



Glanbia plc
GRI Report 2022
ESG Performance & Ambition

Delivering Better Nutrition, Responsibly



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OUR ANNUAL REPORT

Read our Annual Report on
www.glanbia.com/annualreport2022

Find us online at [glanbia.com](https://www.glanbia.com)



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Who we are

Glanbia is a better nutrition company, the home to better brands and ingredients that nourish millions of people across the world.

OUR PURPOSE

Delivering better nutrition for every step of life's journey.

OUR VALUES



**Customer's
champion**



**Performance
matters**



**Find a
better way**



**Winning
together**



**Showing
respect**



We deliver consumer brands

We deliver branded sports nutrition and lifestyle products for consumers through our Glanbia Performance Nutrition business.



We deliver nutritional ingredients

Glanbia Nutritionals is the ingredient partner of choice to global customers in the food, beverage and clinical nutrition industry.

Discover more about Glanbia on page 8 of this report

About this report

Environmental, Social and Governance (“ESG”) performance has always been part of Glanbia’s ethos.

Our very name Glanbia means ‘pure-food’ and we have a long, rich heritage that runs all the way back to the early 1900s. Naturally, as an organisation, Glanbia has evolved and grown. Today, our consumer brands and ingredients nourish millions of people around the world.

This report is rooted in our strategic approach and contributes to our purpose of delivering better nutrition for every step of life’s journey. The choices we do – and don’t – make, are guided by our purpose. Everything we do reflects our respect for each other and the earth.

In our first ESG report in accordance with the Global Reporting Initiative (“GRI”) Standards (2021), we share our performance and progress with respect to our material impacts. This report is intended to supplement the ESG review included within Glanbia plc’s 2022 Group Annual Report (“the Annual Report”) and, where relevant, cross references to the Group Annual Report have been included within this report.

This report has been prepared in accordance with the GRI Standards

We have included information on the methodologies used to report on each disclosure and any changes to previously used methodologies.

Frameworks applied

- GRI Standards (2021)
- Task Force on Climate-related Financial Disclosures (“TCFD”) recommendations
- United Nations Sustainable Development Goals (“UN SDGs”)

GRI 1: Foundation

We have taken into account all requirements and guidelines from GRI 1: Foundation in the preparation of this ESG report, especially GRI’s reporting principles for defining report content and quality.

Reporting principles for defining report content & quality

- Accuracy
- Balance
- Clarity
- Comparability
- Completeness
- Sustainability context
- Timeliness
- Verifiability

GRI 3: Material topics

In 2022, we updated our impact materiality assessment in line with the GRI standards (2021). Glanbia endeavours to focus our ESG efforts where we have our most material impacts – refer to ‘Impact materiality assessment’ on page 15. The majority of our programmes apply to the parts of the business over which Glanbia has operational control. This includes the Group’s wholly owned operations Glanbia Performance Nutrition (“GPN”), Glanbia Nutritionals (“GN”), as well as the MWC-Southwest Holdings joint venture operations where Glanbia plc has authority to introduce and implement operating policies in accordance with our ESG strategy. Where a material impact occurs outside our operational control or is related to our supply chain footprint, this is stated in the report as well as a description of how we manage those impacts.

Memberships and associations



External recognition and benchmarks



A message from our Group Managing Director and our Chief ESG & Corporate Affairs Officer



Dear reader,

Our company purpose of 'delivering better nutrition for every step of life's journey' drives our ESG ambition and acts as a roadmap for delivering sustainable value creation for all our stakeholders. The delivery of our ESG strategy is a critical element of our updated strategic roadmap as set out in our Capital Market's Day event in November 2022.

In 2022, we made great progress on our ESG agenda. While we are proud of what we have achieved to date, we are constantly challenging ourselves to do more and have set ourselves ambitious targets which will guide our contribution to a sustainable future as a leader in global nutrition.

In 2022, we announced revised targets to tackle climate change (emissions, water, waste and packaging) – reflecting our commitment to taking action to achieve the UN SDGs and alignment to the Paris Agreement to limit global temperature rise to 1.5 degrees.

- We have revised our climate targets upwards to a 50% absolute reduction in carbon emissions at all manufacturing sites under our operational control by 2030 (Scope 1 and 2), from a 2018 base year, with planned delivery against these targets based on returning projects, where the economic benefits outweigh the capital outlay.
- Our Scope 3 work is ongoing, focusing on the dairy supply chain in partnership with suppliers and third parties. Working in collaboration with these partners is essential to achieve our current goal of a 25% reduction in Scope 3 emissions by 2030.
- We are committed as an organisation to water conservation. In 2022, we set a new target to further reduce our freshwater use by 10% by 2025 (vs 2021 baseline) which will equate to saving over 500 million litres of water each year.
- Our target for consumer packaging is to be 100% recyclable, reusable or compostable by 2030.

We are deeply committed to our diversity, equity and inclusion journey. We firmly believe that everybody should be able to thrive in an environment that values their contribution and celebrates what makes them unique. Across Glanbia we champion inclusion and diversity, from how we attract, recruit and develop our teams to the ways we portray the diverse richness of society across our portfolio. We have set ourselves a target of gender balance at management level and are committed to achieving this over the coming years.

These commitments allow us to increase our positive impact on the planet and society and ensures sustainable long-term performance. They are underpinned by a clear strategy and ambitious targets that are linked to executive remuneration. This direct link between senior remuneration and our environmental goals is a key indicator of our commitment to delivering our ESG strategy.

In this GRI report, together with our Annual Report, we are transparently sharing our progress, our performance, the challenges and the opportunities to deliver better nutrition for every step of life's journey in the most sustainable manner possible.

I am proud of the progress we have made, and I am confident it will have a positive impact on all our stakeholders.



Dear reader,

Glanbia is committed to driving action to achieve our ESG targets.

In 2022, we refreshed our impact materiality assessment engaging with a wide variety of our stakeholders in the process. The exercise confirmed that our ESG priority areas such as food safety and quality, employee health, safety and wellbeing, climate change, water and diversity, equity and inclusion continue to be where we have our greatest impacts and as such, provide our greatest opportunity to make positive contributions.

Our ESG strategy is grounded on clear science-based targets, and we are focused on delivering positive impacts both inside and outside our organisation. We have a well-developed governance process underpinned by robust data and analytics and relevant targets which are subject to external reporting. Our incentive programmes are designed to support delivery of our ambition. Our stakeholders are engaged and inform the setting of clear priorities. Most importantly, our people support our ambition to deliver on our plan.

We continue to make progress against our material ESG topics, and have identified formalising our responsible nutrition programme, engaging in local community development and carrying out a third party assessment of our biodiversity impacts as particular areas of focus for 2023. While we make significant efforts in these areas as part of our business-as-usual operations we plan to formalise a global strategy around such topics to ensure we deliver maximum impact.

I strongly believe the delivery of our ESG strategy and targets, a key component of our overall strategy, will ensure Glanbia's continued growth and success.

Our targets and 2022 highlights

Climate & Environment

As you would expect in an organisation that has, through our co-operative heritage, been involved in the nutrition business for over 100 years, we understand that the environmental impact of what we do is hugely important.

Over the course of 2022, we completed a process to realign the Group's Scope 1 and 2 decarbonisation agenda. We are very clear on our roadmap for the years ahead, having signed up to Science-Based Targets initiative ("SBTi") targets for carbon emission reduction. We have moved from a well below 2°C ("WB2DS") temperature pathway ambition to 1.5 degrees Celsius pathway, in line with the Paris Agreement.

We have prioritised production efficiency and responsible use of the resources available to us, with our water use management a case in point. Glanbia now returns more treated water to the environment than it draws as freshwater. Refer to 'Water' pages 20 and 21.



Our targets

Climate change (energy & emissions)

50%

absolute reduction in operations' emissions (Scope 1 & 2) by 2030 vs 2018 baseline.

25%

reduction in dairy emissions intensity (Scope 3) by 2030.

50%

renewable electricity target for 2023 to progress to 100% renewable electricity procurement for our US, Canada, UK and European operations by 2028.

Water

10%

further reduction of freshwater use by 2025 vs 2021 baseline.

Waste

2025

TRUE Zero Waste certification by 2025.

50%

reduction in food waste by 2030 vs 2021 baseline.

Sustainable products & packaging

100%

recyclable, reusable or compostable consumer packaging by 2030.



Our 2022 highlights

Climate change (energy & emissions)

-8.6%

Scope 1 and 2 greenhouse gas ("GHG") emissions reduction compared to 2021.

45%

of electricity consumed from renewable sources.

Sustainable products & packaging

62%

of GPN packaging (by weight) is now recyclable.

Water

100%

of sites assessed for water risks using the World Resource Institute Aqueduct assessment tool.

Waste

88%

of total waste diverted from landfill and incineration.

70%

of food waste recycled to animal feed.

Our targets and 2022 highlights continued

People & Society

We remain committed to our diversity, equity and inclusion journey. We firmly believe that everybody should be able to thrive in an environment that values their contribution and celebrates what makes them unique.

Across Glanbia we champion inclusion and diversity, from how we attract, recruit and develop our teams, to the ways we portray the diverse richness of society across our portfolio of brands and ingredients. Our culture is one of our principal competitive advantages and something that we carefully nurture and develop. We help build thriving communities by making lasting contributions where we live, work, source and sell.



Our targets

Employee engagement & development

>71+ points

improved employee engagement score year on year.

Diversity, equity & inclusion

45%

minimum female representation at management level.

Employee health & safety

Zero

non-negotiable target of zero critical injuries.

Responsible sourcing

>55%

expand EcoVadis scorecard programme to cover >55% of all Glanbia spend in 2023.

Food safety & quality

100%

maintain a globally recognised third party certification for food safety & quality.



Our 2022 highlights

Employee engagement & development

71 points

employee engagement score increase of 1 point versus 2021.

Diversity, equity & inclusion

38%

female management participation in 2022.

Employee health & safety

35%

improvement in lost time incident rate versus 2021.

Responsible sourcing

>40%

of Glanbia's 2022 spend covered by EcoVadis scorecard programme.

Food safety & quality

100%

of Glanbia sites maintain a globally recognised third party certification for food safety & quality in 2022.

Employee health & safety

Zero

critical incidents in 2022.





Our targets and 2022 highlights continued

Economic & Governance

Sustaining Growth Momentum

Glanbia's performance in 2022 once again clearly demonstrated the strength and agility of the Group. We significantly evolved our portfolio and are very pleased that we delivered across all our key financial metrics over the period 2018–2022 as set out in 2018. In November 2022, as part of our Capital Markets Day, we set new guidance for consistent and sustainable growth for 2023–2025. The core of our ambition is to grow the consumer relevance of our leading ingredients solutions and brands through sustained investment in innovation, technology and brand marketing. This strategy will translate into financial growth across revenue, earnings and investment returns.



Our targets

Earnings per share ("EPS")

5–10%

Average adjusted EPS growth % (2023–2025).

Operating cashflow ("OCF")

+80%

Average OCF (2023–2025).

ESG targets incorporated within executive incentive plans

20%

Long term incentive plan ("LTIP").

10%

Short term incentive plan.



Our 2022 highlights

Revenue

€5.6bn

2021: €4.2bn

OCF

85.7%

2021: 100.2%

ESG targets in LTIP

20%

in 2022 senior executive team LTIP linked to ESG performance.

Community contributions

€1.2m

raised to support charitable donations in 2022.

Return on Capital employed

11.1%

2021: 10.0%

Adjusted EPS

104.02c

2021: 77.84c

2018 – 2022 targets were achieved as set out in our 2018 capital markets day

Resilient through volatility



OCF
Generation



Avg. OCF
Conversion %



Avg. ROCE



Avg. Adj EPS



Dividend
Payout





Glanbia at a glance

OUR PURPOSE

Delivering Better Nutrition

Glanbia is a better nutrition company whose purpose is to deliver better nutrition for every step of life's journey. The Glanbia Group employs a team of over 5,500¹ people across the Group.



We deliver consumer brands

Branded sports nutrition and lifestyle products for consumers through our Glanbia Performance Nutrition business.



We deliver nutritional ingredients

Glanbia Nutritionals is the ingredient partner of choice to global customers in the food, beverage and clinical nutrition industry.



Adding value

Over the past decade our portfolio has evolved from base ingredients to higher-value ingredient solutions and branded products.

OUR MARKETS

Serving growing consumer trends



Focus on healthy living

As the foundation for healthy living has shifted to prevention, consumers increasingly make food and beverage choices based on health, nutritional benefit, functionality, energy and immunity.



Increased trust in established brands

Consumers are loyal to established and trusted brands in performance and lifestyle nutrition.



Mass appeal of protein

The functional and nutritional benefits of protein are now recognised by a wide consumer set.



The rise of plant-based diets

Plant-based protein appeals to three growing consumer cohorts: flexitarian, vegetarian and vegan.



Provenance and sustainability focus

Consumers want to know much more about ingredient sourcing and want to understand the food system better.



Acceleration of ecommerce

Ecommerce has emerged as the trend of the 2020s with penetration and usage accelerating at pace.

ROUTES TO MARKET

Nutrition focused brands and ingredients

Consumer branded products by Glanbia Performance Nutrition

#1 global sports nutrition brand²

A portfolio of leading brands in performance and lifestyle nutrition.

Better Nutrition

Specialty nutritional ingredients by Glanbia Nutritionals

#1 US producer of whey protein isolate

#2 global leader of premix solutions

#1 producer of American-style cheddar cheese

Ambition 2023-2025

Group Metrics³

Adj. EPS

5-10%

Avg. Adj. EPS growth %

OCF %

+80%

Avg. OCF conversion %

ROCE

10-13%

Avg. ROCE

OUR CULTURE AND VALUES

Our purpose, vision, and values provide focus and direction for the organisation, and guide us in our business interactions. Our diverse, engaged and energetic workforce drive our strategy to deliver better nutrition every day.



Customers' champion

We are the customers' champion. Our customers and consumers do not just choose us once but rely on us delivering for them again and again.



Performance matters

We are committed to the highest standards of performance, in quality, consistency and safety. We are not just delivering better nutrition but delivering it better every day.



Find a better way

The drive to constantly improve is in our DNA. It leads us to innovate and collaborate. It has fueled acquisitions, partnerships, new products, and smarter ways of working.



Winning together

We expect a lot from our people and offer much in return. We nurture individuals but encourage everyone to work together. Winning is great, but together we are more.



Showing respect

Respect underpins everything we do. Caring for people and the planet is embedded in the fabric of our business. Respect builds a better future for everyone and is vital for our success.

¹ Employee total based on the total Group employees recorded within the 2022 Annual Report, with the following difference noted, the Glanbia Cheese joint ventures' employee number is not included within this total. Glanbia Cheese is not in the scope of this GRI report as Glanbia does not have operational control over these entities i.e. the authority to introduce and implement operating policies in accordance with our ESG strategy. Refer to 'Workforce data' on page 47 for additional information on workforce. Subsequent to the 2022 year end, Glanbia has signed a non-binding memorandum of understanding for the sale of the Company's shareholding in Glanbia Cheese and Glanbia Cheese EU joint ventures ("Glanbia Cheese") to Leprino Foods Company.

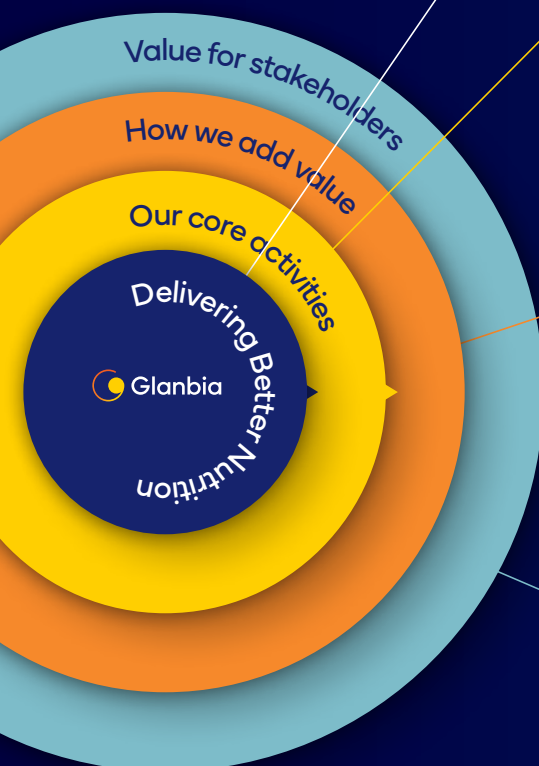
² Euromonitor

³ Organic and M&A growth



Our business model

Through disciplined capital management, operational efficiency, and the delivery of world-class brands and capabilities Glanbia creates value for all its stakeholders.



We focus on delivering our purpose...

Our purpose to deliver better nutrition for every step of life's journey connects us with the passion of our consumers and customers.

Our portfolio of brands and ingredients

GPN is the world's #1 sports nutrition company with an unrivalled product offering and key channel and category leadership. As an ingredient supplier in the B2B arena, GN stands for quality, integrity, innovation and sustainability.

Our markets

Glanbia's brands and ingredients are positioned at the centre of large and growing sports nutrition and ingredients markets. Our portfolio of products meets key consumer needs and enables people to achieve their healthy lifestyles goals.

Our culture and talent

- Committed, adaptive and resilient
- Passion for delivering better nutrition
- Curious and innovative
- Respectful and inclusive

...through our business activities and skills...

Adding value through customer-focused innovation and collaboration is central to our philosophy. It ensures that we can influence and drive market trends rather than simply respond to them.

Sourcing

We work with our suppliers to procure high-quality raw materials and services, with social impact and environmental sustainability in mind.

Manufacturing

Our operational excellence enables us to manufacture brands and ingredients that meet the highest standards of food safety, quality and good environmental stewardship.

Innovating

Using our deep understanding of nutritional trends and behaviours we focus on driving sustainable innovation that delivers innovative branded products and patented nutritional ingredient solutions.

Marketing and brand building

We continually evolve our data analytics skills to understand consumers attitudes and motivations. We invest in world-class marketing tools to build GPN's brands and sustain our leadership positions in GN.

Selling

In GPN our global and local sales teams use data, digital tools and insights to extend our sales and channel reach. In GN we deliver bespoke ingredient solutions that enable our customers to grow their business.

...and leverage our unique capabilities...

The power of our brands and ingredients coupled with our unrivalled expertise in protein have made us the #1 sports nutrition company in the world, #1 global supplier of whey protein isolate and #2 global premix supplier.

Our brands and ingredients

We actively manage our portfolio of brands and nutritional ingredients to ensure we offer a broad range of products across regions, categories and price.

Protein expertise and knowhow

We have a deep understanding of protein and its applications across nutritional sports brands and ingredient solutions.

Capital Management

Glanbia has a strong track record of efficient capital allocation and reallocation to where we see optimum opportunity for growth.

Global talent management

As a global business, excellence in human resources and talent management is key to the Group's future success.

Delivery of our Strategy

We have defined a clear set of strategic priorities to help us achieve our 2025 ambitions. Our strategic pillars are: lead and grow the core; optimise the business and disciplined financial management. See Annual Report page 13.

...to create sustainable value for all.

The impact of our purpose is evidenced through the delivery of sustainable growth and value creation for all of society.

Consumers and customers

Optimum Nutrition ("ON") brand enjoys strong brand loyalty as a \$1bn brand that continues to grow.

People

We invest in our people and their careers, providing development opportunities, competitive rewards and benefits.

Suppliers

We partner with suppliers to ensure long-term, mutually beneficial relationships. We have an active programme in place to risk assess our suppliers.

Environment

We continue to focus on climate initiatives and have committed to a 50% reduction in Scope 1 & 2 carbon emissions by 2030.

Communities

We contribute and donate time and money to support causes in our local communities.

Investors

Our dividend policy has a targeted dividend payout ratio of 25%-35%.

Our ESG strategy

Reinforcing our commitments and actions

Our ESG strategy draws together our environmental, social and governance ambitions, guided by our materiality assessments on where to prioritise. Refer to page 15 for details of our 2022 impact materiality assessment. We recognise the global impact our corporate actions have on the environment and society and have mapped the United Nations Sustainability Development Goals (“SDGs”) to our material topics and are addressing these as part of our ESG framework.

WE ARE WORKING TOWARDS

6 SDGs across our 3 ESG pillars



SUSTAINABLE
DEVELOPMENT GOALS



Stakeholder engagement & impact materiality assessment

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Stakeholder engagement

AR = Glanbia Annual Report

Key Stakeholder engagement in 2022

One of Glanbia's core values is 'Showing Respect'. Valuing all our people, our producers and our communities is at our core and builds a better business. To support this core value Glanbia aims to create trusted relationships through effective engagement and to understand the needs of all our stakeholders. The Board is aware that the Group's actions and decisions impact all our stakeholders, and it ensures that there is regular dialogue taking place with stakeholders, which is carried out by those most relevant to the stakeholder group or issue, and discussed appropriately in the boardroom.




See more information within the Annual Report, pages 90-91

Stakeholder group – why we engage	Key topics	How we engage	Outcomes	Read more
<div></div> <div>Employees</div> <div>Regular and ongoing engagement with our employees is key to attracting, developing and retaining a talented, dedicated and motivated workforce which ensures the successful delivery of our strategy and achievement of our purpose.</div>	<ul style="list-style-type: none">• Group strategic agenda/priorities• Safety and support at work• Smart (flexible) working• Diverse and inclusive workplaces• Career development• Reward framework	<ul style="list-style-type: none">• Implemented multiyear ‘Grow@Glanbia’ programme, using technology to enable personalised employee development and engagement• Ongoing engagement through one-to-one meetings, team meetings and town halls• Engagement and regular pulse surveys	<ul style="list-style-type: none">• Connection to the Board through a dedicated Workforce Engagement Director (Group Chairman)• Employee Resource Groups• ‘Speak Up’ and Whistleblowing procedures• Monitoring of actions to address topics raised by employees• ESG impact materiality assessment	<div>Employee attraction, retention and engagement</div> <div>Our approach keeps us connected with our people. It helps attract, develop, retain and motivate our workforce, sustaining our competitive advantage and long-term success. It provides key insights into the effectiveness of employee-related programmes and key focus areas. It also helps us strengthen our approach to diversity, equity and inclusion across our businesses.</div> <ul style="list-style-type: none">• Inclusion Index: 69.5 points (up 2.5 points since 2021).• Employee engagement score of 71 points (up 1 point since 2021).• Employee survey scores increased across all business units on our key focus areas of wellbeing and communication.• Gold Award for Graduate Employer of the Year by gradireland for 2022. <div>Page 26</div>
<div></div> <div>Customers and consumers</div> <div>Strong engagement with our customers and consumers enables us to operate a customer-centric business model and act as our customers’ most valued partner, creating a world of sustainable nutrition.</div>	<ul style="list-style-type: none">• Insights on consumer trends• Stable supply of high-quality products and ingredients• Food safety & quality• Sustainable food with a lower environmental footprint, produced in a responsible way	<ul style="list-style-type: none">• Customer relationship development – key account managers, R&D insights and brand teams• Company websites & social media• Formal market research• Exhibitions	<ul style="list-style-type: none">• Product information on packaging• Customer surveys• GPN sports nutrition school• ESG impact materiality assessment	<div>Engaging with our consumers means we enable them to achieve their lifestyle and nutrition goals. We bring strong market insights and secure supply quality to our customers</div> <ul style="list-style-type: none">• The ON brand is one of the world’s most awarded, most reviewed and most nominated sports nutrition brands by consumers.• ON is now a \$1bn brand consistently recording strong Net Promotor Scores.• Gold Standard whey tub certified ‘Widely Recycled’ by How2Recycle.• GN is the ingredients partner of choice to some of the world’s leading brands.• Supporting customer ESG ambition through the provision of transparent, product specific data sharing. <div>Page 37 AR: Pages 24-43</div>
<div></div> <div>Local communities</div> <div>By fostering strong relationships with the communities in which we operate, we can help support livelihoods and create a better society while protecting the environment.</div>	<ul style="list-style-type: none">• Economic development of the communities in which we operate• ESG impact on local communities	<ul style="list-style-type: none">• My Community initiative• GPN sports nutrition school• Employee volunteering programme	<ul style="list-style-type: none">• Ongoing dialogue and funding of community and charitable organisations• ESG impact materiality assessment	<div>Strong and positive community relationships</div> <div>Engaging with our local communities during 2022 ensured that we increased our understanding of their needs and priorities, addressed any concerns and identified areas for value creation.</div> <div>Page 45 AR: Page 61</div>



Stakeholder engagement continued

AR = Glanbia Annual Report

Stakeholder group – why we engage	Key topics	How we engage	Outcomes	Read more
 <p>Shareholders</p> <p>Active engagement with our shareholders ensures they are aware of the Group's business environment, strategy, performance and sustainability commitments. The views of our shareholders help to inform the strategic decision making of the Board.</p>	<ul style="list-style-type: none"> Group strategic agenda/priorities Governance performance Portfolio evolution through organic growth, acquisitions and divestments ESG agenda and priorities 	<ul style="list-style-type: none"> Capital Markets Day Investor meetings and conferences Regular externally published performance and strategy updates Perception survey Annual general meeting 	<ul style="list-style-type: none"> One-to-one meetings and calls "CDP" (formerly the Carbon Disclosure Project) climate change and water reporting Key investor rating assessments ESG impact materiality assessment <p>Trust and engagement from the investor community Engagement with investors helps us to understand their expectations of our strategic agenda, risk management, financial and ESG performance. During 2022, investor focus continued around the Group's strategic direction, performance, emissions reduction and employee engagement.</p>	AR: Page 90
 <p>Suppliers and business partners</p> <p>By partnering and engaging with our suppliers, and establishing trusted business partnerships within our value chain, we enable them to meet our high standards in food safety & quality, business ethics, labour, human rights and the environment.</p>	<ul style="list-style-type: none"> Responsible sourcing and use of raw materials Long-term, sustainable partnerships Positive environmental and social impact Ethical business conduct 	<ul style="list-style-type: none"> Supplier surveys and audits Contractual meetings Tenders Information requests E-tendering platforms Assessment and due diligence 	<ul style="list-style-type: none"> Membership of industry associations Membership in industry expert panels ESG impact materiality assessment <p>Partnering with our suppliers to make sustained positive impacts in the value chain We engage with suppliers to develop a responsible and sustainable supply chain needed to deliver innovative and sustainable products. During 2022, we specifically engaged with our suppliers to drive improvements across our sustainability priority areas.</p>	Pages 35, 38
 <p>Government & non-governmental organisations (NGOs)</p> <p>Through active engagement with governments and NGOs we can share valuable insights gained as a global nutrition company on the strategic issues facing our industry, while increasing our understanding of wider issues, enabling us to add value to relevant policy and regulatory debates and support industry initiatives.</p>	<ul style="list-style-type: none"> Regulation across all business activities Reliable and complete corporate reporting Contribution to local economy and communities Climate change and environmental preservation Responsible sourcing Human rights, diversity and inclusion 	<ul style="list-style-type: none"> Industry associations Briefings & direct meetings Multistakeholder forums Participating in relevant calls for information 	<ul style="list-style-type: none"> One-to-one meetings Participation in events ESG impact materiality assessment <p>Engagement with Government and NGOs Our engagement with local and national regulators, governments and industry associations, ensures that we contribute to issues relevant to our activities, improve our sustainability performance and compliance and progress projects for the enhancement of society.</p> <p>Through our memberships and partnerships with NGOs we continue to be involved in developing industry best practices across a range of established sustainability topics and collaborating on integrated solutions across the value chain.</p>	Page 38

Sustainable development goals

The United Nations (UN) 2030 Agenda is a global plan to promote sustainable peace and prosperity and to protect our planet. Since 2016, countries and organisations have been working to implement this agenda with its 17 Sustainable Development Goals (“SDGs”).

Our aim is for our business activities to create shared value that is both measurable and makes a recognisable contribution to society.

While all 17 SDGs are critical, as part of our ESG strategy, we have identified six SDGs on which we have the strongest impact through our business actions. These six SDGs and their impact are outlined within this page.

Climate action

We recognise how deeply connected food systems are to the planet’s resources. We have upgraded Scope 1 and 2 emissions reduction targets to meet a 1.5 degrees Celsius temperature pathway and mapped out a decarbonisation plan to meet this ambition by 2030.

Responsible consumption and production

We use resources efficiently and reduce waste and emissions. We incorporate this approach in our product development and in our manufacturing activities. We support our customers’ ambitions to manufacture their products sustainably and efficiently.

Decent work and economic growth

We see it as our responsibility to respect human rights both within our company and along our supply chain. That is why we are dedicated to upholding appropriate and fair labour and social standards. We want to drive sustainable economic growth through progressive resource efficiency.



Zero hunger

We develop and deliver products with nutritional attributes, in sufficient quantities and at affordable prices. We collaborate with organisations to help better meet society’s food challenges.

Good health and wellbeing

We take a scientific approach to nutrition, meeting nutritional needs across all stages of life and promoting active and healthy lifestyles. Through our brands and products, we positively impact the health and wellbeing of millions of people around the world.

Gender equality

We continue to advocate against all discrimination including gender inequality with a zero-tolerance towards child labour, modern slavery and human trafficking. This is achieved through our internal diversity, equity and inclusion programmes, ethical business conduct practices, procurement and related due diligence procedures.



Impact materiality assessment

Identifying our material impacts

In 2022, we updated our impact materiality assessment in line with the GRI standards (2021).

To determine our material topics, we followed a process based on the standard 'GRI 3: Material Topics 2021' which included:

- Understanding our ESG context;
- Identifying actual and potential impacts;
- Assessing the significance of the impacts; and
- Prioritising the most significant impacts.

Throughout each step of the process, we engaged our identified stakeholder groups as set out on pages 12-13 through surveys, interviews, workshops and research.

We engaged external advisors, PwC, to assist us in carrying out our 2022 material impacts assessment by providing advice on how to best align with the GRI standard requirements and best practices.

The table shows the material topics, the impacts, and their alignment with the UN SDGs. The list of material topics was reviewed and approved by Glanbia's Board of Directors.

Full detail of our impact materiality assessment is available on our website www.glanbia.com

Topic	Summary impact	Value chain mapping	SDG reference	Read more in this report
1. Food safety & quality	Impact of our food safety and quality systems, ensuring quality nutritious products are produced.	Operations and Downstream	2 3 12	Page 37
2. Employee health, safety & wellbeing	Impact of our health, safety and wellbeing programmes, protecting our people in line with industry best practice.	Operations	3 8 12	Pages 29 & 32
3. Climate change	Impact of global warming as a result of carbon emissions, and the corresponding emission reduction initiatives within our operations and value chain.	Upstream and Operations	3 12 13	Page 17
4. Water	Impact of water use within our value chain and manufacturing sites and related efficiency initiatives.	Upstream and Operations	12 13	Page 20
5. Responsible sourcing	Impact of Glanbia procurement controls and oversight within our value chain.	Upstream	8 12	Page 35
6. Diversity, equity and inclusion ("DE&I")	Impact of DE&I initiatives for Glanbia's employees.	Operations	5 8	Page 30
7. Waste	Impact of waste generation within our manufacturing sites and related resource efficiency initiatives.	Operations	3 8 12 13	Page 22
8. Animal welfare	Impact of animal care and protection measures in supporting animal welfare within our value chain.	Upstream	12	Page 25
9. Sustainable products & packaging	Impact of innovative product and packaging design on resource consumption and environmental impact.	Downstream, Operations and Upstream	8 12 13	Page 23
10. Biodiversity	Impact of direct manufacturing activities and indirect impact through our supply chain on biodiversity and ecosystems.	Upstream and Operations	12 13	Page 24
11. Trusted business partner	Impact within the value chain as a trusted joint venture partner, food company and seller of quality nutrition products.	Upstream and Operations	8 12	Page 38
12. Economic contributions & community	Impact of Glanbia's operations on the economy and communities through our economic activities and monetary contribution.	Operations and Downstream	8	Page 45
13. Employee engagement & development	Impact of employee programmes to support job satisfaction, a healthy working culture and employee development.	Operations	8	Page 27
14. Responsible nutrition	Impact of the development of nutritional products in a responsible and ethical way.	Downstream	3 12	Page 34
15. Business ethics	Impact of strong governance and oversight, fair competitive practices, underpinned by our Code of Conduct.	Operations	8	Page 43

Climate & environment

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Biodiversity	24
Animal welfare	25



Climate change (emissions & energy)

Impact definition:
Impact of global warming as a result of carbon emissions and the corresponding emission reduction initiatives within our operations and value chain.

Targets

Scope 1 and 2: 50% absolute reduction in operations' GHG emissions by 2030 vs 2018 baseline

Scope 3: 25% reduction in dairy GHG emissions intensity by 2030



As a key player in the dairy industry, we acknowledge our contribution to greenhouse gas emissions ("GHG") through our onsite operations and our value chain. Our position presents us with an opportunity to use emission reduction initiatives to reduce the carbon intensity of our operations and our supply chain, and in doing so is contributing to achieving our global emission reduction targets.

Addressing carbon emissions is at the forefront of our environmental strategy. Climate-related risks and opportunities are explained in detail in Glanbia's Taskforce for Climate-related Financial Disclosures ("TCFD") report in our Annual Report pages 62-65, and the TCFD recommendations index within this report, page 53. Environmental metrics (including targets such as renewable energy and energy efficiency) have been included in Executive Director and Group Operating Executive short and long-term incentive plans since 2021. Refer to the Annual Report page 135.

Glanbia's carbon emissions are distributed throughout the value chain, with emissions coming directly from our operations, in addition to those from upstream and downstream activities contributing to our overall environmental footprint. A large proportion of our emissions are attributed to the dairy production aspect of our supply chain with milk production accountable for approximately 90% of value chain emissions.

In 2021, the Science-Based Targets initiative ("SBTi") validated our GHG emissions reduction targets, including Scope 1 and 2 emissions within our operational control and a Scope 3 target for our dairy supply chain. The initial modelling to inform this ambition was in line with keeping global temperature increases well below 2°C ("WB2DS"). In 2022, our Scope 1 and 2 GHG emissions reduction target was upgraded to meet a 1.5°C climate scenario (1.5DS) in accordance with the Paris Agreement. Our work on Scope 3 GHG emissions with partners is ongoing, focusing in particular on the US dairy supply chain and supporting the **US Dairy Net Zero Initiative**.

In 2022, we partnered with the Carbon Trust, Schneider Electric and EM3 to model our decarbonisation plan to 2030 against our previous 31% GHG emissions reduction target to factor in

options to accelerate our transition plan. The resultant roadmap, approved by the Board in November 2022, demonstrates how we are accelerating our ambition and updating our target to a 50% reduction in Scope 1 and 2 emissions by 2030 from a 2018 base year.

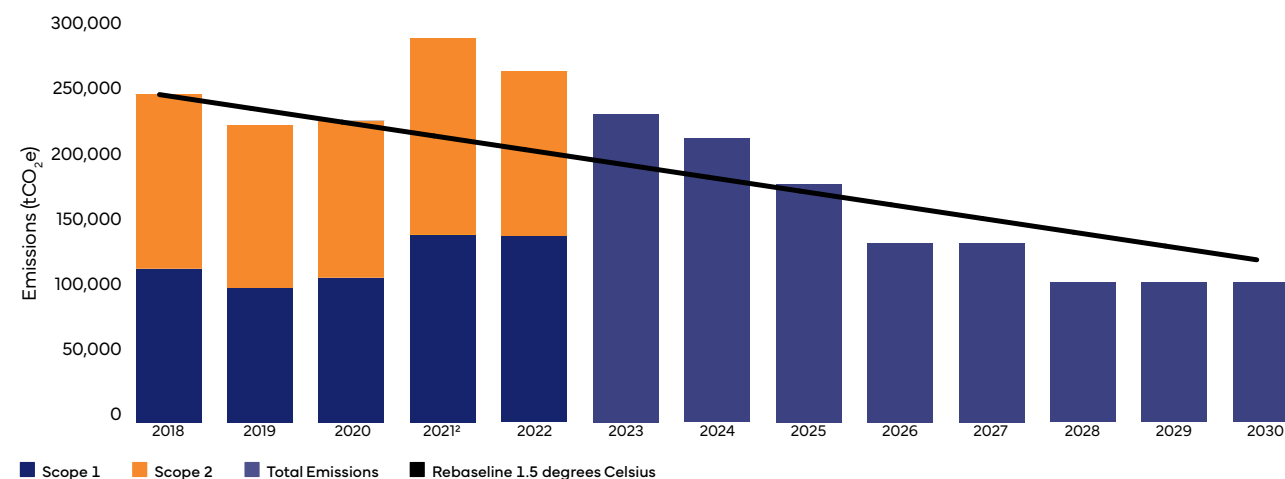
We are aiming for a reduction of 15,000 tonnes in Scope 1 emissions by 2025 through energy efficiency projects. Thereafter a further reduction of a minimum of 30,000 tonnes will be achieved by 2028 by leveraging advances in energy efficient process technologies. We are leveraging expert advice on energy investments and we are also integrating energy management systems at our largest manufacturing sites, providing real time insights into operational efficiency. Our roadmap envisages the elimination of Scope 2 emissions, initially through progressively matching electricity consumption

with a qualifying Renewable Energy Certification ("REC") programme. From there we aim to progress to long term power purchase agreements ("PPAs") as well as self-generation.

In 2023 we will continue to drive progress while ensuring the appropriate feasibility studies and assessments are finalised and incorporated into future plans, including advancing the execution of our PPA sourcing strategy.

In 2022, Glanbia introduced changes to our corporate development procedures and Capital Investment Policy, including our merger and acquisition ("M&A") guidelines, to ensure their alignment with our decarbonisation strategy. We are committed to reducing our GHG emissions alongside delivering sustainable growth.

Glanbia Decarbonisation Plan 2030 for Scope 1 and 2, aligned with 1.5 degrees Celsius SBTi target¹



- GHG emissions presented include the projected footprint of all Glanbia acquisitions contracted by the end of 2022 and organic growth. 12-month averages were used to estimate the footprint of the acquired sites back to 2018. Scope 2 GHG emissions were calculated according to the market-based methodology by GHG Protocol, using data on procured renewable electricity (including RECs), energy providers' and eGRID data where appropriate.
- In 2021, a new-to-world dairy processing facility was commissioned in Michigan, resulting in an absolute Scope 1 and 2 GHG emissions increase, which will be eliminated by 2025 per the Board-approved decarbonisation plan.



Climate change (emissions & energy) continued

Scope 1 and 2 and energy consumption within the organisation in 2022

In 2022, our operational control Scope 1 and 2 emissions decreased by 8.6% from the previous reporting year (2021).

Since the initial SBTi baselining, a new-to-world MWC-Southwest Holdings LLC production facility was commissioned, in Michigan, US, which resulted in an absolute GHG emissions increase in 2021-2022. However, compared to the original baseline scope that excluded the Michigan plant, our footprint would be 21% lower today over the 2018 base year. We will continue working on further emissions reduction in Michigan and our other processing sites.

Energy efficiency at our production sites and renewable energy sourcing is critical to address Glanbia's Scope 1 and 2 emissions. The proportion of renewables in our electricity supply reached 45% in 2022 representing an 8% increase from the preceding year. We have a 50% renewable electricity target for 2023, and

we aim to progress to 100% renewable electricity procurement for our US, Canada, UK and EU operations by 2028.

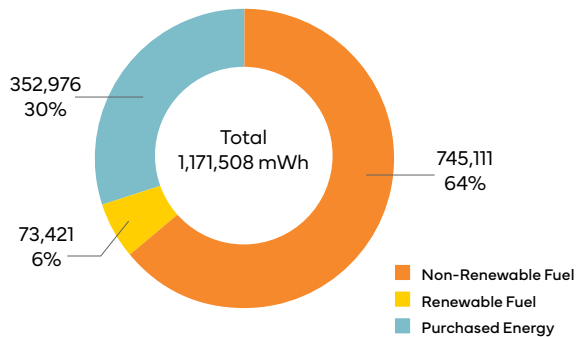
Glanbia's total energy consumption increased marginally from 1,168,451 mWh in 2021 to 1,171,508 mWh in 2022, which represented a 0.26% increase. This minor fluctuation did not affect Glanbia's carbon footprint. We are currently looking into energy consumption reduction opportunities, including energy management systems implementation and new technology for energy-efficient heating and processing at our dairy sites. Through this work, Glanbia is aiming to deliver a significant reduction in energy consumption volumes by 2025.

The Group has been investing in the implementation of a Group-wide environmental data management system which facilitates greater visibility, reporting and analytics into climate-related activities and impacts. Energy audits are conducted at our production sites to monitor progress towards our Scope 1 and 2 GHG emissions reduction targets. The introduction of

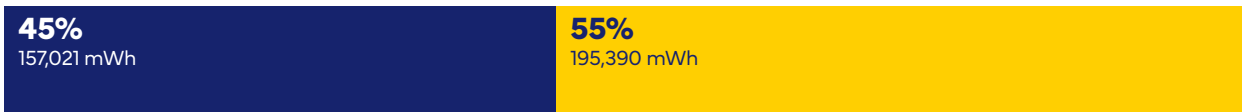
advanced energy management systems is planned for GN Dairy sites, as they account for the majority of energy consumed within the organisation. Our New Mexico, Michigan and Idaho, US, dairy sites' decarbonisation and energy efficiency will be in focus in 2023-25, in line with the Board-approved decarbonisation plan, supporting the Group's upgraded SBTi commitment.

For information on the methodologies used to calculate energy disclosures data, and additional GRI disclosures on energy and emissions, please refer to 'Appendix: Environmental data' page 49.

Total energy consumption within the organisation (mWh)



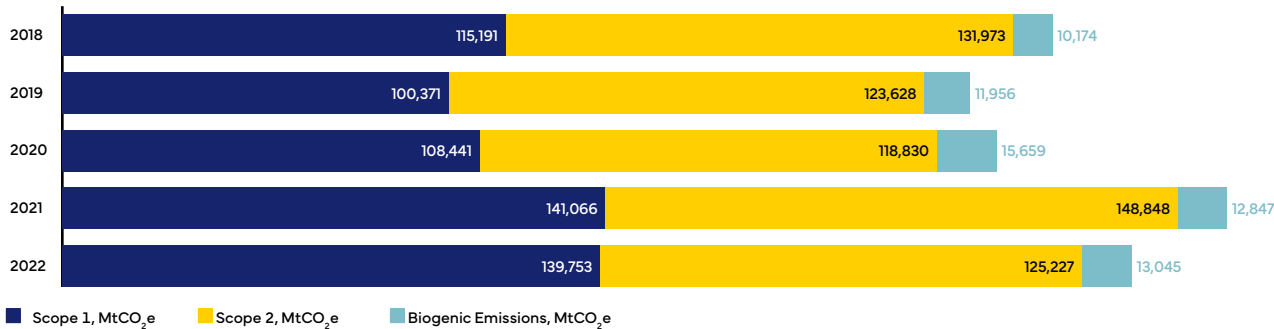
Electricity consumption: renewable and non-renewable sources (mWh)³



- Renewable sources
- Non-renewable sources

³ Non-renewable sources of energy: natural gas, diesel, LNG, LPG, gasoline, portion of grid electricity made from non-renewable sources, and portion of purchased heating (i.e. district heat) made from non-renewable sources (natural gas). Renewable sources of energy: biogas from anaerobic digesters, portion of grid electricity made from renewable sources, and portion of purchased heating (i.e. district heat) made from renewable sources (biomethane). The breakdown of purchased grid electricity between renewable and non-renewable sources is calculated for each Glanbia site. Similar to the GHG protocol's market-based approach and precision hierarchy, Glanbia accounts for any renewable energy credits (REC) or similar contractual arrangement. In the absence of any green energy contracts Glanbia uses the following sources to determine the renewable energy makeup of grid electricity: US EPA Subregion Resource Mix from eGRID 2020 data or the International Renewable Energy Agency (IRENA) Energy Profile.

GHG emissions in operational control, 2018-2022^{4,5}



⁴ In 2022, Glanbia recalculated Scope 1 and 2 GHG emissions from 2018 base year to 2021 according to the GHG Protocol as a result of acquiring Watson business. Glanbia implements a market-based approach for Scope 2 GHG emissions accounting according to the GHG Protocol.

⁵ Gases included in the GHG emissions calculation (and presented in MtCO₂e): CO₂, CH₄, N₂O, HFCs. Biogenic GHG emissions reported come from biogas usage at GN Dairy sites, where energy created through anaerobic digestion helps to reduce carbon footprint and achieve circularity.

Climate change (emissions & energy) continued

Scope 3

Approximately 90% of our Scope 3 emissions are attributed to dairy supply, therefore, this is where our reduction efforts are concentrated.

In 2021 the SBTi validated our target of a 25% intensity reduction in Scope 3 GHG emissions in milk supply by 2030. In 2022 our work on Scope 3 evaluated baselines for the three elements of dairy supply:

1. Direct shipped milk in Idaho;
2. JV partner ambition in New Mexico and Michigan; and
3. Dairy ingredient supplier strategy for our GPN business.

In 2023 we will accelerate our modelling and sampling work to develop a comprehensive roadmap to reduce GHG emissions in our milk supply to meet our Scope 3 Science-Based Target. Glanbia provides continuous support to the US Dairy Net Zero Initiative aiming to accelerate progress toward the **Dairy Industry's 2050 Environmental Goals** by advancing research and technology, on-farm pilots and new market development.

Direct shipped milk in Idaho

For our direct shipped milk in Idaho, we have completed GHG footprints on all our direct suppliers providing a complete primary data set using the National Milk Producers Federation Farmers Assuring Responsible Management ("FARM") Environmental Stewardship ("ES") tool. A FARM ES footprint gives our suppliers an understanding of the specific emission sources associated with their farm, recognising the significant regional differences, and allows benchmarking against regional and national averages.

In 2023, our focus is on building a comprehensive Scope 3 roadmap. We have engaged Newtrient LLC, a US dairy sustainability specialist group, to complete comprehensive analysis across the main sources of emissions of a representative sample of Idaho suppliers. The project will fill a significant gap for Glanbia and our farm suppliers in identifying the feasible abatement technologies and their likely emissions and economic impacts.

In 2022 we engaged the Carbon Trust to assess the implications of the SBTi's Forest, Land and Agriculture Guidance ("FLAG").

In 2023, we will continue to work with the Carbon Trust on this evolving guidance and will engage with Newtrient LLC to develop roadmaps to satisfy our current commitments and potential accelerated scenarios. In addition, we will evaluate carbon trading implications and opportunities for US dairy and on-farm investments.

JV partner ambition in New Mexico and Michigan

As Scope 3 emissions rest outside our operations, our approach continues to be one of partnership with suppliers and the wider dairy industry. We are a leader in the development of the US Dairy Net Zero Initiative ("NZI") as part of the ES Committee of the Innovation Center for US Dairy, which convenes the entire dairy supply chain. This effort was significantly augmented by US government supports for climate action in 2022. In 2022 we engaged our largest JV partner, Dairy Farmers of America ("DFA"), on their Scope 3 ambition. DFA also have an SBTi target in place for their dairy supply. In 2023, we will partner to develop a roadmap for our joint milk pool decarbonisation and potential environmental projects.

Dairy ingredient supplier strategy for our GPN business

In GPN we engaged with dairy ingredient suppliers to review their ambition and strategy. In line with many of our upstream customers, we will be requiring annual emissions factors from our suppliers to support our strategy going forward.

Towards the end of 2022, Glanbia joined the **Sustainable Dairy Partnership ("SDP")**. We will leverage SDP and Sustainable Agriculture Initiative ("SAI") platform resources to assist decarbonisation work with our supply chain.

In 2023, we will complete the update of our entire value chain assessment, taking into account all GHG emissions sources, as well as the potential environmental effects contributing to global warming, including deforestation and biodiversity impacts in our supply chain. This work will go beyond dairy and cover a wide range of agricultural commodities sourced by Glanbia business units. The results of this assessment will inform our strategy development and will be disclosed in our 2023 CDP and GRI reports.



In GPN we engaged with dairy ingredient suppliers to review their decarbonisation ambition and strategy. In line with many of our upstream customers, we will be requiring annual emissions factors from our suppliers to support our strategy going forward.





Water

Impact definition: Impact of water use within our value chain and manufacturing sites and related efficiency initiatives.

Targets

- + New target to further reduce freshwater use by 10% by 2025 vs 2021 baseline
- + Reduction target: 500 million litres per annum by 2025



Water is material to Glanbia as a finite resource, increasingly pressurised by a growing world population and the impacts of climate change. In our processing operations, Glanbia continuously focuses on water quality and sustainable wastewater discharge and actively recovers and recycles water to reduce our impact on the environment.

Having reduced freshwater consumption intensity by 17% between 2015 and 2020, in 2022 the Board approved a new ambition for a further absolute reduction in freshwater use of 10% by 2025 based on a 2021 base year. This target was informed by risk assessments and audits across the business.

With regard to absolute water impact, GN dairy production sites (including the MWC-Southwest Holdings joint venture sites) process greater volumes of water than GN Nutritional Solutions and GPN facilities. For this reason, GN's dairy processing sites have the greatest opportunity to achieve our water efficiency targets.

Water stewardship and management

Glanbia's water policy on stewardship and management is implemented across all our manufacturing sites while also ensuring country and state specific legislation and local environmental protection agency ("EPA") advice is adhered to, focusing on areas with high water stress. Manufacturing facilities employ reverse osmosis technology on incoming water to ensure safety. In addition, we regularly monitor water quality and continually test for pollutants in our facilities. Any issues identified are addressed with local authorities and dairy farmers.

Where water is discharged from our processing facilities, Glanbia adheres to the requirements/expectations of local and national standard-setting organisations and regulatory bodies, EPA and local state guidelines in the US, to determine how to categorise the various pollutants by level of concern; and the metrics and/or indicators used to identify these substances.

Water management across Glanbia is monitored through water risk assessments conducted at all manufacturing sites, every three years, using the World Resource Institute ("WRI") Aqueduct 3.0 mapping tool (most recently assessed in 2021). The Group

Environmental Policy in relation to water was updated in 2022 to account for CDP recommendations on water and actions outlined from this water risk assessment. Water scarcity risks were also assessed as part of Glanbia's TCFD reporting (refer to the Annual Report page 62–65). In addition, environmental metrics have been included in Executive Director and Group Operating Executive short and long-term incentive plans since 2021, to include targets such as water utilisation.

Dairy processing plants have a unique opportunity for water reuse, where water is generated, referred to as polished water (milk water), when milk constituents are separated and concentrated or fractionated. We aim to minimise our freshwater use and capitalise on the inherent efficiency of dairy operations. Milk water polishing and recycling at GN dairy production sites provide a unique opportunity for stress relief in areas where water is scarce, by reducing freshwater requirements as well as the load on wastewater treatment plants, positively impacting water quality and access for local businesses and communities. This polished water is currently used throughout our plants, including our clean-in-place ("CIPs") activities, and greatly reduces our demand for freshwater withdrawal and its associated costs.

Glanbia now returns more treated water to the environment than it draws as freshwater. In Gooding, Idaho, one of our largest dairy facilities, we recover milk water in our processes, reuse and recycle it, before cleaning it at our onsite wastewater treatment plant and using it to irrigate the crops we grow on adjacent fields. The crops go back to local milk suppliers as feed, fuelling the regenerative process.



Glanbia returns more treated water to the environment than it draws as freshwater.





Water continued

2022 commitments and performance

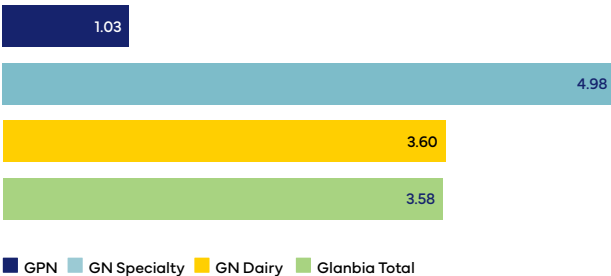
The current ratio of freshwater and polished water used in our dairy operations allowed us to save 5,313 megalitres (mL) of freshwater from withdrawal for processing in 2022. We will maximise milk water recovery and recycling to further reduce freshwater withdrawals in line with our new target.

Glanbia also adopts water reuse, recycling and conservation practices in water stressed areas to minimise negative impacts on water supply. In 2022, our strategic work on water included leveraging the insights from improved plant water use data sets, prioritising the sites previously identified as high-risk through the WRI Aqueduct water risk assessment. The assessment measured water risks across 13 items in three categories: physical risk (water quantity and quality), regulatory and reputational risks. The results of these risk assessments provided Glanbia with a list of high-risk sites where we now focus our water efficiency projects.

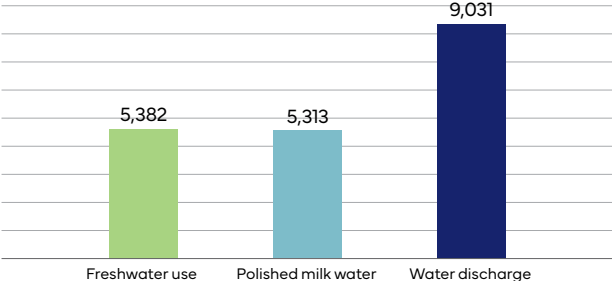
Four of our manufacturing facilities were identified as having ‘high’ or ‘extremely high’ overall water risk ratings. Glanbia’s facilities in Corona, California, US and Carlsbad, California, US, have both been identified as having an ‘extremely high’ overall water risk. The sites in Suzhou, China, and Clovis, New Mexico, US, were identified as having a ‘high’ water risk.

Amongst the sites in water-stressed locations, our dairy processing facility in Clovis, New Mexico accounts for the majority of water use in these four areas. However, thanks to water polishing, the Clovis plant recovers and reuses almost twice as much milk water than it takes in freshwater from both ground and municipal sources. Polished water represents approximately two-thirds of the site’s water use, and its water return is significantly greater than its freshwater withdrawal.

2022 freshwater use intensity (L/kg)



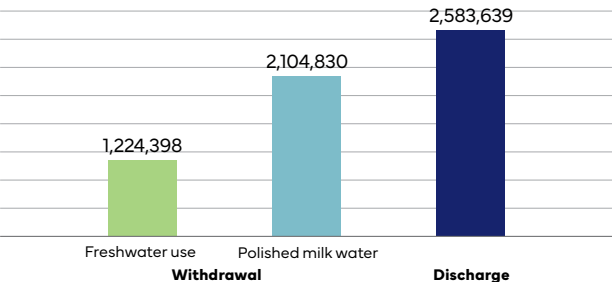
2022 water use and discharge (mL/kg)



Total water consumption from all areas with water stress (mL)

Glanbia site	Water withdrawal (freshwater and polished milk water)	Water discharge	Net water consumption
Clovis, New Mexico, US	3,329,228	2,583,639	745,589
Corona, California, US	309,793	211,632	98,161
Carlsbad, California, US	3,902	2,475	1,427
Suzhou, China	3,253	3,244	9
Overall	3,646,176	2,800,990	845,186

Clovis water withdrawal and discharge (mL)



Waste

Impact definition: Impact of waste generation within our manufacturing sites and related resource efficiency initiatives.

Targets

- Overall waste target upgraded to achieving TRUE Zero Waste certification by 2025
- 50% reduction in food waste by 2030 vs 2021 baseline



Find out more at
www.true.gbci.org/

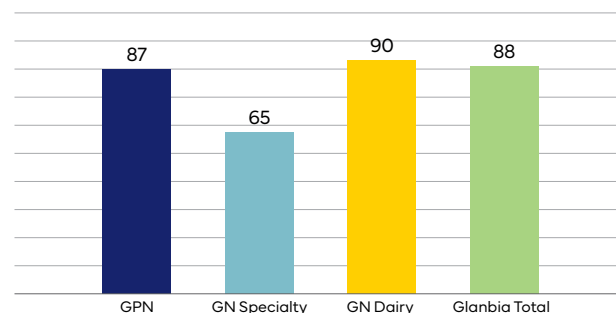


Glanbia is committed to continuous waste reduction and diversion from landfill and incineration across our production and warehousing sites.

To help reduce our environmental impact, we are focused on a circular approach that recovers resources for re-use within our business, or as an input to another system. Our initial waste target was zero waste to landfill, but we have upgraded this to achieve TRUE Zero Waste certification Group-wide by 2025. This international externally validated certification focuses primarily on waste prevention and reduction and ultimately diversion of the remainder away from landfill. Our TRUE Zero Waste commitment includes a goal to divert at least 90% of each site's non-preventable waste from landfill and incineration.

In 2022 we established a waste leadership team to deliver TRUE certification, manage data reporting needs, and develop our food waste strategy. Members of the Glanbia waste leadership team are being trained as TRUE Advisors in

% of waste diverted from landfill & incineration



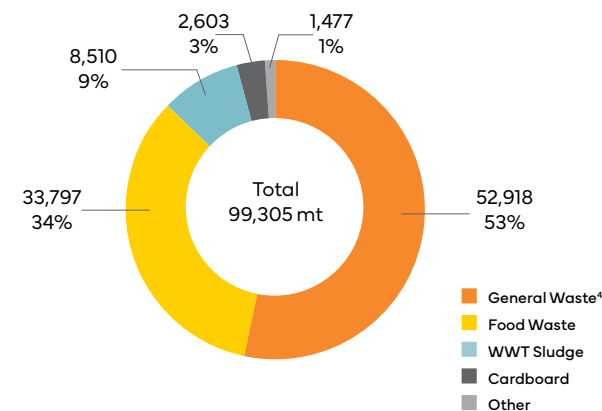
2022-2023. Following this, our TRUE Advisors will introduce the TRUE Zero Waste certification preparation programme and deliver training to our operational sites.

In 2022, Glanbia diverted more than 88% of waste from landfill and incineration with GN Dairy and GPN leading this work. Our 2023 effort will focus on waste source reduction, increasing GN Nutritional Solutions' diversion rates and maximising waste recycling across all sites.

The majority of waste generated in 2022 was a result of dairy processing operations, which provided Glanbia with significant opportunities for recovery in general waste and food waste categories. Less than 12% of Glanbia's waste was disposed of through incineration (with or without energy recovery) or landfilling in 2022.

2022 Waste generation

Composition of total waste (mt)



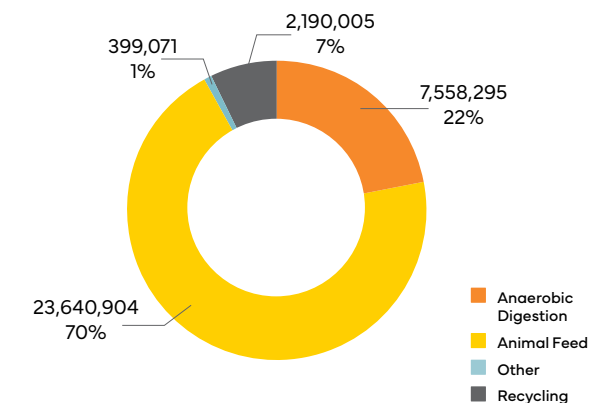
⁴ Delactosed permeate (a dairy processing byproduct) accounts for 44,176 mt of general waste reported above.

Food waste

As a food producer, we acknowledge our role in food waste reduction in line with our commitment to the UN SDGs. We are focused on a 50% reduction in food waste by 2030. A significant proportion of our food waste (70%) is recovered for animal feed use, however, our teams are primarily focused on preventing food waste in our operations including ingredient and finished product inventory. We also aim to recover the remaining food waste that is not suitable for human consumption through sustainable repurposing methods according to the 'Food Recovery Hierarchy'.

In 2023 Glanbia will continue to examine and implement solutions to drive out waste generation sources, including reducing surplus goods and ingredients produced, and ensuring we maximise operational waste recovery and recycling. Our TRUE Advisors will work to develop strategies to reduce food waste by leveraging the TRUE approach and experience.

2022 food waste recovery, by type (mt)



Sustainable products & packaging

Impact definition:
Impact of innovative product and packaging design on resource consumption and environmental impact.

Targets

+ All consumer packaging materials 100% recyclable, reusable or compostable by 2030



Consumer packaging represents about 11% of GPN's carbon footprint. GPN provides packaged sports and lifestyle nutrition products to consumers globally, with the US market being the most material in terms of volume. Other significant markets include EU, UK and Australia. Food-grade consumer packaging legislation and environmental programmes across these markets vary, which makes managing packaging sustainability a complex process. GN is a business-to-business producer, therefore, their operations do not include consumer packaging and are not addressed in this disclosure.

The types of GPN consumer packaging include polymer-based, paper-based, glass, and other materials. GPN does not produce these packaging units but procures them from a variety of suppliers, mostly under long-term agreements. This is an area of major focus with resources dedicated to collaborating with industry partners on options that meet today's modern recycling infrastructure in the markets in which we operate.

In 2022, GPN adopted a new Consumer Packaging Policy. This policy defines Glanbia's ambition to enhance our sustainable packaging initiative through: light weighting and design for circularity; reuse; maximising materials recyclability; researching biodegradable options; and exploring possibilities to increase use of recycled plastics in consumer packaging. Our sustainable packaging working group was extended to ensure alignment and collaboration between purchasing, operations, marketing and environmental teams for achieving the targets.

Our target for consumer packaging is to ensure that 100% of packaging is designed to be fully recyclable, reusable or compostable by 2030. The goal was informed by packaging footprint analysis and research, as well as the guidelines of the Ellen McArthur Foundation and UN SDGs. The target was approved by the Board in 2021. Progress and performance is reviewed at the GPN Executive team and ESG Board Committee meetings on a regular basis.

With 2021 serving as baseline year for global packaging procurement, recyclability assessments were completed in 2022 resulting in a base recyclability rate of 62% for all packaging. From this, GPN leadership has committed to a milestone target of 83% by end of 2025 with the 2030 target being 100%.

GPN packaging recyclability rates (% by weight) Target recyclability rate:

	2022 Actual: 62%	2025 Target: 83%	2030 Target: 100%
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The recycling element of this plan is well advanced with projects underway to address recyclability of bags, labels and wrappers as well as reduction in plastic use in refillable packaging and pack design. The development of new recyclable food grade bags is also underway. Glanbia sees cooperation and joint effort of producers, waste management companies, regulators, and consumers themselves as critical enablers for success in the area. In addition to our work to redesign our packaging for recyclability, we are evaluating opportunities to reduce the amount of virgin plastic we use along with incorporating more recycled plastic in our packaging.

As part of this collaboration, GPN has committed to meeting How2Recycle and On-Pack Recycling Label schemes in the US and UK respectively, that will result in the addition of on-pack recycling guidance for our consumers to recycle packaging correctly.

The implementation of sustainable packaging life cycles and reducing our impact on the environment continues to be a priority for Glanbia, as well as for our customers, consumers and other stakeholders. Prevention of the negative impact of packaging will be achieved through initiatives aimed at maximising sustainable materials usage and smart design, driving environmentally friendly ways of disposal and recovery.

Glanbia will continue to collaborate with packaging suppliers, recycling companies and industry associations to explore and implement best practice to advance consumer packaging sustainability. Moreover, the GPN team is constantly working with our customers to ensure our packaging helps them to meet their ESG commitments.





Biodiversity

Impact definition:
Impact of direct manufacturing activities and indirect impact through our supply chain on our local biodiversity and ecosystems.

 **Biodiversity is a 2023 focus area for Glanbia**



Biodiversity is a newly identified material topic on Glanbia's 2022 list of material impacts. Our targets across areas such as carbon, water, waste and packaging and associated initiatives all contribute to the protection of biodiversity.

The 2022 Living Planet Index shows an average 69% decrease in monitored wildlife populations between 1970 and 2018. Amid this alarming backdrop of species and habitat loss, there is a growing awareness of the fundamental importance of protecting nature and the preservation of biodiversity is an increasingly material topic for our business (refer to 'Impact materiality assessment' on page 15). We acknowledge the inherent value of biodiversity and the vital role of nature in broader human wellbeing and welcome the agreement reached at the United Nations Biodiversity Conference ("COP15") in December 2022.

Agriculture is one of the key drivers of biodiversity loss globally, as industrial farming practices and the expansion of farmland continues to encroach on natural habitats, resulting in the loss of plant and animal species, often to be replaced by monoculture. The conversion of land for agriculture can have a devastating impact on some of the world's most important biodiverse regions, particularly tropical forests. Our industry is heavily dependent on ecosystem services, and at Glanbia we rely on the biodiversity of species and plants to provide inputs to our business.

From 2023, we will focus on evaluating our biodiversity impacts and establishing a strategy to tackle related issues and risks in our operations and value chain. We welcome the ongoing work to revise the GRI biodiversity standard and will consider this in our assessment.

Many of the most urgent environmental challenges we face are interconnected and have the potential to impact biodiversity directly through our operations and indirectly through the raw materials we source.

In 2023, Glanbia will undertake a third-party assessment of our biodiversity impacts and associated potential risks. We will report on the progress in our 2023 report.



Glanbia commits to undertaking a third-party assessment of our biodiversity impacts and thereafter establishing a strategy and programme to tackle biodiversity issues and risks relevant to our operations and value chain.





Animal welfare

Impact definition:

Impact of animal care and protection measures in supporting animal welfare within our value chain.

Glanbia is committed to sustained high standards of animal welfare. We operate a zero-tolerance policy for wilful mistreatment or cruelty to animals anywhere in our supply chain. Animal welfare is most material in our GN supply chain where we prioritise our focus. For GPN and our joint ventures, the expectation is that our suppliers apply appropriate animal welfare and safeguarding in their supply chains.

In respect of dairy supplies, together with our suppliers, patrons and farmers, we are committed to the implementation and continuous evolution of industry leading science-based animal welfare standards at all stages of life for animals on the farm. We recognise and support the 'Five Freedoms', endorsed by the World Organisation for Animal Health ("OIE").

We require dairy farms and cooperatives directly supplying milk to Glanbia to meet or exceed all applicable local, state, and federal regulations on animal welfare.

In addition to compliance with governmental regulations, we require our direct procured milk supply to adhere to the Farmers Assuring Responsible Management ("FARM") Animal Care ("AC") module. The FARM AC programme is approved by the International Standards Organisation ("ISO") and sets animal care standards for US dairy farms that are science and outcomes based. 100% of our direct procured milk supply base are participating in the FARM AC and must maintain good standing with the FARM programme in order to supply milk to Glanbia. FARM AC evaluations are conducted by certified evaluators and dairy farms are subject to random third party verification under the FARM programme.

Glanbia reserves the right to decline, suspend or permanently cancel milk supplies from any farm that does not meet the required standards of the FARM AC Programme or where a breach of such standards has taken place.

The following required expectations are contained in the current version of the FARM AC Programme which Glanbia fully supports and endorses:

- **Continuous training:** We require dairy suppliers to provide evidence that annual employee training on animal care/handling is in place and that an employee code of conduct is signed by each family and non-family employee with animal care responsibilities;
- **Animal care and veterinary oversight:** We expect all our suppliers to maintain a written Veterinarian Client Patient Relationship ("VCPR") form that is signed by the farm owner and Veterinarian of Record ("VOR") annually. Additionally, the written herd health plan and animal health treatment records shall be reviewed annually by the VOR to emphasise prevention of disease/illness, rapid diagnosis, judicious drug use, and the effect of decision making on treatment of sick or injured animals;
- **Housing:** Animals should be provided with a safe, clean, dry, and comfortable environment;
- **Nutrition:** Proper nutrition through age-appropriate diets should be provided to all animals to promote proper health and growth;
- **Non-ambulatory dairy cattle:** Adherence to proper procedures for handling non-ambulatory dairy cattle including utilising special equipment for injured and non-ambulatory animals with specially trained caretakers available to care for such animals' needs;
- **Disbudding and dehorning:** Disbudding to be completed before eight weeks of age utilising analgesics agreed upon by the dairy farmer and their veterinarian; and
- **Treatment of animals:** In the event of a credible allegation of animal neglect, mistreatment, or abuse an investigation shall be launched. The farm will not be allowed to provide milk to Glanbia if, upon conclusion of the investigation, it is determined that wilful neglect, mistreatment, or abuse of animals occurred, until FARM AC Programme compliance is reestablished in accordance with the wilful mistreatment protocol set by the FARM AC Programme.

% of direct procured milk supply implementing FARM modules:

Animal care

100%

Environmental stewardship

100%

Workforce development

100%



For more on this programme, see **Farmers Assuring Responsible Management ("FARM")**.





Grow@Glanbia

To ensure we have a fit-for-purpose human resources ("HR") organisation, Grow@Glanbia, a multi-year transformation programme, was completed in 2022. This programme enables us to create a future-ready, people-centred organisation with the HR capabilities to support further business growth. Our new HR operating model was rolled out from 2022 establishing global centres of excellence for a number of functions including talent; learning and engagement; performance and reward; and talent acquisition. We also launched our new 'People Success Organisation', which provides a centralised team to support our employees and managers in our major markets. This also enables our wider HR team to focus on more strategic elements of the business.

People & society

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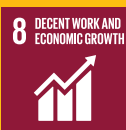
Employee engagement & development

Impact definition:
Impact of employee programmes to support job satisfaction, a healthy working culture and employee development.

Targets



>71+ points improved employee engagement score year on year



The foundation of our culture is built on our purpose, vision and values. Employees live our values which seek to show respect for all, find a better way, champion our customers and employees, work as a team and perform to high levels. It is through a culture of continuous listening that we ensure we address issues and topics and enhance our employee experience.

In late 2022 we established a new centre of expertise across the areas of talent, learning, and employee engagement for the organisation globally. These are key areas of the Grow@Glanbia programme. The purpose is to invest further in the resources and capability required to develop globally harmonised policies and frameworks, while retaining flexibility to meet local business and regional requirements. In future reports we will share the policies and targets that have been developed and aligned across the global organisation.

Employee engagement

Through a culture of continuous listening, we can measure our engagement and identify areas we need to address. Each year, we seek feedback through our Glanbia employee engagement survey, 'Your Voice'. In 2022, the survey results showed our employee engagement score increasing to 71 points (+1), against the backdrop of a challenging external environment.

We saw increases in scores around areas of focus including:

- Wellbeing: Glanbia takes genuine interest in the employees' wellbeing (+2);
- Communication: Glanbia does a good job of communicating with employees (+2); and
- Action taking: I believe meaningful action will be taken as a result of this survey (+3).

In addition, during 2022 our Board Chairman and our Chief HR Officer engaged in direct listening with a number of employee focus groups across the business. The purpose was to gather deeper insights in the areas of communications, wellbeing and action taking, which emerged as key themes from our employee survey. The feedback from these focus groups was included in the ongoing work to progress these areas. We will continue to listen to our employees and address areas of opportunity.

Our Group Managing Director, Group Operating Executive and Group Chairman take an active role during the Group town halls, held throughout the year. These forums provide the

opportunity to reinforce our culture and values, hear from our employees on key initiatives within the respective business units and gives employees the opportunity to pose questions directly to our senior leaders.

Culture and engagement

The importance of the connection between our culture and engagement is vital. As we continue to listen to our employees, we have made changes that contribute to increased engagement. This includes the implementation of our Smart Working policies (see page 29). In addition, the introduction of new Family Leave policies effective from 1 April 2023, were a direct result of feedback from the previous survey. We are now providing a new global minimum standard of leave to all parents including fertility and loss of a child support. We recognise that the wellbeing of our employees is essential to an engaged and productive workforce. We acknowledge that we need empathetic leaders to ensure the correct balance between work and personal life commitments.

Training and education

In a world of change, a culture of continuous learning, developing new skills and strong leadership capabilities are key to enabling our business and our people to grow and flourish. This year, we launched our new career growth tools 'MyLearning' and 'MyCareer' to support our people to gain the skills, leadership capabilities and career pathways to be future-ready. 'MyLearning' enables inclusive access to leading-edge, mobile-enabled learning content, while 'MyCareer' empowers employees to take ownership of their career aspirations and development plans. Within the 'MyLearning' system, employees have access to over 13,100 online courses, provided through an external provider, Udemy. Since its launch in late 2022, more than 1,700 employees have completed learning on 'MyLearning'. In 2023 we will provide full year data and report on performance of our new approach.

Our suite of leadership development programmes continues to evolve for leaders at all levels. Our 'Advanced Leadership Programme' ("ALP"), for our most senior leaders, has been re-designed and will be re-launched in 2023. Our 'Senior Leadership Programme' ("SLP") for senior executives continued in 2022, with a particular focus on accelerating succession readiness. Our 'Leading the Glanbia Way' programme for people managers has been refreshed with new content

including a focus on inclusive leadership. Our 'Early Years Careers' programme continued to be an important focus in 2022 and we were proud to win the Gold Award for Graduate Employer of the year by gradireland for 2022. We expect an intake of close to 40 graduates in 2023.

During 2022 we launched a new leadership capability framework called 'Lead for Growth'. This framework sets out the six key capabilities required of all leaders and is mapped across four proficiency levels.

We are embedding the leadership capabilities across our talent management processes through curated learning, guided development plans, talent assessments and the leadership development programme curriculum to build these capabilities for leaders at all levels.

Key capabilities:

1. Drive strategic impact
2. Innovate with courage
3. Act with agility
4. Empower others
5. Lead inclusively
6. Communicate with purpose & vision

Four proficiency levels:

1. Foundational understanding
2. Working experience
3. Extensive experience
4. Subject matter breadth and depth

Employee engagement & development continued

Employee development

We at Glanbia pride ourselves on developing our people and nurturing talent to provide an environment where people can fulfil their aspirations and career potential. Our approach to learning and development supports this ambition by offering a wide range of on the job, coaching, mentoring and formal learning and development opportunities to our people.

A cornerstone of our employee development is regular employee and manager engagement and feedback meetings, supported by a formalised Performance Development Plan (“PDP”) process, where key personal objectives and development opportunities are agreed and tracked.

Internal talent development and the attraction and retention of skilled individuals is facilitated through engagement with HR to ensure that our broader people strategy supports the development of our internal talent pipeline and ensures access to a diverse external talent pool. We seek to identify, harness and accelerate the development of talent at all levels, based on an assessment of successor readiness in respect of senior positions.

With the recent enhancement of our HR technology platform, we can now support our employees to take greater ownership of their long-term career growth through the addition of talent profiles where employees can highlight their career aspirations, mobility preferences, openness to being involved in cross functional projects and development opportunities. Since this functionality was launched in late 2022 there are more than 1,000 talent profiles live on the system.

This new technology also offers employees the ability to create their own development plans and agree development and learning objectives with their line manager.



We look to identify, harness and accelerate the development of talent at all levels, based on an assessment of successor readiness in respect of senior positions.

Our annual talent and succession process is focused on reviewing the talent and succession pipeline for leadership roles. Through this process we can identify high potential employees who have the ability and aspiration to move into more senior roles in the future, and then match learning and development opportunities to this cohort in order to accelerate their development.

From 2023, we will be in a position to report on training hours; development plan completions; and programmes for upgrading employee skills.



Employee wellbeing

Impact definition:
Impact of our health, safety¹ and wellbeing programmes, protecting our people in line with industry best practice.

Glanbia is committed to the wellbeing of our employees. We consistently listen to our employees through engagement surveys, focus groups and town halls. As a result of these feedback mechanisms, we have continued to embed our Smart Working Model within the organisation. Core principles of the model include flexible hours, blended working (where employees can work remotely on a hybrid basis) and flex-Fridays, where eligible. The response to this model has consistently been positive both from an employee flexibility perspective as well as from a talent acquisition advantage.

Based on feedback from our employee survey in 2022, we took steps to strengthen our family leave support with the launch of a new suite of policies from April 2023 which include enhanced benefits for birth mothers, adoptive parents and those becoming parents through surrogacy, secondary caregivers, employees undertaking fertility treatments as well as those that experience loss of a child. These policies continue to support a more inclusive culture.

Other wellbeing tools include supporting our employees through employee assistance programmes ("EAPs"), workplace wellbeing weeks and global wellbeing initiatives (e.g. step challenge) as well as other initiatives locally that include physical exercise classes, education around nutrition and engagement through our Employee Resource Groups ("ERGs").

Further work will commence in 2023 with the establishment of a working group to develop a Group wellbeing strategy and framework with key areas identified for future improvement which will continue to support an inclusive and equitable culture.

A company provided EAP is available to all employees globally. The EAP is a free counselling resource to help employees confidentially manage personal needs like stress, conflicts and financial and legal issues. The EAP gives employees access to counsellors and services to help our employees through life's challenges and is completely confidential. This benefit is free for our employees and their dependents.

In addition to the support outlined above, the following applies in our significant locations of operation (Ireland & US):

Ireland

Promotion of employee health is facilitated through various communication channels for all employees in Ireland. Every two years, we offer a comprehensive health screening to all employees. This programme includes physical tests (blood pressure, height, weight and body mass index), ECG, blood tests, a lifestyle questionnaire, a final medical report and a nurse consultation to explain test results.

US

Promotion of worker health is facilitated through various communication channels for employees eligible for US benefits. Such benefits include health care (including medical, dental and vision), life insurance and disability plans. Promotion of health and disease management is fostered through targeted communications delivered by our medical insurance carrier to individuals who have been treated or diagnosed with diseases or conditions. Additionally, health focused communications and awareness campaigns are delivered by our dental insurance provider to help employees understand the services available to them.

Employee data confidentiality is paramount for Glanbia's benefits administration team. We comply with the personal health information ("PHI") and personal identifiable information ("PII") regulations in the US. Health Insurance Portability and Accountability Act compliant technology and security are in place to communicate benefits data between Glanbia and our third-party benefit vendors. Additional security is in place to communicate employee sensitive information via email (secure email platforms) and file protections are used to communicate both internally and externally.

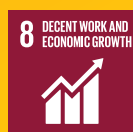
Raising workforce concerns

There are several avenues that our workforce can take should they wish to raise a concern or query. For queries about their employment, they are encouraged to contact our people services organisation team who can support and provide advice, or their line manager.

For sensitive queries people are encouraged to contact either their line manager or HR Business Partner to discuss any issues

or concerns they may have. This is backed up by our grievance process which outlines how to raise issues and how such issues will be dealt with by Glanbia.

All employees have an assigned HR Manager who can support them on the interpretation of company policies and procedures. For protected disclosures we have a process in place called 'Speak Up' where people can safely raise an issue without fear of retribution or discrimination through a confidential outside third party communication mechanism. These issues follow a set criterion and a set process for investigation. The Speak Up process is targeted for such disclosures where people can find a safe space to address issues and ensure they are investigated. Refer to 'Raising concerns' page 41.



1. Refer to pages 32-33 for details on our employee health & safety disclosure.

Diversity, equity & inclusion (“DE&I”)

Impact definition: Impact of DE&I initiatives for Glanbia’s employees.

Targets



45% minimum female representation at management level



At Glanbia, respect is a cornerstone of our values, behaviours, and culture. We strive to develop a more diverse and inclusive work environment and to build awareness at all levels of the organisation. In 2020, Glanbia developed our vision for inclusion and together we defined the statement that at Glanbia ‘we celebrate individuality, knowing that together we are more.’ We continue to make progress on the rollout of our DE&I programmes and stay committed to creating an inclusive and diverse culture, as well as shaping progressive policies and practices.

Our policy

We want our people to feel passionate about our purpose, connected to our shared values and empowered to be their best. We consistently invest in their development and prioritise their health, safety, and wellbeing. It is important our people feel they can bring their authentic self to work to form meaningful relationships, which are integral to career success and growth. Our DE&I Policy provides guidance on how we create a workplace that is inclusive and supportive of all employees to be able to fulfil their aspirations while celebrating their individuality and providing a work environment free of discrimination. We expect equitable treatment, fairness, and respect for people at all levels and in all areas across our organisation.

Our governance and internal assessments

We have established our DE&I function reporting to the Chief ESG Officer. The ESG Board committee is engaged in strategy development and governance of the execution of our priorities. Led by the Vice President of Diversity, Equity, and Inclusion, we have established a global steering committee of senior leaders, representative of the various parts of the business, to ensure alignment of strategic initiatives and timely execution of the prioritised actions.

We measure our overall DE&I progress as an organisation against The Centre for Global Inclusion’s benchmarking tool: The Global Diversity, Equity, and Inclusion Benchmarks (“GDEIB”). Following an independent assessment, we are pleased to report we have progressed two levels within the benchmark and are considered to be proactive with our DE&I programmes, a year ahead of our original ambition. In addition, we measure employee’s sentiment around inclusion through our Inclusion Index which we measure through our ‘Your Voice’

employee surveys. This index improved 2.5 points for all parts of the organisation in 2022.

The Inclusion Index is based on the combination of the two scores below:

- **Belonging:** I feel a sense of belonging at Glanbia (+2 since 2021); and
- **Equal Opportunity:** Regardless of background, everyone at Glanbia has an equal opportunity to succeed (+3 since 2021).

In line with our Board Diversity Policy, our Board is committed to seeking the appropriate gender balance and addressing the representation of other underrepresented groups, such as people of colour, within our Board. As an organisation, our longer term goal is to achieve gender balance among our management team.

Our actions

To meet this aspiration, we have enhanced our talent acquisition processes to ensure more balanced slates of candidates, offer a support network to our female colleagues with our Glanbia NOW (Network of Women) Employee Resource Group (“ERG”) and participate in a deep and comprehensive talent review process each year to identify and elevate appropriate female candidates for succession to more senior roles. To ensure we are aligning our actions to our ambition for increased gender representation, we have implemented targets for our most senior leaders to be included as part of remuneration incentives.

Female management participation in 2022

38%

Roadmap to Building an Inclusive Culture



Diversity, equity & inclusion (“DE&I”) continued

Our actions - continued

We recognise that to harness the power of diversity within Glanbia, we must look beyond gender to other under-represented groups and establish support and measurement mechanisms to address any gaps we may have as an organisation. We are focused on giving a voice to other employee communities through the establishment of our ERGs including our women’s network ‘Glanbia NOW’; our LGBTQIA+ network ‘True Colours’; and our multicultural network ‘Mosaic’. More than 700 employees across the organisation are now involved in an ERG. These networks provide a safe space for our people to support one another and to address career-related strategies through education, networking, mentorship, and professional development. Our ERGs also help our leaders to better understand the priorities and concerns of our under-represented communities.

As we look to 2023, our goal is to baseline our racial and ethnic representation within the US and to consider long term aspirations for black, indigenous, people of colour (“BIPOC”) representation within our employee population. In concert, we will ensure our hiring strategies continue to source candidate slates from under-represented backgrounds and we expect our hiring managers to complete our ‘Inclusive Hiring’ course to help eliminate bias during recruitment. Over 200 managers completed this course in 2022.

To ensure our employees are equipped to grow our culture of belonging, we offer various DE&I training and developmental opportunities across Glanbia. In 2022, our entire senior leadership team completed a customised and immersive inclusion development programme, specifically designed to build leadership skills to positively impact the DE&I culture. We continued our ‘Fostering Inclusion’ course for all employee levels and have had over 1,200 people complete this course since 2021. We will also embed this course into our onboarding process for all new employees. Our general DE&I learning platform was accessed by more than 700 employees, building education and awareness through our employee population.

Diversity of governance bodies and employees

In 2022, we continued to improve representation throughout the organisation, with 36% female participation at Board level and 38% female participation in our management team, defined as the sum of the first two employee categories noted in the table below. Details of our Board composition can be found in our Annual Report page 83-89 and on our website. Our commitment and focus on improving representation at all levels, reflecting the communities in which we operate, will continue in 2023.

Employees, by gender	Female	Male
Executives	23%	77%
Managerial/Professional	40%	60%
Technical/Operational/Administrative	36%	64%
Overall	37%	63%

Employees, by age	Under 30	30-50	50+
Executives	0%	46%	54%
Managerial/Professional	5%	70%	25%
Technical/Operational/Administrative	27%	51%	22%
Overall	22%	55%	23%

Ratio of basic salary and remuneration of women to men

The ratio outlined in the table below, was calculated based on permanent and temporary employees who are employed on a full time and part time basis in our wholly-owned entities in Ireland and the US, which comprises the majority of our global workforce. The ratio represents average total remuneration, which includes basic salary, benefits (including pension), incentive plans (both short term and long term) and allowances on a full-time equivalent basis. Our ratio for 2022 is 99:100 which means that there is a 1% difference in average remuneration between men and women across this population. We calculated the ratio using October 2022 actual data and extrapolated for the remaining two months of the year.

Ratio of basic salary and remuneration of women to men, by significant location of operation

Category	2022 Ratio Female: Male
Executives	107:100
Managerial/Professional	90:100
Technical/Operational/Administrative	107:100
Overall	99:100

We have also met the Irish Gender Pay Gap statutory reporting requirement in 2022, which uses a different methodology from the analysis above, and can be found [here](#) on our website. We are committed to improving gender balance and female representation globally and working together to create better gender balance for all.



Employee health & safety

Impact definition:
Impact of our health, safety and wellbeing programmes, protecting our people in line with industry best practice.¹

Targets

+ Zero Harm: Non-negotiable target of zero critical injuries

✓ Target successfully achieved in 2022



At Glanbia, employee health and safety is an inherent part of our values and commitments. Strong employee health and safety performance across our operations creates a work environment where people feel safe. This results in a positive culture and an efficient organisation.

Occupational health services (including worker participation in the development and management of same) and training are managed locally by site Occupational Health and Safety ("OHS") leaders. A crucial aspect to this role is the identification and elimination of hazards and minimisation of risks, as well as providing training, as required, on specific work-related hazards, hazardous activities, or hazardous situations to the relevant workforce members. We evaluate the performance of these services through our OHS performance reporting programme. In addition, Occupational Health Nurses are present at our larger manufacturing sites.

The Glanbia Risk Management System ("GRMS") is an auditing policy and tool that is implemented across all of our manufacturing sites (and includes a process for the integration of newly acquired sites), and it covers hazard identification, risk assessment, and incident reporting and investigation. In addition, the GRMS requires our facilities to have a formal written procedure to facilitate and promote an employee's right to 'refuse to work' due to hazardous work equipment, unsafe place of work or any other unusual hazardous exposures, without the fear of management reprisals.

The Health and Safety Leadership Team ("HSLT") represents stakeholders across the organisation, and this team works collaboratively to drive actions to improve OHS performance in order to ensure Glanbia is a safe place to work.

Glanbia has a 'Zero Harm' policy, and a well embedded OHS reporting programme where 12 month rolling Total Recordable Incident Rate ("TRIR")² and Lost Time Incident Rate ("LTIR")³ improvement targets are set. We track the effectiveness of actions taken to improve Occupational Health and Safety performance by closely monitoring TRIR and LTIR performance via monthly HSLT meetings. Lessons learned are also shared via the HSLT.

Targets are set annually following Glanbia's internal procedures and considering factors such as targeting zero critical injuries, industry benchmarks (based on the North American Industry Classification System ("NAICS") and prior years' performance. All Glanbia locations have a non-negotiable target of zero critical (work-related fatality or work-related permanently disabling) injuries. At a minimum, Glanbia commits to having all sites performing at or better than their industry benchmark and having zero critical (fatality/permanently disabling) injuries.



Glanbia has a 'Zero Harm' policy, and a well embedded Occupational Health and Safety reporting programme.



1. Refer to page 29 for details of our employee wellbeing disclosure.

2. TRIR is the number of recordable work-related incidents per 200,000 hours worked.

3. LTIR is the number of lost time work-related incidents per 200,000 hours worked.



Employee health & safety continued

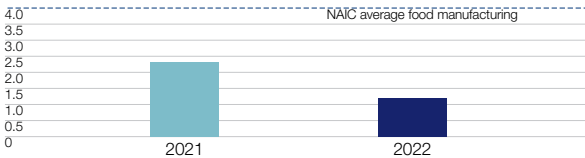
All Lost Time Cases (“LTCs”) undergo a Root Cause Analysis (“RCA”) investigation to assign corrective and preventative actions to mitigate the root causes to the incident, thus minimising the risk of reoccurrence. Locations experiencing positive performance are recognised via bronze, silver, gold, or platinum status depending on their performance versus their respective industry benchmark. Any location that performs below its corresponding industry benchmark for TRIR or LTIR for 12 months or more develops and implements a management action plan to achieve benchmark performance.

Work-related hazards are determined by completing risk-assessments. These risk-assessments are audited as part of the GRMS audit, and management action plans are assigned to rectify any identified deficiencies. Glanbia has also rolled out a Job Safety Analysis (“JSA”) risk-assessment tool to facilitate the completion of effective risk-assessments.

In 2023, Glanbia will conduct a best practice benchmark review of OHS management and reporting standards and will report on our next steps regarding implementation.

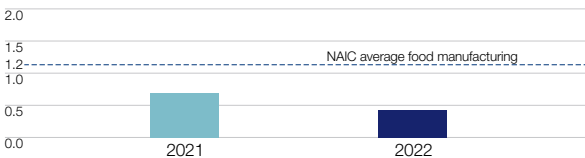
Health and Safety Benchmarking – Food manufacturing

Total Recordable Incident Rate (TRIR)



TRIR score is 1.22 (2022 target: 2.02), down from 2.30 in 2021 and substantially lower than the NAIC average of 4.0.

Lost Time Incident Rate (LTIR)



LTIR was 0.45 (2022 target: 0.61), down from 0.69 in 2021. Glanbia's score is significantly lower than the NAIC food manufacturing average of 1.2.

Employee health & safety data¹	
2022 data²	
Number and rate of fatalities as a result of work-related injury	Zero work-related fatalities.
Number and rate of critical work-related injuries (excluding fatalities)	Zero critical injuries.
The number and rate of recordable work-related injuries	Total number of recordable work-related injuries: 68 Of these 68 cases, 25 were related to Lost Time Cases (“LTC”), each LTC received a root cause analysis investigation with corrective and preventative actions assigned to limit the likelihood of recurrence. The remaining 43 cases did not result in any lost time. Glanbia will continue to strive for zero harm.
The main types of work-related injury	37% of work-related injuries were related to sprain/strain type injuries. Targeted improvement plans are in place at all sites that do not meet industry benchmark TRIR and LTIR performance.
The number of hours worked	11,130,094
Number of fatalities as a result of work-related ill health	Zero work-related fatalities.
Number of cases of recordable work-related ill health	Zero work-related illnesses reported.
Main types of work-related ill health	Zero work-related illnesses reported.


- For methodology and calculation details of the above table, please refer to ‘Appendix: Employee Health & Safety data’ page 48.
- Rates have been calculated using 200,000 hours worked.





Responsible nutrition

Impact definition:
Impact of the development of nutritional products in a responsible and ethical way.

 **Responsible nutrition is a 2023 focus area for Glanbia**

3 GOOD HEALTH
AND WELL-BEING



12 RESPONSIBLE
CONSUMPTION
AND PRODUCTION



Glanbia's purpose is delivering better nutrition for every step of life's journey. As we have evolved to become more focused on better nutrition we have built scale across relevant categories such as sports nutrition, healthy lifestyles, weight management, vitamin and mineral fortification, supplementation and clinical nutrition. We help our end users live better lives and achieve their healthy lifestyle goals.

Our purpose and focus are relevant in a world where health and wellness are key consumer needs. More specifically non-communicable diseases ("NCDs") are the number one cause of death globally, representing 74% of all deaths. Illnesses such as cardiovascular and respiratory illness, diabetes and cancer account for 80% of those deaths.

Modifiable behaviours such as poor diet and physical inactivity, as well as tobacco and alcohol misuse are the four major risk factors contributing to the growing NCD epidemic.

The WHO's strategy to address NCDs is primarily through prevention by improving diets and nutrition, increasing physical activity and addressing tobacco and alcohol misuse in particular. This is where Glanbia's focus and offering is directly relevant, providing products and promoting lifestyles which help consumers live healthier lives and where our purpose has its greatest impact. We believe our work and products can have positive social impact beyond the individual customer or consumer.

We believe that responsible nutrition also extends across a number of important aspects of our business, many of which are covered elsewhere in this report for example: 'Food safety & quality'; 'Economic contributions and community'; and 'Climate and Environment' sections.

Our products and ingredients are formulated appropriate to their intended use, manufactured to the highest standards of quality and food safety, and produced with the utmost care for environmental concerns and impacts.

Further, our in-depth scientific experience and our 16 global innovation centres with advanced research and development ("R&D") capabilities ensure we utilise innovative materials and methods to improve performance as well as enhance nutritional benefits.

While we make significant efforts in these areas as part of our business-as-usual operations, we plan to formalise a global strategy around such topics to ensure we deliver maximum impact. We will report back on progress in due course. We will also determine the most appropriate metrics to monitor and report on progress in this area.



Our purpose and focus are relevant in a world where health and wellness are key consumer needs.



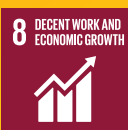


Responsible sourcing

Impact definition: Impact of Glanbia procurement controls and oversight within our value chain.

Targets

- + Hold EcoVadis scorecards for all 'high' and 'medium-high' risk suppliers that Glanbia has an ongoing trading relationship with by end of 2023



Glanbia spends in excess of €2bn annually sourcing goods and services from over 6,000 suppliers in 55 countries. Glanbia aims to responsibly source all products and services, while also securing the livelihoods of the communities that underpin it.

Our supply chain includes direct suppliers who are involved in the processing and distribution of raw materials, the most significant being milk supply within North America. Indirect suppliers provide us with a range of goods and services that are essential to the effective operation of our business. To ensure our procurement spend contributes to improving social, economic and environmental impacts on stakeholders, we continue to risk assess and seek a further understanding of spend and have established minimum ethical and environmental standards, to which we expect our suppliers to adhere. These standards are outlined in the Group's Supplier Code of Conduct.

Glanbia's Procurement teams are dedicated to partnering with key stakeholders to support the delivery of Group and business unit ESG strategies and commitments. This involves:

- Driving greater awareness across our procurement teams of responsible sourcing practices;
- Partnering with suppliers who can make a positive contribution towards Glanbia's ESG commitment;
- Applying responsible sourcing criteria to our supplier selection decisions and incorporating responsible sourcing principles into our Global Procurement Policy;
- Requiring all suppliers to agree to comply with laws and regulations of the countries in which they operate;
- Requiring all suppliers to agree to comply with all human rights, labour, food safety, environment and health and safety regulations;
- Requiring suppliers, as requested, to engage with Glanbia's selected partner EcoVadis for assessment (or equivalent assessment as deemed appropriate) in line with Glanbia's Responsible Procurement Programme; and
- Requiring suppliers to comply with necessary corrective actions that arise as a result of the above assessment.

Our approach

Glanbia purchases only from approved suppliers. Buying from the right suppliers is critical to ensuring Glanbia receives high quality goods and services at the right price and time while mitigating risk to the organisation. At Glanbia, we promote the highest standards of ethical business conduct and sustainable business practices wherever we operate. We encourage our suppliers to have the same level of commitment to these standards.

Our Group-wide Responsible Procurement Programme sets out our supplier selection criteria and integrates ESG into our procurement processes, procedures and systems. We focus on ensuring and re-enforcing compliance with all applicable laws on anti-slavery and human trafficking, requiring our suppliers to confirm acceptance and conformance with the relevant Glanbia policies. For further information refer to Glanbia's annual statement on Modern Slavery and Human Trafficking located on www.glanbia.com

Our Global Procurement Policy is updated regularly and is currently undergoing a review to take into account various changes relating to responsible procurement and ethical trading requirements, including our Group Supplier Code of Conduct. Such changes will be rolled out in 2023. In growing our procurement team's understanding of responsible sourcing, we partnered with The Chartered Institute of Procurement and Supply ("CIPS") to provide an ethical procurement and supply course across our procurement team.

Glanbia partners with EcoVadis – a global trusted provider of business sustainability ratings. In 2022, we commenced a risk assessment on our supply base assessing ESG and procurements risks. The results of this risk assessment enable us to prioritise the suppliers that require a more in-depth assessment using the EcoVadis platform (referred to as scorecards).

The objective of the EcoVadis methodology is to measure the quality of a company's ESG management system through its policies, actions and results focusing on environment, labour and human rights, ethics and sustainable procurement. A company's size, industry and geographical locations are also considered. All assessments are evidence based and validated by EcoVadis experts and scored accordingly. The platform helps us benchmark against our industry, reduce risk, drive performance and improve environmental and social outcomes by collaborating with our suppliers on ESG performance.

More than 40% of Glanbia's total spend (both direct and indirect) underwent in-depth assessments (scorecards) by the end of 2022. We have set the target of utilising scorecards for all 'high' and 'medium-high' risk suppliers that Glanbia has an ongoing trading relationship with in 2023. This equates to an additional €50m spend to be onboarded to the EcoVadis platform which will bring the overall percentage spend coverage to 55% by end of 2023. The growth of coverage in 2023 will be more conservative than 2022 because our largest spend has already been covered in the first cohort of assessments.





Responsible sourcing continued

The detailed scorecards assess our supply chain and identify key areas to be improved. We will work with our suppliers to develop their sustainability profile in line with Glanbia and customer requirements.

The table below illustrates the weighted average scores our suppliers have achieved under four key themes. The overall score averaged 53.2% for all Glanbia suppliers on the platform and this compares favourably to the average 44.2% score of all suppliers on the EcoVadis platform globally.

Theme	Average Glanbia supplier score	Average EcoVadis supplier score
Environment	54%	45%
Labour & human rights	55%	48%
Ethics	53%	43%
Sustainable procurement	45%	38%

Supplier 2022 performance:

- Glanbia has risked assessed our existing supplier base using the EcoVadis risk assessment module. 9% of spend is considered 'high' risk and 32% of spend is deemed to be 'medium-high' risk;
- 30% of new suppliers added during 2022 were risk assessed. 12% were deemed to be 'high'/'medium-high' risk and 87% deemed low risk. This equated to 50% of new spend;
- We have EcoVadis scorecards for 672 suppliers which equates to 41% of total spend;
- 102 suppliers assessed had a score of less than 45 under the labour & human rights theme meaning that corrective actions were identified. We are working with our suppliers to close out their corrective actions and will reassess these suppliers in 2023;
- 150 suppliers assessed had a score of less than 45 under the environmental theme meaning that corrective actions were identified. We are working with our suppliers to close out their corrective actions and will reassess these suppliers in 2023; and
- No suppliers were terminated as a result of the assessment results in 2022.

Key labour and human rights improvement areas identified in the supply chain

- Lack of quantitative targets in place for labour and human rights performance;
- Inconclusive documentation for policies on social change;
- Insufficient information related to reporting on average training hours per employee;
- Insufficient information on endorsement of external sustainability initiatives or principles; and
- Inconclusive documentation for policies on working conditions.

Key environmental improvement areas identified in the supply chain

- Lack of quantitative targets in place on environmental performance;
- Insufficient information related to reporting on total amount of renewable energy consumed;
- Insufficient information related to reporting on total weight of waste recovered;
- Insufficient information on endorsement of external sustainability initiatives or principles; and
- Insufficient information on reporting on total weight of hazardous waste.

2023 targets:

- The initial phase in 2022 focused on inviting suppliers to participate in the EcoVadis assessment. Our focus for 2023 is to continue to expand our visibility of supplier ESG performance through participation in the EcoVadis programme and work with them to improve, where required.
- We aim to have all 'high' & 'medium-high' risk suppliers, that we have an ongoing trading relationship with, on the EcoVadis platform in 2023.





Food safety & quality

Impact definition:
Impact of our food safety and quality systems, ensuring quality nutritious products are produced.

- Targets**
- 100% of sites to maintain a globally recognised third party certification for food safety & quality**
 - Target successfully achieved in 2022**



Food safety and quality is a non-negotiable for us at Glanbia and we consider it an inherent part of our values and commitments. Our global food safety programme applies to both our business and consumer facing businesses and ensures that we uphold the highest standards of food safety and quality at all times.

The importance of this topic is reflected in our material impacts assessment (refer to page 15) where food safety and quality was top of our 2022 rankings. In 2022 there were no material food safety incidents in relation to Glanbia products.

Glanbia has an internal code of practice for food safety (the Glanbia Quality System (“GQS”) which outlines our standards, requirements and policies for food safety and quality. We have a systematic monitoring and auditing programme to assess compliance to these standards which is reported periodically across the Group.

All sites (100%) are certified to an externally recognised standard in food safety and good manufacturing practices. As a standing policy, sites are expected to: adhere to regulatory guidance related to food safety management (e.g. Food Safety Modernisation Act (“FSMA”) in US); to develop personnel training; and to develop detailed food safety plans to ensure compliance. The food safety plans include consideration of all potential hazards be they physical, chemical, or microbiological in nature. Where a risk assessment indicates a need for a ‘control measure’ these are implemented against scientifically sound control criteria, monitored, and applied in a way to prevent potentially unsafe products from entering food supply chains.

Another element of our programme includes logging of ‘critical/near miss’ incidents i.e., cases in which a suspect compromise or breach in controls occurs that could potentially lead to a significant financial or public health impact. To ensure an environment of transparency and continuous improvement, this policy requires a thorough root cause analysis, a post case review, as well as the establishment of, and confirmation of corrective actions, if needed.

We also carry out external benchmark and independent expert reviews of our programmes. In 2022, we underwent an external expert review of our Glanbia Food Safety Programme and

our newly launched Infant Nutrition standard. This external benchmark confirmed that both our Food Safety Programme and our Infant Nutrition standard met or exceeded industry best practice.

- We have both qualitative and quantitative targets in place around our food safety programmes, the 2022 results of which include:
- 88% of sites achieving or exceeding the benchmark performance;
 - zero reported material food safety incidents in relation to Glanbia products in 2022; and
 - 100% of sites maintaining a globally recognised third party certification.

Any identified improvement areas are addressed based on prioritised level of risk. We engage, when needed, with external stakeholders to develop and improve our internal standards, partnering together to meet or exceed regulatory and customer expectations. We maintain policies and processes for business continuity, crisis management, and product recall standards which are kept up to date in the event of any issues. We also maintain root cause analysis and postmortem review processes, results of which are reported to the ESG and Audit Board Committees on a regular basis.

Food safety & quality data 2022		
Percentage of significant product and service categories for which health and safety impacts are assessed for improvement.	All Glanbia products are assessed for potential improvements as part of business unit Quality and Food Safety programmes driven by relevant regulations.	
Total number of incidents of non-compliance with regulations and/or voluntary codes concerning the health and safety impacts of products and services within the reporting period, by:	incidents of non-compliance with regulations resulting in a fine or penalty;	No known or recorded incidents ¹ .
	incidents of non-compliance with regulations resulting in a warning;	One voluntary recall due to a contract manufacturer deviation. No reported illnesses or known product defects in this case.
	incidents of non-compliance with voluntary codes.	No known or recorded incidents ¹ .
		44 Internally logged ‘critical/near miss’ incidents requiring a root cause analysis (“RCA”) and post case review (“PCR”) (suspect compromise or breach in controls). Each of which underwent a root cause analysis, a post case review, as well as establishment of, and confirmation of corrective actions, as required.

1. In 2023 Glanbia is undertaking a review of our current regulatory non-compliance management system to ensure alignment with best practice requirements. Any process improvements identified will be prioritised and actioned accordingly.



Trusted business partner

Impact definition:

Impact within the value chain as a trusted joint venture partner, food company and seller of quality nutrition products.

Our business success is dependent on strong partnerships which provide a foundation for societal, consumer and customer trust.

We demonstrate our actions as a trusted business partner through our support for the communities in which we operate, our commitment to ethical business standards, our engagement with industry leaders and governments on policy and regulation, and our accreditations with trusted partners, as outlined on page 3.

Partnerships

Through our partnerships, we help our suppliers deliver continuous improvement in the supply chain.

Our Supply Chain:

- Procurement teams are continuously working with our suppliers to ensure mutually beneficial cooperation, achievement of environmental and social ambitions and joint innovation; and
- We partner with EcoVadis to advance our Responsible Procurement programme (refer to 'Responsible sourcing' pages 35-36).

Sustainable dairy supply

We are members of the:

- International Dairy Foods Association, where we hold a leadership role on the Board. Dairy manufacturers are represented to ensure members continue to thrive and innovate;
- Global Dairy Platform ("GDP"), the Dairy Sustainability Framework ("DFS"), and the Sustainable Dairy Partnership of the Sustainable Agriculture Initiative ("SAI"); and
- American Dairy Products Institute ("ADPI").

We work with our milk suppliers under:

- US Dairy Net Zero Initiative ("NZI") including the Innovation Center for US Dairy;
- The US Dairy Stewardship Commitment which demonstrates action against key sustainability targets; and
- US National Milk Producers Federation ("NMPF") and their Farmers Assuring Responsible Management ("FARM") programmes.

Glanbia is committed to playing a meaningful role in the sustainable transformation of our food system, for the betterment of our planet, our people and our communities. To date Glanbia has monitored environmental data from milk suppliers, with a full set of primary data for our direct ship milk through the Farmers Assuring Responsible Management Environmental Stewardship ("FARM ES") programme in the US. In the next phase of our strategy, we will continue to work with our dairy suppliers to deliver on our ambition to reduce Scope 3 emissions by 25% by 2030. For our branded business dairy ingredient purchases we are working with our suppliers to assess their strategies on carbon reduction.

The US Dairy Industry set 2050 Environmental Stewardship Goals, to collectively:

- Become carbon neutral or better;
- Optimise water use while maximising recycling; and
- Improve water quality by optimising utilisation of manure and nutrients with a commitment of quantitative and credible measures of progress reporting every five years. This is a collective goal across the US dairy industry and supports its vision of dairy as an environmental solution.

GN supports these goals through its membership of the Dairy Sustainability Alliance® in the US, and through representation on the Innovation Center for US Dairy's Environmental Stewardship Committee, the US Dairy Processor LLC, and various working groups of the Innovation Center and International Dairy Foods Association ("IDFA").

US FARM Programme

We continue to support the US FARM programmes which focus on animal welfare, workforce development and environmental stewardship. FARM is a partnership between the National Milk Producers Federation and Dairy Management Inc. The FARM programmes provide impartial, science-based verification as to how the dairy industry is committed to taking the best care of animals, the environment, producing safe, wholesome nutrition, and adhering to the highest standards of workforce development. Glanbia Subject Matter Experts ("SMEs") have contributed significantly to the development of these industry-wide standards and continue to contribute to their evolution. Refer to 'Animal welfare' page 25.



Our partnerships are critical to delivering a framework for nutrition sector success.

Consumers

We are members of the:

- Natural Products Association ("NPA") an association dedicated to rights of consumers to have access to products that will maintain and improve their health; and
- Consumer Brands Association ("CBA") whose mission is to champion growth and innovation for the industry whose products consumers depend on every day helping the industry solve problems, spark innovation and inspire collaboration.

Packaging

We are in continuous dialogue with plastic recyclers to work on GPN sustainable packaging targets and are members of the Association of Plastic Recyclers ("APR"), Sustainable Packaging Coalition ("SPC"), How2Recycle ("H2R"), and On Pack Recycle Label ("OPRL") (refer to 'Sustainable products and packaging' page 23).



Economic & governance

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Governance

At Glanbia, strong governance is the cornerstone of how we operate. The Board of Directors has ultimate responsibility for oversight of the Group's activities, including meeting our ESG strategy and commitments.

The Board ensures that the views and interests of our key stakeholders are considered in Board discussions and decision making. Further details on our corporate governance structures and processes are outlined in Glanbia's Annual Report on pages 80–102.

Please refer to the ESG governance structure on page 42 for details of how the Board, its respective committees and Group management embed ESG topics into our governance, risk management and strategic structures. Chaired by the Group Chairman, the Board has appointed an ESG Committee to oversee execution of our ESG strategy, refer to page 113 of the Annual Report which outlines the key activities of the Committee. All Board members undertook dedicated ESG training during 2022.

The Group Managing Director and Executive team are responsible, under Board direction, for the execution and delivery of the Group's strategic plans, overseeing the delivery of the Group's investment ambition and the realisation of commercial opportunities. Management report to the Board through a monthly Board report, supported by formal Board and strategy meetings, on all matters relating to the performance of the Group.

The Chief ESG and Corporate Affairs Officer, supported by a dedicated leadership team and business unit resources, holds responsibility for the delivery of the Group's ESG strategy, key policies and commitments. This is achieved by providing oversight, coordination and management of ESG commitments and activities, with regular progress updates provided to the Group Operating Executive and ESG Committee.

To support the Group's ESG objectives, several cross-functional teams have been established based on key material topics. These teams, led by functional leaders, meet regularly and are responsible for designing and executing projects and activities that support the delivery of Glanbia's goals across relevant business functions. ESG metrics are included in Executive Director and Group Operating Executive short and long-term incentive plans since 2021.

Our policy approach and related processes

Our Code of Conduct ("Our Code") sets out what we stand for as a business and how we demonstrate the highest standards of integrity and ethical behaviour. It is guided by our purpose, vision and values. It provides clarity on how we are expected to behave to build the trust and respect of everyone who interacts with us. Our Code is underpinned by several global policies, standards and guidelines covering specific areas of our work. A review is carried out on each policy on an annual basis by the assigned policy owner to ensure any changes in our operational or external environment, such as a regulatory change, are accounted for. All new policies, or policies which have undergone what has been classified as a major change are presented to the relevant Board Committee and subsequently to the Board for approval.

Each policy reflects our values and our commitment to doing business the right way. Many of our policies can be found on our website www.glanbia.com. The Head of ESG Governance & Reporting oversees the Global Policy Framework, which outlines the process for: developing and revising policies; the review and approval process; and communication of the policies, including appropriate training. In 2022 we developed dedicated Code of Conduct training, which is being rolled out on a phased base starting with management and certain employees based on their role profile. The intention is to deliver this training to all our employees during 2023.

Policy commitments to the environment

As part of our Group Environmental Policy we adhere to core principles in how we operate:

- **Regulatory Compliance:** complying with all applicable local and international laws and regulations in the regions where we do business; and
- **Environmental Risk Management:** including researching, analysing, monitoring and mitigating environmental risks in the Group's operations and value chain.

Our strategy includes environmental targets across key impact areas of climate, water, waste and packaging within our operations and across our broader value chain and we have defined pathways for continuous improvement in each area.



We describe this within the Annual Report on pages 56–59. Refer also to the 'Climate and environment' section pages 17–24 within this report.

Our climate targets are validated by the Science Based Targets initiative ("SBTi"), and we report on our performance annually, including through the CDP.

We strive to implement our commitments across our entire value chain, including our supply chain. For details of our approach with our supply base, refer to 'Responsible sourcing' pages 35–36.



For more information refer to our website www.glanbia.com which includes our core Group policies, including:

**Glanbia Code of Code
Supplier Code of Conduct
Anti-bribery & Corruption
Speak Up
Human Rights
Diversity, Equity & Inclusion
Environmental
Food Safety & Quality
Health & Safety**

Governance continued

Our policy commitments to human rights

Our Human Rights Policy is grounded in the following human rights standards:

- United Nations Universal Declaration of Human Rights;
- United Nations Guiding Principles on Business and Human Rights; and
- International Labour Organisations Declaration on Fundamental Principles and Rights at Work.

Glanbia is committed to upholding international human rights and we have a zero-tolerance approach to slavery and human trafficking and other human rights infringements. We are deeply committed to respecting and safeguarding the people who work for us and those who are affected by our activities. We are committed to fully investigating and remedying any adverse human rights impact identified and take any such allegations very seriously.

Glanbia applies the following principles in order to promote a respectful and rewarding workplace, partnering with our supply chain, and supporting the communities where we operate.

Employees and other workers are:

- provided with a safe working environment;
- paid fairly and on-time for the work they do;
- provided with working hours that comply with national laws and industry standards;
- (have) the right to freedom of association and collective bargaining;
- not subjected to any form of involuntary servitude or duress, such as having to repay large loans or having their passport retained;
- not discriminated against because of their gender, civil status, family status, sexual orientation, religion, age, disability, race membership of a minority community/group or any other status protected by applicable law;
- not subjected to physical, verbal, sexual, racial, psychological, or any other forms of abuse, bullying or harassment;
- not under the legal minimum age of employment, with a zero-tolerance for the exploitation of children; and
- provided with fair procedure and absence of discrimination in any grievance, disciplinary or other investigation or resolution process.

Freedom of association and collective bargaining

Glanbia respects the rights of our employees to choose to join or not join a trade union, or to have recognised employee representation in accordance with local law. We believe in the rights of workers to associate freely and are committed to fostering open and inclusive workplaces. We do not hold data on union fees for employees as this is sensitive information in relation to our employees right to associate. We engage with unions and works councils in certain countries where agreements are negotiated and applied to all employees within that country regardless of union membership.

Due diligence

Our due diligence approach is set out in our policies and guidelines and is reviewed by our Group Internal Audit function and through analysis of our breach reporting mechanism, outlined within the 'Raising concerns' section below. We are also enhancing our internal assurance framework to identify opportunities to further strengthen our approach.

Raising concerns

We encourage our employees, other workers and external parties to 'Speak Up' and report any situation where they have a reasonable belief that there has been a breach or potential breach of our policies, our Code of Conduct or the law which could amount to wrongdoing, illegal practices and/or unethical behaviour. To support our policy commitments, we have grievance mechanisms in place as outlined within our Speak Up Policy, including a confidential speak up line 'Safe Call'. This facility is available to both employees and third parties to raise a concern in confidence, 24-hours a day by phone, or online. Our Speak Up Policy and related processes were reviewed in 2022 to assess its compatibility with the EU Whistleblowing Directive, with relevant updates made.

For employees, the Safe Call facility complements, rather than replaces reporting issues to line managers, senior local management, senior Group management or the Group Secretary. Grievances are investigated and, where necessary, anonymised to protect those raising the issue. See also 'Raising workforce concerns' page 29 within this report.

For suppliers and external parties we advertise our Safe Call procedures and contact details through the following externally available policies: Speak Up Policy, Code of Conduct and Human Rights Policy, available at glanbia.com. We also have contact details posted on noticeboards and information screens within our facilities.

The Board maintains a process for communicating critical concerns through the Audit Committee, which reviews the effectiveness of our systems of internal control and risk management, including oversight of all whistleblowing activities. Our culture is measured through several mechanisms including policy and compliance processes, internal audit activities and both formal and informal channels for employees to raise concerns as referenced in the preceding paragraphs. The Board is apprised of any material whistleblowing incidents and Glanbia's Board Chairman, as Workforce Engagement Director, reviews them on an ongoing basis throughout the year.

All incidents reported via our Safe Call facility are reviewed by the Group Secretary and formally investigated by the relevant functional heads depending on the nature of the concern raised. Group Internal Audit reviewed all incidents raised during 2022. This review was summarised by issue theme, and presented to the Audit Committee, which supported their assessment of the adequacy of the Group's whistleblowing arrangements. During 2022, there were 0.3 cases reported per 100 employees.



We are also enhancing our internal assurance framework to identify opportunities to further strengthen our approach.





Governance continued

ESG governance structure



Glanbia plc Board

- Oversees all aspects of ESG, including climate change, responsible sourcing, health and safety, food safety and quality, DE&I and community related topics. Refer to 'Impact materiality assessment' on page 15 for the full listing of material ESG topics.
- Provides rigorous challenge to management on progress against goals and targets.
- Ensures the Group maintains an effective risk management framework, including over climate-related risks and opportunities.

The Board delegates specific ESG, including climate change, oversight matters to its committees:

ESG Committee

- Oversees the embedding of the Group's ESG Strategy, on behalf of the Board
- Reviews information presented within the ESG report
- Oversees the Group's ongoing commitment relating to ESG reporting including TCFD
- Approves recommendations from the GOE in respect of key ESG issues and related objectives

Remuneration Committee

- Supports the ESG strategy through alignment of the Group's incentive plan to external ESG targets, including environment and social metrics

Audit Committee

- Oversees the Group Financial Statements and regulatory non-financial disclosures, including climate-related disclosures
- Oversees the whistleblowing programme
- Oversees the Group risk register process – including climate change, talent management, health and safety and product safety and compliance

Nomination & Governance Committee

- Oversees appropriate personnel are appointed to the Group's respective Committees and Board, and are provided with adequate training and support to meet ESG requirements and Group strategy

Group Operating Executive (GOE)

- Comprised of the Group Managing Director, Group Finance Director, GPN and GN Chief Executive Officers, Chief ESG and Corporate Affairs Officer, Chief Human Resource Officer and Chief Corporate Development Officer
- The Chief ESG and Corporate Affairs Officer is responsible for implementation of the Group's ESG strategy including ensuring integration and achievement of our climate-related targets, with support from the GOE
- Approves recommendations from the ESG Centre of Excellence
- Makes recommendations to the ESG Committee on ESG initiatives, the operational and strategic approach to meet the overall Group ESG agenda
- Members of the Capital Investment Committee – responsible for oversight of responsible investment activity

ESG Centre of Excellence

- Chaired by the Chief ESG and Corporate Affairs Officer, this is comprised of the VP Diversity, Equality and Inclusion ("DE&I") SVP of Quality, Health and Safety ("QHS"), SVP of Sustainability, Head of ESG Governance and Reporting, and Head of ESG and Leadership Communications
- Input from wider group functions including Group Finance, Corporate Affairs, Investor Relations, IT and Procurement
- Provides expert advice and direction in respect of ESG strategy, supporting the Business Units in achieving ESG targets and commitments
- Monitors performance and keeps the GOE informed on areas of required focus and progress made

ESG Leadership Team (LT)

Sustainability LT

DE&I Committee

QHS LT

ESG Reporting LT

Comprised of Group and business unit representatives – responsible for advancing the relevant strategic pillars and delivering the Group-wide strategy and business unit specific activities

Local Business Units

The local business units are responsible for the implementation of the Group's ESG strategy, and ensuring workstream delivery.

The following workstreams are in place to support and ensure delivery of respective business unit work programmes:

DE&I

Culture & Leadership, Talent Acquisition, Commercial & Reputation, Employee Resource Groups, Training & Education

QHS

Food Quality & Safety, Employee Health & Safety, Responsible Nutrition

Sustainability

Carbon Emissions, Water, Waste, Packaging, Responsible Sourcing, Reporting



Business ethics

Impact definition:
Impact of strong governance and oversight, fair competitive practices, underpinned by Our Code of Conduct.

8 DECENT WORK AND
ECONOMIC GROWTH



At Glanbia we are committed to conducting our business with the highest levels of integrity and honesty. Business ethics including our Code of Conduct ("Our Code") is at the forefront of our dealings with employees, customers, suppliers and the communities which we serve. Adherence to the highest ethical standards is not only the right thing to do, but it also protects Glanbia from the risks of corruption and bribery, protects our reputation and ensures we are not exposed to associated fines or penalties.

We always endeavour to act in a socially responsible manner, within the laws, customs and appropriate traditions of the countries in which we operate, and we do what we can to contribute in a responsible manner to the development of communities. The Group has a zero-tolerance approach to bribery, or any form of corrupt practices as outlined in the Group's Anti-Bribery and Corruption Policy.

Ethical business principles included within Our Code apply to all personnel employed by or engaged to provide services to Glanbia, including, but not limited to, Glanbia's directors, employees, officers, temporary employees, workers (including agency workers), casual staff, and independent contractors.

The Group is not aware of any significant instances of non-compliance with laws and regulations during 2022.

Anti-corruption

Glanbia has an internal Anti-Bribery and Corruption Policy, the core principles of which are outlined within Our Code. We outline our zero-tolerance approach and provide guidance to all employees regarding potential situations involving bribery and corruption. The scope of this policy includes the prohibition of corruption, bribery and inappropriate gift giving, as well as mechanisms for the approval and reporting of gifts, entertainment and hospitality.

We promote awareness around these expectations with all employees and at the start of 2023, we communicated this as part of our refreshed Code of Conduct. Upon joining Glanbia new joiners are provided with Our Code which they are required to read and attest to understanding. Suppliers upon set up, and during contractual renewal are provided with our terms and conditions and Supplier Code of Conduct.

Our whistleblowing process includes an externally facilitated multi-lingual hotline 'Safe Call' through which all employees and third parties can raise concerns in confidence, 24 hours a day by phone or online. Refer to 'Raising concerns' page 41.

Conflict of interest

Within the Code of Conduct, Supplier Code of Code and Anti-Bribery and Corruption policies – Glanbia clearly states the requirements where a conflict of interest arises and the required actions in such an event. Glanbia's recommended avenues to notify or escalate conflicts of interest include: notifying the relevant line manager or HR representative or escalating using the Speak Up line where not resolved.

The Irish Companies Act imposes a specific duty on a Director who is in any way, whether directly or indirectly, interested in a contract or proposed contract with the company to declare the nature of his or her interest at the Board meeting at which the contract is first considered or, if he or she was not, at the date of that meeting, interested in the proposed contract, at the next meeting of the Directors held after he or she became so interested. Directors are briefed on these requirements as part of their induction and regularly updated as required. In addition, on an annual basis, all Directors provide confirmations regarding related party transactions. Where a conflict is identified, the Director is generally required to recuse themselves from the decision-making process. Any reportable conflicts of interests are disclosed in the Annual Report. In 2022 the Directors confirmed that the Directors nominated by the Society did not take part in the Board's consideration of the Glanbia Ireland (Tirlán) transaction. For further details of this transaction, refer to page 44 of the Annual Report.

Charitable and community donations

As a responsible corporate citizen, we encourage active participation by our companies and employees in charitable, educational and community service activities in the form of monetary and other assistance. It is not possible to set specific rules covering every situation and we recognise that the practices vary across countries and regions. The Group guideline is that business unit contributions should reflect our focus on better nutrition or support for local communities and should be managed by each business unit in line with its own

set of rules regarding charitable and community donations. The charitable contributions must not be influenced by, or related in any way to, public policy considerations or public officials. Glanbia does not make charitable donations to close customer or suppliers or seek favour from decision makers.

It is possible, however, for business units to support non-profit organisations, if they approach it as part of an ongoing, positive business relationship and not to secure business or other favourable treatment on decisions affecting Glanbia. Donations in cash, and donations to individuals are strictly prohibited, all donations to charity should be pre-approved, using a traceable payment method such as cheque or electronic transfer and made payable to the registered charity/organisation name, as outlined within Our Code.

Operations assessed for risks related to corruption

We monitor adherence across the Group by reviewing emerging issues and outcomes from the Safe Call line and by routinely assessing all business functions through our internal review process. Our Group Internal Audit function monitors compliance with Our Code through its annual audit plan, which includes our competition (anti-trust) and bribery and corruption prevention principles.

Risk of bribery or other corrupt practices are assessed as part of the Group's Risk Management Framework, which has been designed using the three lines of defence model. Under this approach, operational management is responsible for identifying risks of corruption and managing the internal control environment in accordance with our policies. Group functional teams, including legal and financial control, support these functions by verifying internal controls and facilitating risk assessments. Thirdly, our Group Internal Audit function, with other external parties, perform reviews which give independent assurance over the operation of the internal control framework, risk management systems and governance processes. In 2022 there were no significant risks of corruption identified. For more on our risk management framework refer to pages 67-77 of Glanbia's Annual Report.



Business ethics continued

In 2022, the Group Internal Audit team performed a fraud risk assessment, which was presented to the Audit Committee, taking a holistic view of fraud risks with the potential to impact the Group with a view to strengthening management’s ability to detect irregularities including those due to fraud. The fraud risk assessment provided coverage of five different fraud risk categories, one of which was bribery and corruption. This fraud risk assessment produced a view of the top ten fraud risks, including bribery and corruption risks, with the potential to materially impact the Group, and the related management oversight controls to prevent these risks occurring.

We also have ‘Know Your Customer’ and ‘Know Your Supplier’ processes in place which are managed centrally by the respective Group shared service centres located in Ireland and the US.

Communication and training about anti-corruption policies and procedures

The Anti-bribery and Corruption Policy and Code of Conduct are publicly available with an accompanying Code of Conduct training module available within Glanbia’s Learning Management System. In January 2023, Code of Conduct training was assigned to managers, with a view to rolling it out across the employee base on a phased basis during 2023. Specialised training is also assigned to personnel based on their role type, for example we partnered with The Chartered Institute of Procurement and Supply (“CIPS”) to provide ethical procurement training to our Global procurement team.

There were no reported incidents of corruption noted relating to Glanbia during 2022.

Anti-competitive behaviour

We compete fairly and vigorously in the marketplace, and only engage in practices that are legal, ethical and reflect positively on the Group. We are committed to fair competition and compliance with all relevant laws. Many countries have laws which prohibit relationships or arrangements with competitors, suppliers, distributors or dealers that may interfere with competition in the marketplace.

Anti-competitive behaviour is addressed within our Anti-bribery and Corruption Policy. Its core principles are also included in Our Code, and it is applied to all our operations and personnel.

Specialised training for specific employee groups in high-risk locations and functions is provided.

As part of the Group Code of Conduct, the ‘Competition (Anti-Trust) Law’ section provides guidance to all employees and the Board of Directors on potential situations involving anti-competitive behaviour that could arise.

We promote awareness around these expectations with all employees, through communication of the updated Code of Conduct and deployment of relevant training. Our whistleblowing arrangements include an externally facilitated Safe Call line, through which all employees and third parties can raise concerns in confidence, 24 hours a day by phone or online, including issues relating to anti-competitive behaviour.

Operations assessed for risks related to anti-competitive behaviour

Glanbia’s Group Internal Audit function monitors compliance with our Code of Conduct, which includes our internal anti-competitive behaviour principles. Our Internal Audit team regularly audits business units, which includes auditing their compliance procedures. The Internal Audit team agrees any required management action plans and associated completion dates with the relevant management teams.

The Group Legal team reviews compliance with ‘Competition (Anti-Trust) Law’ section of Our Code where risks of anti-competitive practices arise.

There have been no material legal actions for anti-competitive behaviour, anti-trust, and/or monopoly practices involving Glanbia in 2022.



We promote awareness around these expectations with all employees, through communication of the updated Code of Conduct and deployment of training.

We drive adherence to the policy through our global and local management, and on a twice yearly basis require the teams to review and include attestations, via the management representation letter (“MRL”) process, relating to the following:

1.

Management’s responsibility for the design and implementation of a system of internal accounting control that is maintained for previous and new transactions to provide reasonable assurance that fraud is prevented and detected.

2.

That any of the events as detailed below for which management has become aware have been reported to the Group Managing Director, Group Finance Director and the Group Head of Internal Audit:

- (a) Irregularities, fraud or suspected fraud involving management or employees who have significant roles in the system of internal accounting controls regardless of materiality.
- (b) Irregularities involving other employees that could have a material effect on the financial statements.
- (c) Violations or possible violations of laws or regulations the effects of which should be considered for disclosure in the financial statements or as a basis for recording a loss contingency.
- (d) Any allegations of fraud, or suspected fraud, affecting the financial statements communicated by employees, former employees, analysts, regulators or others.

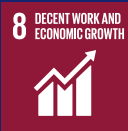
3.

Management’s awareness of any political donations regardless of value.



Economic contributions & community

Impact definition:
Impact of Glanbia’s operations on the economy and communities through our economic activities and monetary contribution.



Economic contributions

The economic value generated by Glanbia is distributed to our many stakeholders including employees, customers, shareholders, suppliers, governments and the communities in which we operate through operating costs, employee wages and benefits, dividends and tax payments.

The Board, the Group Operating Executive and senior management teams at Group and business unit level review economic performance regularly, tracking key performance indicators and overall performance to operating and budget plans. Where necessary, we develop or adapt our activities to improve performance against our targets or in response to external factors. Our strategic priorities together with our financial targets are outlined on page 14-19 of our 2022 Annual Report.

Our core strategy and priorities are centred around better nutrition driving growth, by focusing our portfolio in growing nutrition categories and investing in key capabilities across talent, digitisation, innovation and supply chain. These strategic priorities are complemented by our margin expansion objectives and underpinned by a returns discipline, with ESG performance a key consideration for all strategic decisions.

Collaboration with customers, suppliers, employees and with the communities in which we operate, positions Glanbia as the co-creation partner of choice and enables value creation for the Group and our key stakeholders.

In 2022, the Group delivered Glanbia’s highest ever earnings in terms of adjusted earnings per share (“EPS”). Adjusted EPS from continuing operations rose by 17.6% constant currency to 104.02c. Group revenue increased to €5.6bn, an increase of 21.2% constant currency, (+34.4% reported) over the previous year. Pre-exceptional operating profit rose to €272.1m an increase of 31.6% (reported). We have significantly evolved our portfolio and delivered across all our key financial metrics over the period 2018–2022 as set out in 2018.

In November 2022, at our Capital Markets Day, we set new guidance for consistent and sustainable growth for 2023–2025. The core of our ambition is to grow the consumer relevance of our leading ingredients solutions and brands through sustained investment in innovation, technology and brand marketing. This strategy will translate into financial growth across revenue, earnings and investment returns. The Group financial year 2022 (“FY2022”) consolidated financial statements have been prepared in accordance with EU adopted International Financial Reporting Standards (“IFRS”). Deloitte Ireland LLP is the Group’s statutory auditor.

Financial implications and other risks and opportunities due to climate change

As outlined on page 64 of the Annual Report we have identified and assessed our climate-related risks and opportunities (“CROs”), as part of our disclosure under the Taskforce on Climate-related Financial Disclosures (“TCFD”) recommendations and continue to monitor and embed the identified impacts within our governance, operations and strategic model and risk management system. Further information on our alignment with TCFD can be found in Glanbia’s Annual Report on pages 62–65 and within the TCFD recommendations index located on page 53 of this report.

Defined benefits obligations and other retirement plans

The Group operates post-retirement benefit plans throughout the majority of our global business. These plans are structured to align with local conditions and practices in each country Glanbia operates in and can include both defined contribution and defined benefit plans. The assets of the schemes are held, where relevant, in separate trustee administered funds. Further information is outlined in Note 8 to the Consolidated Financial Statements on pages 193-196 of our 2022 Annual Report.

Communities

We aim to strengthen the communities in which we live and work by providing safe and inclusive workplaces; by building sustainable supply chains; and by delivering programmes to support health, wellbeing and better nutrition in our local communities.

For more on these programmes, please refer to page 61 of our Annual Report. In 2023, Glanbia commits to extending our impact, both within the communities we operate and beyond, to those most in need through relationships with leading non-governmental organisations, our employee volunteering programmes and engagement with supporting partners. We contribute and donate time and money to support causes in our local communities, with €1.2m raised in charitable donations in 2022.

Direct economic value generated and distributed¹
2022 €’m

Revenue	Operating costs	Employee benefit expense ²	Payments to providers of capital	Income tax payments to governments ³
5,642.4	5,316.3	464.9	107.6	25.7

1. As per Financial Statements 2022
2. Relates to employees of the wholly owned business
3. Income tax is only a portion of the direct tax contributions paid by Glanbia plc to governments during the year. Other direct taxes paid during the year are included in employee wages and benefits, e.g. employers’ national insurance contributions, and in operating costs, e.g. customs duty, property tax, goods and services tax, non-recoverable VAT and stamp duty.



Appendix & GRI index

Supplementary data and methodologies	47
Assurance	52
Taskforce for Climate-related Financial Disclosures ("TCFD") recommendations index	53
GRI index	54



Supplementary data and methodologies

Workforce data¹

Topic	EMEA	North America	LATM	ASPAC	Total
Number of employees (head count/FTE)					
Female	563	1,239	9	122	1,933
Male	707	2,475	13	132	3,327
Total	1,270	3,714	22	254	5,260
Number of permanent employees (head count/FTE)					
Female	547	1,224	9	122	1,902
Male	697	2,460	13	131	3,301
Total	1,244	3,684	22	253	5,203
Number of temporary employees (head count/FTE)					
Female	16	15	0	0	31
Male	10	15	0	1	26
Total	26	30	0	1	57
Number of non-guaranteed hours employees (head count/FTE)					
Female	0	0	0	0	0
Male	0	0	0	0	0
Total	0	0	0	0	0
Number of full-time employees (head count/FTE)					
Female	550	1,237	9	119	1,915
Male	706	2,474	13	132	3,325
Total	1,256	3,711	22	251	5,240
Number of part-time employees (head count/FTE)					
Female	13	2	0	3	18
Male	1	1	0	0	2
Total	14	3	0	3	20
Number of workers who are not employees	61	40	0	5	106

¹ Refer to next page for methodologies and assumptions used.

GRI 2-7: total number of employees, and a breakdown of this total by gender and by region.

GRI 2-8: total number of workers who are not employees and whose work is controlled by the organisation

Contextual information:
The majority (98%) of Glanbia's workforce are permanent or temporary employees. These workers are employed by contracts of employment (be they fixed term or of indefinite duration) and in North America such workers are employed on 'at will' contracts which is commonplace in the US. Temporary employees are hired to cover production peaks or temporary assignments (sick leave etc.).

Workers who are not employees make up just 2% of our overall workforce and carry out specialised roles e.g., specialist technology roles and production roles (such as engineering, electrical and maintenance and contract cleaning). In our US production operations, we also rely on agency workers during production peak periods in the summer months.

For non-employee workers, contracts for services are in place with the person directly (external workers) or with a third party (for agency workers). We have strong governance within the business on the topic of self-employment with regular audits carried out by our finance teams to ensure compliance and to ensure no workers are masked as self-employed when the relationship is that of an employee.



Supplementary data and methodologies continued

Workforce data continued

Methodologies and assumptions used:

Workforce data is reported as the average number of employees taken at quarterly intervals across 2022, excluding any students or interns who joined to fulfil academic work experience requirements. Workforce data is taken from Glanbia’s internal Human Capital Management (“HCM”) systems and reflects an average headcount for 2022. Due to the implementation of a new HCM system mid-year in 2022, headcount data from January – July 2022 is taken from our legacy SAP system and data from August – December 2022 is taken from our new SuccessFactors system, with the two data extracts merged and average figures obtained. From 2023 onwards we will be reporting full year averages solely from SuccessFactors. The workforce number reported in the Annual Report is based on numbers recorded within the SAP system, only.

Workforce data reported in the table on the previous page includes Glanbia plc (Glanbia Performance Nutrition, Glanbia

Nutritionals and the MWC-Southwest Holdings joint ventures). The Glanbia Cheese workforce is excluded as we do not have operational control over these entities i.e. the authority to introduce and implement operating policies in accordance with our ESG strategy. Workforce numbers associated with our recent acquisitions PacMoore Process Technologies and Foodarom are also excluded as these entities have not yet transferred to the SuccessFactors system, they will transfer to the this system in 2023. The workforce number reported in the Annual Report includes Glanbia Cheese and the aforementioned recent acquisitions.

Regions are categorised as Europe, Middle East and Africa (EMEA), North America (NA), Latin America (LATM), and Asia Pacific (ASPAC).

The definition of ‘Employees’ as well as ‘Workers who are not employees’ as per GRI recommended categories are as outlined in the table below.

Employees	Employees are deemed to be those persons who are wholly employed by Glanbia plc and excludes workers who are not employees, and include: <ul style="list-style-type: none">Permanent employeesFixed term workers (both hourly and salaried)GraduatesHourly workersSalaried workersTemporary employeesApprentices and interns
Permanent employees	<ul style="list-style-type: none">Employees on permanent contracts of indefinite duration
Temporary employees	<ul style="list-style-type: none">Fixed term employees on contracts of definite duration (both hourly and salaried)
Non-guaranteed hours employees	<ul style="list-style-type: none">Glanbia does not utilise non-guaranteed hours contracts
Full-time employees	<ul style="list-style-type: none">Full time employee - defined as anyone with a full time equivalent (“FTE”) value of greater than 0.87
Part-time employees	<ul style="list-style-type: none">Part time employee - defined as anyone with an FTE value of less than 0.87
Workers who are not employees	<ul style="list-style-type: none">Agency workersContractors

New employee hires and employee turnover

Our overall turnover rate was 26% in 2022. Turnover is measured as the number of leavers in the time period divided by the actual headcount at the beginning of the time period – in this case 1,343 divided by 5,260. We also monitor ‘voluntary’ turnover which averaged 22% for 2022. Turnover rate includes all leavers e.g., end of contracts, dismissals, retirements and resignations. Voluntary turnover, which is a key people metric, comprises leavers who resigned or voluntarily left employment of their own accord. Employee new hire and leaver data is calculated as actual data from 01 January 2022 to 31 December 2022.

Total number and rate of new employee hires & turnover during the reporting period, by age group, gender and region.

Topic	New Hires	Leavers	Turnover
New hires by gender			
Female	390	446	–
Male	644	897	–
Total	1,034	1,343	–
New hires by age group			
Under 30	443	463	–
30-50	468	672	–
50+	123	208	–
Total	1,034	1,343	–
New hires by region			
North America	742	1028	–
EMEA	227	279	–
ASPAC	64	36	–
LATM	1	0	–
Total	1,034	1,343	26%

Employee health & safety data

The data reported under GRI 403-9: Work related injuries does not include workers who are not employees and are not directly supervised by Glanbia personnel whose workplace is controlled by Glanbia. Also excluded are workers who are not employees and whose work and workplace are not controlled by Glanbia, but Glanbia’s operations, products, or services are directly linked to significant occupational health and safety impacts on those workers by our business relationships.

Glanbia reports occupational health and safety results for the majority of our sites (US) using Occupational Safety and Health Administration (“OSHA”) standards which require workplace injury reporting aligned to the direct employer vs. the multi-employer approach.

The definitions for recordable injury, lost time case, modified duty case, and medical treatment case are standard across the Glanbia organisation for occupational health and safety reporting. Incidents that meet these definitions are logged in a central management software system which generates our reports.

Total recordable incident rate calculation: Total number (#) of recordable Injuries) x 200,000/Total hours worked.

Critical injury (Glanbia uses this definition instead of ‘high-consequence’ GRI definition): An incident that results in a permanently disabling work related injury.

Occupational illness (Glanbia uses this definition instead of the GRI illness definition): Any abnormal condition or disorder, other than one resulting from an occupational injury, caused by exposure to factors associated with employment.

Lost time case: Occupational injury/illness which results in the injured employee not being able to work their next (scheduled) shift.



Supplementary data and methodologies continued

Environmental data

Detailed discussion on our environmental material impacts and relevant disclosures are outlined on pages 17-25 of this report. In this section we outline supplementary methodologies and data to support our GRI disclosures.

Baseline year for emissions data (Scope 1 and 2) is 2018. With the first full year of operations in 2021 of the new large scale MWC facility in Michigan, US, it is being added to the Group's carbon footprint database.

Glanbia uses the 100-year time horizon global warming potentials taken from the IPCC Fifth Assessment Report.

Emissions are reported for facilities under Glanbia's direct operational control. In 2022, Glanbia did not purchase, produce, sell, or retire carbon offsets in the markets in which we operate.

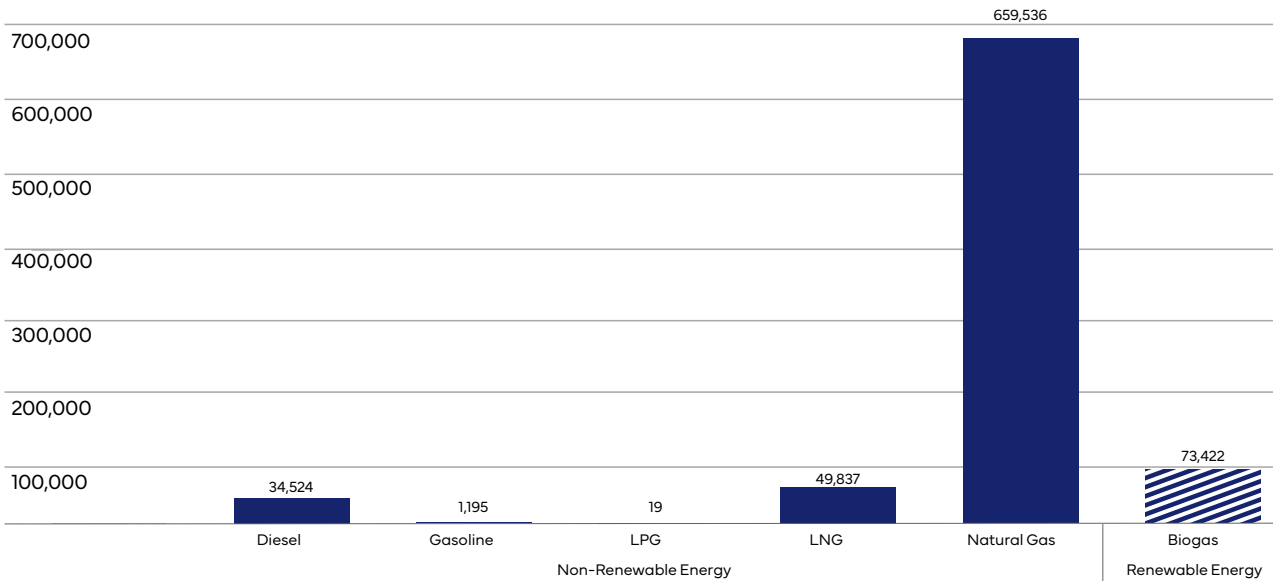
The GHG Protocol Corporate standard and SBTi guidance are used to calculate emissions. For energy conversions, we use US EPA and other relevant local guidance where appropriate. Scope 2 emissions are calculated and reported according to the market-based methodology.

Intelix, a software system, is used to store all water and waste data. The Sustainability Performance Indicators ("SPI") application is an Intelix module used to collect, track and manage sustainability performance. Submissions are made in the SPI module each month.

Climate change (emissions & energy) data

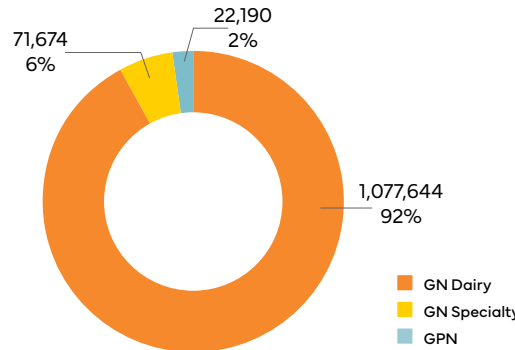
Fuel consumption

Total fuel consumption within the organisation from non-renewable and renewable sources, including fuel types used (mWh)



Energy consumption and intensity by business unit

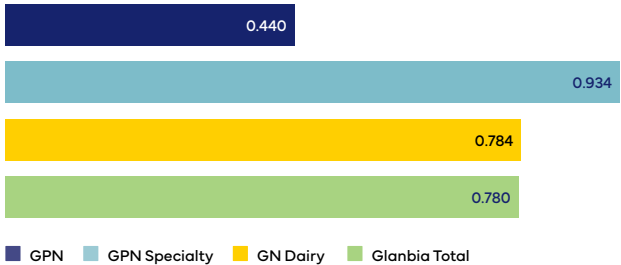
Energy consumption per business unit (mWh)



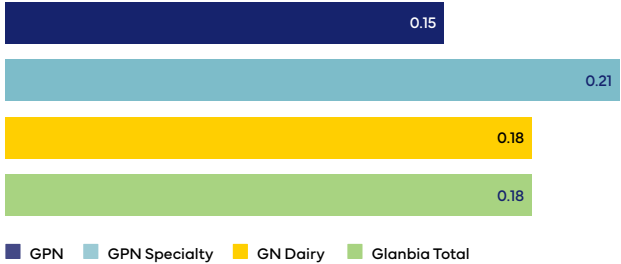
Heating consumption: renewable and non-renewable sources (mWh)



Energy consumption intensity per business unit (within the organisation), production volumes used as denominator (mWh/kg)



GHG emission intensity, by business unit (MtCO₂e)

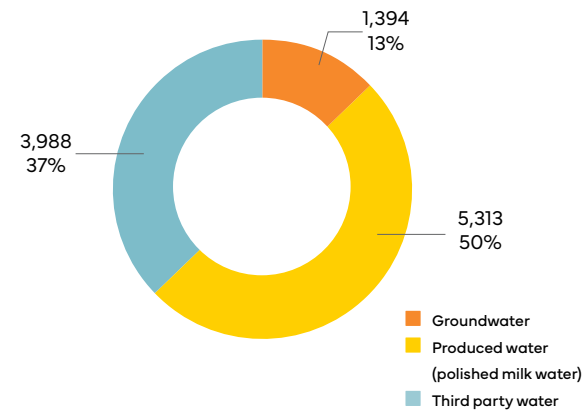




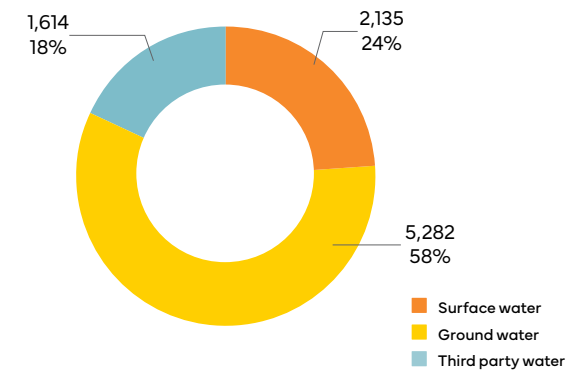
Supplementary data and methodologies continued

Water data

Water withdrawal, by source (mL)

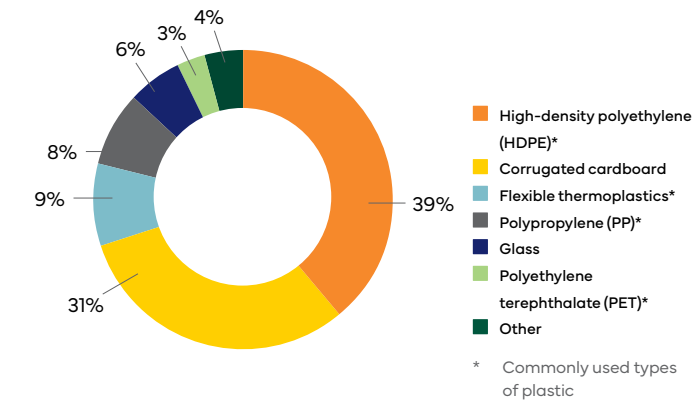


Water discharge, by type (mL)



Sustainable products & packaging data

GPN packaging footprint, by weight, 2021 baseline



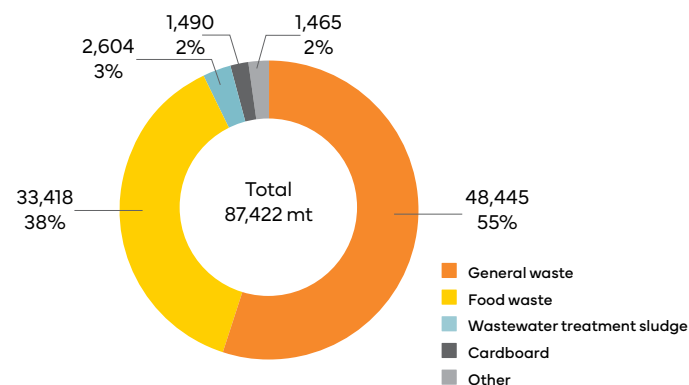


Supplementary data and methodologies continued

Waste data

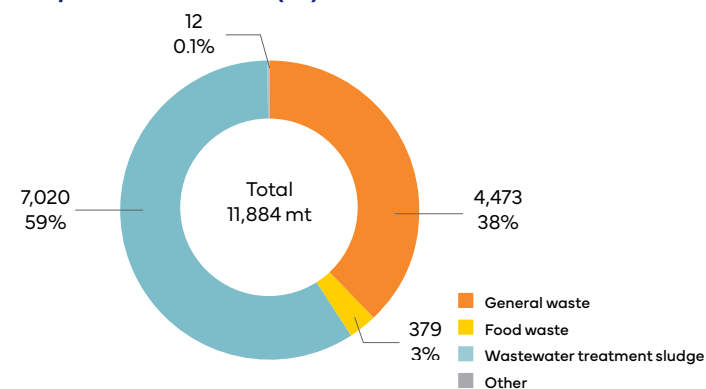
2022 Waste diversion by type

Total weight of waste diverted from disposal and incineration in metric tons, and a breakdown by composition of waste (mt)



Waste disposal by type

Total weight of waste directed to disposal in metric tons by composition of the waste (mt)



Hazardous waste and non-hazardous waste diversion breakdown

Hazardous and non-hazardous waste diverted from disposal by recovery operations⁴

Non-hazardous waste diverted from disposal in metric tonnes, and a breakdown of this total by the following recovery operations:

Preparation for reuse;	18.76 mt (waste logged under disposal method 'recovery/reuse')
Recycling;	16,572.99 mt (waste logged under disposal methods 'recycling,' 'composting,' and 'anaerobic digestion')
Other recovery operations.	70,827.43 mt (waste logged under disposal methods 'animal feed' and 'other')

Hazardous waste diverted from disposal in metric tonnes, and a breakdown of this total by the following recovery operations:

Preparation for reuse;	0 mt (waste logged under disposal method 'recovery/reuse')
Recycling.	1.14 mt (waste logged under disposal methods 'recycling,' 'composting,' and 'anaerobic digestion')

⁴ For each recovery operation listed all of Glanbia waste generated and diverted in 2022 was diverted offsite.

Hazardous waste and non-hazardous waste disposal breakdown

Hazardous and non-hazardous waste directed to disposal by disposal operations⁵

Hazardous waste directed to disposal in metric tonnes, and a breakdown of this total by the following disposal operations:

Incineration (with energy recovery);	0.11 mt
Incineration (without energy recovery);	5.91 mt
Landfilling.	0.00 mt

Non-hazardous waste directed to disposal in metric tonnes, and a breakdown of this total by the following disposal operations:

Incineration (with energy recovery);	1,078.45 mt
Incineration (without energy recovery);	166.84 mt
Landfilling.	10,632.73 mt

⁵ All of Glanbia waste generated and disposed in 2022 was disposed offsite.



Assurance

Our policy is to align our reporting of non-financial information with the best and most up-to-date standards and protocols available. We believe in reporting against reliable data and strive to continuously improve the quality of our non-financial disclosures.

FBRH Consultants Ltd, an independent GRI assurance provider, was engaged to provide independent assurance for Glanbia’s 2022 GRI report.

The scope of the assurance provided by FBRH Consultants Ltd included a review of the Glanbia ESG Report to assure that:

- it complies with all GRI requirements to be in accordance with the GRI Standards (2021 update)
- the GRI Content Index is in accordance with the GRI Standards

Glanbia’s non-financial reporting (“NFR”) steering committee approved the appointment and set the scope of FBRH Consultants Ltd assurance engagement. The ESG Committee was advised of this appointment.

FBRH Consultants Ltd’s assurance statement

Independent Assurance Statement to Glanbia plc

FBRH Consultants Ltd (FBRH Consultants) was engaged by Glanbia plc to provide assurance in relation to the information set out below and presented in Glanbia plc’s FY2022 Global Reporting Initiative (“GRI”) Report (“the Report”) covering the period from 02 January 2022 to 31 December 2022 (FY2022). FBRH is totally independent from Glanbia plc and did not perform any other sustainability-related work during the above-mentioned period.

Engagement summary

Scope of our assurance engagement: Whether the FY2022 information and data presented in the GRI index I are fairly presented, in accordance with the reporting criteria.

- **Reporting criteria:** The GRI Sustainability Reporting Standards (GRI Standards)
- **Assurance standard:** FBRH Sustainability Report Assurance (for GRI reports)
- **Assurance level:** Limited assurance
- **Respective responsibilities:** Glanbia plc is responsible for preparing the Report and for the collection and presentation of the information within it. FBRH Consultants’ responsibility is to provide conclusions on the agreed scope based on the assurance activities performed and exercising our professional judgement.

Our conclusions

Based on our activities, nothing has come to our attention to indicate that the FY2022 information and data are not fairly presented in accordance with the reporting criteria. This GRI in accordance Report does meet all the requirements of the GRI Standards.

Our assurance activities

We planned and performed our work to obtain all the information and explanations that we believe were necessary to provide a basis for our assurance conclusions. A multi-disciplinary team of sustainability and assurance specialists performed assurance procedures as follows:

- A review of the presentation of information in the Report relevant to the scope of our work to ensure consistency with our findings.

The limitations of our engagement

The reliability of the assured information is subject to inherent uncertainties, given the available methods for determining, calculating or estimating the underlying information. It is important to understand our assurance conclusions in this context.



Taskforce for Climate-related Financial Disclosures (“TCFD”) recommendations index

Location of TCFD aligned disclosures within the Annual Report

Governance: Disclose the Company’s governance around climate-related risks and opportunities		See page(s)
a) Describe the Board’s oversight of climate-related risks and opportunities	ESG Committee Report	110-113
	Audit Committee Report	103-109
	Corporate Governance Report	80-81, 101-102
	Group Chairman’s Statement	7
	Within TCFD report	62
b) Describe management’s role in identifying, assessing and managing climate-related risks and opportunities	Group Managing Director’s Review	9
	Risk management	67-70
	Within TCFD report	62
Strategy: Disclose the actual and potential impacts of climate-related risks and opportunities on the Company’s business, strategy and financial planning where material		See page(s)
a) Describe the climate-related risks and opportunities that the organisation has identified over the short, medium and long term	Identifying our material impacts	55
	Principal risks and uncertainties	72-73
	Within TCFD report	64
b) Describe the impact of climate-related risk and opportunities on the Company’s business, strategy and financial planning	Within TCFD report	62-65
c) Describe the resilience of the organisation’s strategy considering different climate-related scenarios, including a two-degree or lower scenario	Within TCFD report	63, 65

Risk management: Disclose how the Company identifies, assesses and manages climate-related risks and opportunities		See page(s)
a) Describe the Company’s process for identifying and assessing climate-related risks and opportunities	Risk management	67-70
	Within TCFD report	63
b) Describe the Company’s process for managing climate-related risks and opportunities	Risk management	67-70
	Principal risks and uncertainties	72-73
	Within TCFD report	63
c) Describe how these processes are integrated into the overall risk management programme	Risk management	69-70
	Principal risks and uncertainties	72-73
	Within TCFD report	63
Metrics and targets: Disclose the metrics and targets used to assess and manage climate-related risks and opportunities		See page(s)
a) Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process	Climate and environment	56-59
	Within TCFD report	65
b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks	Climate and environment	56-57
c) Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets	Climate and environment	56-59
	Within TCFD report	65



GRI index

Statement of use	Glanbia plc has reported in accordance with the GRI Standards for the period 02 Jan 2022 – 31 Dec 2022.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	<p>GRI food processing sector standards 2010</p> <p>GRI 13: 2022 Sector Standard for Agriculture, Aquaculture, and Fishing: having reviewed the sector profile, it was determined that this standard is not applicable to Glanbia.</p> <p>Animal welfare is a material impact within our value chain. To report on this topic, we referred to GRI 13 2022: Sector Standard for Agriculture, Aquaculture and Fishing, Topic 13.11: Animal health and welfare.</p>

Key:

Full disclosure

Partially disclosed and missing at least one required indicator

Not disclosed

Our GRI index provides information on where in this report or the Glanbia 2022 Annual Report specific GRI disclosures are located.

For certain disclosures, the Glanbia response is contained in this index only and is marked accordingly.



GRI index continued

GRI standard/ other source	Disclosure	Response/Explanation	Page no. this report AR: Annual Report
General disclosures			
GRI 2: General Disclosures 2021	2-1 Organisational details	Glanbia plc (the "Company") and its subsidiaries (together the "Group") is a leading global nutrition group, headquartered in Ireland. Glanbia has a direct presence in 31 countries worldwide with our main manufacturing sites located in the UK, Germany, North America and China. The Company is a public limited company incorporated and domiciled in Ireland, the number under which it is registered is 129933. The address of its registered office is Glanbia House, Kilkenny, Ireland, R95 E866. Glanbia is a public limited company (plc) listed on the Euronext Dublin and London Stock Exchange.	Index only
	2-2 Entities included in the organisation's sustainability reporting	<p>The entities included in this report are the Group's wholly owned operations (Glanbia Performance Nutrition (GPN), Glanbia Nutritionals (GN), as well as the MWC-Southwest Holdings joint venture operations where Glanbia plc has authority to introduce and implement operating policies in accordance with our ESG strategy. Please note that Glanbia Cheese and Glanbia Cheese EU joint ventures (Glanbia Cheese) are not in scope for this report. Refer to the Glanbia plc 2022 Annual Report for further details on our business model, operations and strategy.</p> <p>The approach for consolidation of information is addressed within our Annual Report, Note 2 - 'Summary of significant accounting policies' - 'Basis of consolidation' and 'Business combinations' – see page 175-176.</p> <p>Glanbia plc has no minority interests.</p> <p>In 2022 Glanbia acquired Sterling Technology, LLC ("Sterling"), a bioactive ingredient company based in South Dakota, US. Sterling will complement the existing ingredient technology portfolio of GN Nutritional Solutions providing bioactive ingredients which are mainly used in the growing immunity and gut-health segments. For acquisitions and disposals, see Note 34 'Business combinations' in the Annual Report, see pages 232-233.</p> <p>According to our non-financial reporting (NFR) policy, newly acquired sites are incorporated into our ESG reporting in the year following acquisition, where possible. For divestments, we take account of any disposals in the same 12-month period.</p>	3

GRI standard/ other source	Disclosure	Response/Explanation	Page no. this report AR: Annual Report
General disclosures			
GRI 2: General Disclosures 2021	2-3 Reporting period, frequency and contact point	Glanbia has an annual reporting cycle. The information in this report relates to the period 02 January 2022 to 31 December 2022. This report is published on the 02 May 2023. For queries regarding this report, please contact us at corporateaffairsir@glanbia.ie	Index only
	2-4 Restatements of information	No restatements of information in this report.	Index only
	2-5 External assurance		52
	2-6 Activities, value chain and other business relationships	There were no material changes to the overall location of suppliers, structure of the supply chain or our relationships with suppliers during this reporting period.	8, 35-36
	2-7 Employees		47-48
	2-8 Workers who are not employees		47-48
	2-9 Governance structure and composition		42 AR: 79-102
	2-10 Nomination and selection of the highest governance body		AR: 97, 116-117
	2-11 Chair of the highest governance body		AR: 82-83
	2-12 Role of the highest governance body in overseeing the management of impacts		42 AR: 95
	2-13 Delegation of responsibility for managing impacts		AR: 62, 95, 110-113



GRI index continued

GRI standard/ other source	Disclosure	Response/Explanation	Page no. this report AR: Annual Report
General disclosures continued			
GRI 2: General Disclosures 2021	2-14 Role of the highest governance body in sustainability reporting	The Glanbia Board is responsible for reviewing and approving the reported information, including Glanbia's ESG topics.	15, 40-42
	2-15 Conflicts of interest		40-44 AR: 99
	2-16 Communication of critical concerns		40-41
	2-17 Collective knowledge of the highest governance body		AR: 62
	2-18 Evaluation of the performance of the highest governance body		AR:99
	2-19 Remuneration policies	All remuneration disclosures apply to members of the Board which include the Group Chairman, Non-Executive Directors and Executive Directors.	AR: 120-140
	2-20 Process to determine remuneration	All remuneration disclosures apply to members of the Board which include the Group Chairman, Non-Executive Directors and Executive Directors.	AR: 120-140
	2-21 Annual total compensation ratio		AR: 134-135
	2-22 Statement on sustainable development strategy		4
	2-23 Policy commitments	2-23 a.iii: The precautionary approach is not currently adopted within our policies.	40-42

GRI standard/ other source	Disclosure	Response/Explanation	Page no. this report AR: Annual Report
General disclosures continued			
GRI 2: General Disclosures 2021	2-24 Embedding policy commitments		40-42
	2-25 Processes to remediate negative impacts		40-42
	2-26 Mechanisms for seeking advice and raising concerns		29, 41
	2-27 Compliance with laws and regulations		40-42
	2-28 Membership associations		3
	2-29 Approach to stakeholder engagement		12-13
	2-30 Collective bargaining agreements	We do not hold data on union fees for employees as this is sensitive information in relation to our employees' right to associate. We engage with unions and works councils in certain countries where agreements are negotiated and applied to all employees within that country regardless of union membership. However, this is done on a country-by-country basis, and is not applicable to our total workforce. Less than 1% of our overall headcount are members of trade unions for collective bargaining purposes. Ordinarily any agreements which are agreed with union representatives are applied to the rest of the population within that region, so although not covered by collective agreements all employees would benefit from the agreed terms. For countries where there are no agreements in place, we use industry benchmarks or economic benchmarks to determine cost of living increases etc.	41



GRI index continued

GRI standard/ other source	Disclosure	Response/Explanation	Page no. this report AR: Annual Report
Material topics			
GRI 3: Material Topics 2021	3-1 Process to determine material topics		15
	3-2 List of material topics		15
Economic performance			
GRI 3: Material Topics 2021	3-3 Management of material topics		45
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed		45
	201-2 Financial implications and other risks and opportunities due to climate change		45
	201-3 Defined benefit plan obligations and other retirement plans		45
Procurement practices			
GRI 3: Material Topics 2021	3-3 Management of material topics		35, 38
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	80% of all products and services are sourced locally. 'Local' is defined as the home country of the plant/business. This calculation is based on invoices processed in the period, irrespective of whether they are approved for payment or not. In excess of 70% of the Glanbia's procurement budget is in the US. 90% of this spend is locally sourced.	Index only

GRI standard/ other source	Disclosure	Response/Explanation	Page no. this report AR: Annual Report
Anti-corruption			
GRI 3: Material Topics 2021	3-3 Management of material topics		43
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption		43
	205-2 Communication and training about anti-corruption policies and procedures	Data on training about anti-corruption policies and procedures is unavailable for 2022. Glanbia will assess how to report on this datapoint in 2023.	43
	205-3 Confirmed incidents of corruption and actions taken	There were no reported incidents of corruption at Glanbia plc in 2022.	43
Anti-competitive behaviour			
GRI 3: Material Topics 2021	3-3 Management of material topics		44
GRI 206: Anti-competitive Behaviour 2016	206-1 Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	There have been no material legal actions for anticompetitive behaviour, anti-trust, and monopoly practices involving Glanbia in 2022.	44



GRI index continued

GRI standard/ other source	Disclosure	Response/Explanation	Page no. this report AR: Annual Report
Materials			
GRI 3: Material Topics 2021	3-3 Management of material topics		23
GRI 301: Materials 2016	301-1 Materials used by weight or volume	Information unavailable/incomplete for 2022. Disclosure scope is limited to packaging materials. Agricultural commodities will be included in the disclosure from 2023.	50
	301-2 Recycled input materials used	Information unavailable/incomplete for 2022. Glanbia will work with packaging suppliers on recycled content analysis in 2023.	
	301-3 Reclaimed products and their packaging materials	Information unavailable/incomplete for 2022. Glanbia will assess how to report on this datapoint in 2023.	
Energy			
GRI 3: Material Topics 2021	3-3 Management of material topics		17-19, 49
GRI 302: Energy 2016	302-1 Energy consumption within the organisation		17-19
	302-2 Energy consumption outside of the organisation	Information unavailable/incomplete in 2022. Scope 3 sampling work planned for 2023 will give Glanbia a basis to report on this disclosure.	
	302-3 Energy intensity		49
	302-4 Reduction of energy consumption	302-4 a.: No reduction in total energy consumption in 2022. Marginal increase in energy consumption reported on page 18. Energy efficiency projects are underway and Glanbia will report on performance annually.	18
	302-5 Reductions in energy requirements of products and services	Information unavailable for 2022. Product foot printing work planned for 2023 will give Glanbia a basis to report on this disclosure.	

GRI standard/ other source	Disclosure	Response/Explanation	Page no. this report AR: Annual Report
Water and effluents			
GRI 3: Material Topics 2021	3-3 Management of material topics		20-21
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource		20-21
	303-2 Management of water discharge-related impacts		20-21
	303-3 Water withdrawal		20-21
	303-4 Water discharge	Information unavailable/incomplete for 2022. Disclosure excludes 303-4d.: substances of concern are not reported. Glanbia will assess how to report on this datapoint in 2023.	50
	303-5 Water consumption		21



GRI index continued

GRI standard/ other source	Disclosure	Response/Explanation	Page no. this report AR: Annual Report
Biodiversity			
GRI 3: Material Topics 2021	3-3 Management of material topics		24
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Information unavailable for 2022. Newly identified material topic. Disclosure will be provided after biodiversity impacts assessment planned for 2023.	Index only
	304-2 Significant impacts of activities, products and services on biodiversity	Information unavailable for 2022. Newly identified material topic. Disclosure will be provided after biodiversity impacts assessment planned for 2023.	Index only
	304-3 Habitats protected or restored	Information unavailable for 2022. Newly identified material topic. Disclosure will be provided after biodiversity impacts assessment planned for 2023.	Index only
	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	Information unavailable for 2022. Newly identified material topic. Disclosure will be provided after biodiversity impacts assessment planned for 2023.	Index only
Emissions			
GRI 3: Material Topics 2021	3-3 Management of material topics		17-19
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions		17-19

GRI standard/ other source	Disclosure	Response/Explanation	Page no. this report AR: Annual Report
Emissions continued			
GRI 305: Emissions 2016	305-2 Energy indirect (Scope 2) GHG emissions		17-19
	305-3 Other indirect (Scope 3) GHG emissions	Scope 3 total emissions information is unavailable/incomplete for 2022. Glanbia will assess how to report on this datapoint in 2023.	17-19
	305-4 GHG emissions intensity	Scope 3 emissions intensity information is unavailable/incomplete for 2022. Glanbia will assess how to report on this datapoint in 2023.	49
	305-5 Reduction of GHG emissions	Scope 3 total emissions reduction information is unavailable/incomplete for 2022. Glanbia will assess how to report on this datapoint in 2023.	17-19
Waste			
GRI 3: Material Topics 2021	3-3 Management of material topics		22
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts		22
	306-2 Management of significant waste-related impacts		22
	306-3 Waste generated		22
	306-4 Waste diverted from disposal		51
	306-5 Waste directed to disposal		51



GRI index continued

GRI standard/ other source	Disclosure	Response/Explanation	Page no. this report AR: Annual Report
Supplier environmental assessment			
GRI 3: Material Topics 2021	● 3-3 Management of material topics		35-36
GRI 308: Supplier Environmental Assessment 2016	● 308-1 New suppliers that were screened using environmental criteria		35-36
	● 308-2 Negative environmental impacts in the supply chain and actions taken		35-36

GRI standard/ other source	Disclosure	Response/Explanation	Page no. this report AR: Annual Report
Employment			
GRI 3: Material Topics 2021	● 3-3 Management of material topics		27-28, 47-48
GRI 401: Employment 2016	● 401-1 New employee hires and employee turnover		47-48
	● 401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	<p>The following distinctions apply in our significant locations of operation (US & Ireland):</p> <p>Ireland – All benefits provided to full-time employees are also provided to temporary and part-time employees.</p> <p>US – In the context of benefits eligibility, we define ‘full-time’ as an employee who works 30 or more hours per week. All employees in that classification are eligible for Glanbia’s full suite of US benefits. The following are a summary of the benefits available to full-time employees, but not available to part-time or temporary employees:</p> <ul style="list-style-type: none">• Health Care (including medical, dental and vision)• Life insurance• Short-term and long-term disability plans <p>US Retirement (401K) is offered to both full-time and part-time employees.</p>	Index only
	○ 401-3 Parental leave	<p>Due to our transition to our new HR system, we are not able to report on these numbers. We do not capture data on eligibility (i.e., the details of dependents), however we do comply with local statutory requirements regarding entitlement to take and avail of family leave. We will commit to report on these areas when we have reliable system data from full year 2023.</p>	Index only



GRI index continued

GRI standard/ other source	Disclosure	Response/Explanation	Page no. this report AR: Annual Report
Occupational health and safety			
GRI 3: Material Topics 2021	3-3 Management of material topics		32-33
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Information unavailable/incomplete in 2022. 403-1 b.: not reported in 2022. OHS programmes are managed locally by OHS teams. In 2023, Glanbia will conduct a best practice benchmark review of OHS management & reporting standards and will report on our next steps regarding implementation.	32-33
	403-2 Hazard identification, risk assessment, and incident investigation	Information unavailable/incomplete in 2022. Hazard identification, risk assessment, and incident investigation is managed locally by OHS teams. In 2023, Glanbia will conduct a best practice benchmark review of OHS management & reporting standards and will report on our next steps regarding implementation.	32-33
	403-3 Occupational health services		32-33
	403-4 Worker participation, consultation, and communication on occupational health and safety	Information unavailable/incomplete in 2022. OHS programmes are managed locally by OHS teams. In 2023, Glanbia will conduct a best practice benchmark review of OHS management & reporting standards and will report on our next steps regarding implementation.	32-33
	403-5 Worker training on occupational health and safety	Information unavailable/incomplete in 2022. OHS training is managed locally by OHS teams. In 2023, Glanbia will conduct a best practice benchmark review of OHS management & reporting standards and will report on our next steps regarding implementation.	32-33
	403-6 Promotion of worker health		29

GRI standard/ other source	Disclosure	Response/Explanation	Page no. this report AR: Annual Report
Occupational health and safety continued			
GRI 403: Occupational Health and Safety 2018	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Glanbia partners with EcoVadis to assess our supply base for ESG and procurements risks. Assessments include health and safety performance at suppliers. Information unavailable/incomplete in 2022 for other business relationships.	35-36
	403-8 Workers covered by an occupational health and safety management system	Information unavailable/incomplete in 2022. Data is not held centrally and therefore is not reported. OHS programmes are managed locally by OHS teams. In 2023, Glanbia will conduct a best practice benchmark review of OHS management & reporting standards and will report on our next steps regarding implementation.	32-33
	403-9 Work-related injuries	Information unavailable/incomplete in 2022. Data on work related hazards that pose a risk of critical injuries is not available in 2022. In 2023, Glanbia will conduct a best practice benchmark review of OHS management & reporting standards and will report on our next steps regarding implementation.	32-33
	403-10 Work-related ill health	Information unavailable/incomplete in 2022. Data on work related hazards that pose a risk of critical illnesses is not available in 2022. In 2023, Glanbia will conduct a best practice benchmark review of OHS management & reporting standards and will report on our next steps regarding implementation.	32-33



GRI index continued

GRI standard/ other source	Disclosure	Response/Explanation	Page no. this report AR: Annual Report
Training and education			
GRI 3: Material Topics 2021	● 3-3 Management of material topics		27-28
GRI 404: Training and Education 2016	○ 404-1 Average hours of training per year per employee	Information unavailable for 2022. Due to our transition to our new HR system, we are not currently able to report on these numbers. We will commit to reporting across these areas, with an integrated approach to how we report on training hours, development plan completion and programmes for upgrading of skills in early 2024 when we have reliable system data from full year 2023.	Index only
	○ 404-2 Programs for upgrading employee skills and transition assistance programs	Information unavailable for 2022. Due to our transition to our new HR system, we are not currently able to report on these numbers. We will commit to reporting across these areas, with an integrated approach to how we report on training hours, development plan completion and programmes for upgrading of skills in early 2024 when we have reliable system data from full year 2023.	Index only
	○ 404-3 Percentage of employees receiving regular performance and career development reviews	Information unavailable for 2022. Due to our transition to our new HR system, we are not currently able to report on these numbers. We will commit to reporting across these areas, with an integrated approach to how we report on training hours, development plan completion and programmes for upgrading of skills in early 2024 when we have reliable system data from full year 2023.	Index only

GRI standard/ other source	Disclosure	Response/Explanation	Page no. this report AR: Annual Report
Diversity and equal opportunity			
GRI 3: Material Topics 2021	● 3-3 Management of material topics		30-31
GRI 405: Diversity and Equal Opportunity 2016	● 405-1 Diversity of governance bodies and employees		30-31
	● 405-2 Ratio of basic salary and remuneration of women to men		30-31
Local communities			
GRI 3: Material Topics 2021	● 3-3 Management of material topics		45 AR: 61
GRI 413: Local Communities 2016	○ 413-1 Operations with local community engagement, impact assessments, and development programs	Disclosure is not reportable for 2022 as Glanbia has not carried out formal impact assessments and development programmes in local communities. Glanbia will continue to focus our efforts on developing and enhancing our partnerships and programmes in 2023 and beyond and will reassess if a formalised impact assessment or development programme is required.	Index only
	○ 413-2 Operations with significant actual and potential negative impacts on local communities	Disclosure is not reportable for 2022 as Glanbia has not carried out formal impact assessments and development programmes in local communities. Glanbia will continue to focus our efforts on developing and enhancing our partnerships and programmes in 2023 and beyond and will reassess if a formalised impact assessment or development programme is required.	Index only



GRI index continued

GRI standard/ other source	Disclosure	Response/Explanation	Page no. this report AR: Annual Report
Supplier social assessment			
GRI 3: Material Topics 2021	3-3 Management of material topics		35-36
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria		35-36
	414-2 Negative social impacts in the supply chain and actions taken		35-36
Customer health and safety			
GRI 3: Material Topics 2021	3-3 Management of material topics		37
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	No known or recorded incidents. In 2023 Glanbia is undertaking a review of our current regulatory non-compliance management system to ensure alignment with best practice requirements, any process improvements identified will be prioritised and actioned accordingly.	37
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	No known or recorded incidents. In 2023 Glanbia is undertaking a review of our current regulatory non-compliance management system to ensure alignment with best practice requirements, any process improvements identified will be prioritised and actioned accordingly.	37

GRI standard/ other source	Disclosure	Response/Explanation	Page no. this report AR: Annual Report
Animal health and welfare			
GRI 3: Material Topics 2021	3-3 Management of material topics		25
GRI 13: Animal Health and Welfare	13-11-2 Report the percentage of production volume from sites of the organization certified to third-party animal health and welfare standards, and list these standards		25



Notes



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