information and policies to support suppliers and educate them on social and environmental topics.

Our 2025 goals

Governance

1. Increase financial transparency, awareness and knowledge with employees.
2. Embed B Corp principles and delivery via our governance structures into graze.
3. Strengthen graze's commitment and accountability to B Corp delivery into our Leadership and Management teams.
4. Maintain the company's focus on ethical behaviour and understanding through completion of Unilever's Code of Business Practice (COBP) Training.

Customers

1. Continue to drive our health agenda through innovation, delivering a 100% HFSS compliant range by June 25.
2. We are continuing to invest behind further driving awareness of our healthy snacks.
 - A strong social first campaign, collaborating with food and lifestyle influencers.
 - Continuing our PR campaign to reinforce healthier habits.
 - Investment in Out of Home and retailer media campaign showcasing our healthier and tasty snacks.
3. Stay close to our consumers through commissioning our Annual Health survey for another year.

Environment

1. Reduce energy usage at Hayes per tonne by 2% percentage annually.
2. Implement our ESOS action plan as submitted in Dec 2024.
3. Reduce the proportion recovered waste 10% YOY through increased recycling and reuse at Hayes.
4. Continue to focus on reducing our overall packaging material use and design all future packing for recycling.

Workers

1. Deliver a company wide event across hourly and salaried staff; delivering informative sessions on our site and our products.
2. Implement a feedback process to enable our employees embrace growth in both receiving and giving feedback.
3. Continue to drive the importance of our wellbeing days; increase the number used to 75% (2024 was 46%).
4. Create and implement a training plan for the hourly team; to ensure development and develop a skilled workforce.
5. Begin a digitisation journey to drive efficiency of tasks, enabling employees to focus on higher value actions.

Community

1. Refresh the DIBE strategy to ensure fit for purpose within our manufacturing focussed organisation.
2. Charitable giving and volunteering – 75% of employees to take their volunteering day.
3. Support our supplier community through improved processes:
 - 100% signed up to Sedex by 2026.
 - 100% signed up to our Responsible Partner policy.



And there we have it. Our impact report 2024. We hope you enjoyed reading it as much as we enjoyed pulling it together.

graze

