

## Sustainability review

# Better Nutrition, Better World

Glanbia’s Better Nutrition, Better World sustainability strategy is rooted in our purpose. We recognise that delivering better nutrition requires protecting natural resources, supporting our people and communities and maintaining strong governance.

### Key highlights

**20%**

reduction in scope 1 & 2 compared to 2018.

**88%**

of our consumer packaging is recyclable, reusable or compostable.

**100%**

of our manufacturing sites maintained a third-party certificate for food safety & quality.

**9%**

reduction in manufacturing freshwater use, compared to 2021.

### Memberships and associations



Embedding sustainability within Glanbia’s long-term business strategy helps us respond to the environmental and social expectations of our stakeholders and wider society. Our approach is based on understanding our value chain, identifying material impacts, risks and opportunities, and improving the efficiency and transparency of how we operate. This enables us to manage our responsibilities while continuing to deliver high-quality nutrition products.

Our strategy is organised around three interconnected pillars that guide how we plan and implement our sustainability actions:

- **Planet:** managing our environmental footprint by reducing greenhouse gas (“GHG”) emissions in line with our science based targets and improving performance on energy, water and waste across our operations.
- **People:** supporting a safe, inclusive and engaged workforce and working to maintain strong standards of product quality and consumer safety across our value chain.
- **Performance:** strengthening governance, accountability and reporting structures that support compliance, responsible business conduct and long-term resilience.

Our programme helps us build consistent visibility across our supply chain, track performance and identify areas for improvement. This includes monitoring energy and resource use, strengthening responsible sourcing practices and ensuring

that data used for reporting and customer requirements is reliable and transparent.

Our environmental and social ambitions are supported by defined pathways, including our science-based emissions reduction targets, and by internal KPIs that help measure progress. Governance structures and cross-functional collaboration support delivery and enable us to address shared challenges with suppliers, customers and other partners.

Overall, our aim is to operate responsibly, manage our most material impacts effectively and support the long-term resilience of the business and the communities connected to our value chain.

The EU Corporate Sustainability Reporting Directive (“CSRD”) and the accompanying European Sustainability Reporting Standards aim to enhance transparency, comparability and consistency in sustainability reporting across organisations. This year marks Glanbia’s first reporting under these new requirements and replaces the separate Sustainability Report, which was published on our website in previous years.

We have reported under the European Sustainability Reporting Standards (“ESRS”).

**SEE OUR SUSTAINABILITY STATEMENT FOR MORE DETAILS ON OUR 2025 PERFORMANCE ON PAGES 132-213.**

**“Better nutrition starts with strong partnerships across our value chain. Together, we create solutions that are sustainable, scalable, and built to last.”**

**John Dardis, Ph.D.**  
Senior Vice President, Sustainability



# Planet

Our objective is to grow our business responsibly while reducing our environmental impact across emissions, water, nature and waste, creating long-term value and strengthening resilience by managing the dynamic relationship between our operations, our value chain and the planet's natural systems.

### Goals

- Reduce our GHG emissions across our operations and value chain, in line with a 1.5°C pathway.
- Enhance water stewardship and nature conservation across our operations and value chain.
- Optimising resource use and minimising waste by promoting circularity in our value chain, whilst continuously refining our own operations.

### Relevant UN SDGs

Glanbia supports the UN Sustainable Development Goals through our Planet pillar.



SEE OUR SUSTAINABILITY STATEMENT ON PAGES 152-179.



# People

We are dedicated to building an inclusive culture that empowers our employees and positively impacts people across all our activities from workers in our value chain through to our valued consumers. We believe people are the key to growing sustainably and supporting our consumers ongoing nutritional requirements.

### Goals

- Foster an inclusive and diverse culture that supports employee growth and wellbeing, while ensuring a safe and healthy working environment.
- Ensure robust product safety and transparency to maintain consumer trust and wellbeing.
- Ensure fair and safe working conditions for all workers in our value chain.

### Relevant UN SDGs

Glanbia supports the UN Sustainable Development Goals through our People pillar.



SEE OUR SUSTAINABILITY STATEMENT ON PAGES 180-200.



# Performance

Fostering sustainable growth through a culture of environmental and social responsibility, strong governance and accountability, while striving for the highest standards of business ethics. We are a trustworthy business with trusted brands.

### Goal

- Embed sustainability responsibilities and culture across our business to drive incremental change to meet our wider 'Better Nutrition, Better World' objectives.
- Conduct business ethically and with strong governance, resulting in growth with integrity.

### Relevant UN SDGs

Glanbia supports the UN Sustainable Development Goals through our Performance pillar.



SEE OUR SUSTAINABILITY STATEMENT ON PAGES 201-206.

## Sustainability review continued

# Planet

**Status**  
 ✓ Achieved  
 ▶ On Track  
 ✗ Not Achieved

The Planet pillar covers the Group’s activities to measure and manage our impact across our value chain. Sustainability and environmental stewardship is crucial to operating efficiently and creating the conditions for the future growth of our business and partnerships.

### Our targets

#### Scope 1 & 2 GHG emissions

**50%**

reduction by 2030 (base year 2018), aligned with 1.5°C pathway and validated by the SBTi ▶

#### Scope 3 emissions

**30%**

FLAG reduction, 25% non-FLAG emissions by 2030 (base year 2023) ▶

#### Freshwater withdrawal

**10%**

reduction by 2025 (base year 2021) ✗

#### Consumer packaging

**100%**

recyclable, reusable or compostable packaging by 2030 for Performance Nutrition branded products ▶

#### TRUE zero waste certification

**100%**

legacy manufacturing sites certified by 2025 ✗

#### Food waste<sup>1</sup>

**50%**

reduction by 2030

1. Target in development.

### Reducing GHG emissions

Glanbia is committed to reducing GHG emissions across our operations and value chain in line with our science-based targets. Our decarbonisation approach focuses on improving energy efficiency, expanding renewable electricity use and identifying low carbon technologies that can support long term emissions reductions.

Across our processing sites, we are progressing initiatives that help reduce energy demand and lower reliance on fossil fuels, supported by renewable electricity purchasing as we work towards our 2030 ambition. These actions enhance operational performance while reducing our environmental footprint.

In 2025, our updated Scope 3 targets were validated by the Science Based Targets initiative (“SBTi”), covering both Forest, Land and Agriculture (“FLAG”) emissions and non-FLAG emissions. The majority of these emissions occur on farm, and meaningful reductions will depend on interventions such as improved manure management and addressing enteric emissions. While we have early pilots underway, large-scale progress will require close collaboration with farmers, industry partners and policymakers to develop practical, scalable solutions.

We are continuing to strengthen our understanding of non-FLAG Scope 3 emissions by expanding our assessment of upstream impacts beyond dairy. Ongoing life-cycle evaluations and deeper supplier engagement are helping us identify the raw materials with the highest emissions intensity and improve product-level GHG data over time.

At present, around 80% of transport-spend emissions are captured through supplier data exchange, providing a strong foundation for improving data quality and working with logistics partners to reduce emissions across our value chain.

Together, these efforts support our transition to a lower carbon business and help us address the most material drivers of our emissions footprint.

▶ FOR FURTHER INFORMATION SEE PAGES 152-168 OF OUR SUSTAINABILITY STATEMENT.

### Water stewardship and nature conservation

Water is essential to Glanbia’s operations and to the communities in which we operate. In 2025, we achieved a 9% reduction in freshwater withdrawal compared with our 2021 baseline. While this fell slightly short of our target, it represents strong progress driven by continued efficiency improvements, including enhanced cleaning processes and other site-level optimisation initiatives (see case study on opposite page for more detail of our performance against target).

At water stressed sites such as Clovis, New Mexico, and Twin Falls, Idaho, we prioritised the recovery of condensate, water which is released from milk during processing, which can be treated and reused on site. Increasing the use of condensate reduces our reliance on freshwater withdrawals. In 2026, we are expanding this work by exploring additional reuse and recycling opportunities across our operations.

As a global nutrition business, we recognise the importance of safeguarding nature and ecosystem health. In 2025, we advanced biodiversity monitoring and completed our first Taskforce on Nature-related Financial Disclosure (“TNFD”) baseline assessment, building a clearer understanding of nature-related risks across our supply chain. We continue to engage external experts to address deforestation risks and prepare for emerging regulatory requirements.

▶ FOR FURTHER INFORMATION SEE PAGES 168-174 OF OUR SUSTAINABILITY STATEMENT.

### Circular economy

Food waste prevention and maintaining nutrients in circular use cycles are essential components of our circularity and resource-efficiency strategy. In 2025, we strengthened our approach by establishing a team dedicated to target improvements at our highest impact sites, focusing on prevention through better production planning and yield optimisation.

Where waste is unavoidable, we focus on repurposing and recycling to retain resource value. Redirecting surplus food to animal feed helps avoid food waste and supports progress toward TRUE zero waste certification, which requires diverting over 90% of non-hazardous waste from landfill and incineration for a full year. In 2025, 94% of our legacy sites achieved TRUE certification, narrowly missing our target, with one remaining site scheduled to apply by H1 2026, having met the diversion threshold since March 2025.

Packaging is essential for product safety and quality, but we recognise the need to minimise its environmental impact. Our

Performance Nutrition segment leads work to transition to more circular packaging solutions. In 2025, we piloted 500,000 recyclable bar wrappers and advanced a range of initiatives through our sustainable packaging working group.

We collaborate with partners such as the Sustainable Packaging Coalition and How2Recycle to strengthen recyclability across our portfolio and provide clearer disposal guidance to consumers. In 2025, 88% of our consumer packaging was recyclable, reusable or compostable, keeping us on track to meet our 2030 target of 100%.

These actions reflect our commitment to resource efficiency and circularity across both food waste and packaging, supporting responsible material use throughout our operations and value chain.

**FOR FURTHER INFORMATION SEE PAGES 175-179 OF OUR SUSTAINABILITY STATEMENT.**

Case Study



## Water efficiency across our dairy network

Freshwater conservation has been a central focus of successive Glanbia sustainability strategies. As part of our 'Better Nutrition, Better World' strategy, we targeted a 10% reduction in freshwater use. Ultimately, we delivered a 9% absolute reduction in water use significantly correcting the 2024 performance where we reported a 1.4% reduction. The turnaround in progress was driven by a water savings team across our operations. Further the result was delivered against the headwinds of improved milk components and a product portfolio that has responded to the market demand for high protein.

Each major dairy site established a cross-functional improvement team to identify practical changes that reduce freshwater demands. Investments in extensive metering of water use and reuse has equipped our team with real time insights on water use opportunities. At our largest Idaho dairy

processing site in Gooding we invested in improving real-time water monitoring and leveraged the data to pinpoint potential savings. Engineering reviews prioritised the most impactful capital projects, while continuous collaboration with equipment suppliers and technical partners ensured implementation would affect the required water savings. The insights delivered through extensive metering continuously inform an evolving list of projects for investment review.

By the end of 2025 sites including Gooding, St. Johns (joint venture site), Twin Falls, Blackfoot and Richfield saw strong reductions in freshwater use, demonstrating what can be achieved through a culture of continuous improvement, data driven insights, cross-functional partnerships and external expert insights.

At the strategic level our focus will continue to be informed by water risk assessments. We will expand the use of data driven monitoring, prioritise water recycling opportunities, invest in additional water savings technologies and share best practice across our wider network. In 2026 we intend to set a new ambition for water stewardship.

These actions demonstrate our 'Better Nutrition, Better World' strategy in action across all functions of our operations.

## Sustainability review continued

# People

**Status**

- ✔ Achieved
- ▶ On Track
- ✘ Not Achieved

The People pillar addresses how we build a strong culture that empowers our employees and positively impacts people across all our activities, from workers in our value chain through to our valued consumers. We believe people are the key to growing sustainably and supporting our consumers ongoing nutritional requirements.

### Our targets

#### Health & safety

to outperform the NAICS<sup>1</sup> industry benchmark for the Group TRIR<sup>2</sup> and LTIR<sup>3</sup> rates ✔

#### Food safety, quality & compliance

# 100%

of manufacturing sites maintain a globally recognised third-party certificate for food safety & quality in 2025 ✔

#### Food safety, quality & compliance

# Zero

product recalls in 2025 ✘  
(One product recall recorded in 2025)

Included on pages 26-27 Sue Sween, Chief Human Resource Officer, outlines what is key to our culture and values, including employee engagement and strengthening our talent and leadership capabilities.

#### Learning and development

Glanbia is committed to nurturing talent and creating an environment where employees can realise their potential and career aspirations. This commitment is grounded in equitable treatment and opportunity.

We support this through structured talent acquisition processes, clear career pathways and robust development frameworks. We delivered focused talent and leadership programmes aligned to our leadership capability model. These included *Leading to Accelerate* for emerging leaders; and *Leading the Glanbia Way*, our foundational leadership programme.

In response to our 'Your Voice' survey feedback, we launched Development Days – a dedicated week designed to provide learning opportunities. This included live sessions with leaders, external speakers and a broad library of on-demand content. In 2025, our new learning platform was extended to all functions and relevant roles. Learning pathways were created for leadership, digital skills and professional development. Information resources were made available to our people leaders to ensure they have the toolkit to support employees in building out their development plan and using the Glanbia performance development process to drive accountability and progress.

#### Inclusion and belonging

We refreshed our Inclusion and Belonging Policy and offered inclusion and belonging training as part of our onboarding process, with dedicated training modules also available within our Learning Management System. Our Employee Resource Groups continued to grow, expanding their reach and activities, with membership now totalling over 1,200 employees across the organisation.

▶ **FOR FURTHER INFORMATION SEE PAGES 181-195 OF OUR SUSTAINABILITY STATEMENT.**

#### Health and safety

At Glanbia, the health and safety of our people is fundamental to our values and commitments. Our strong safety culture – anchored in a "Zero Harm" mindset – is championed by leaders and employees at every level. Through rigorous management and continuous improvement, we achieved further progress in our health and safety performance in 2025.

This year, we established an Environment Health and Safety ("EHS") centre of excellence to streamline the governance of our EHS standards, reflect the updated Group structure, and provide centralised support to the EHS leadership team in delivering their programmes.

All Glanbia sites operate under the Glanbia Risk Management System ("GRMS"), our unified occupational health and safety framework. GRMS provides a consistent approach to identifying and mitigating risks, engaging employees in ongoing improvement, and ensuring that training is tailored to each role. Sites are subject to regular audits by government agencies, internal audit and external assurance providers. We further reinforced our commitment by updating both the GRMS programme and our EHS policy to elevate safety standards and embed proactive risk-reduction strategies.

▶ **FOR FURTHER INFORMATION SEE PAGES 181-195 OF OUR SUSTAINABILITY STATEMENT.**

#### Food safety, quality and compliance

At Glanbia, we are passionate about the products and ingredients that we produce. Our nutrition promise is to create products and solutions to help our customers and consumers achieve their health and nutrition goals. This promise is underpinned by our Food Safety and Quality Programme "Glanbia Quality System" ("GQS"), and our commitment to compliance, responsible communication and ingredient innovation capabilities.

This is delivered by maintaining food safety and quality standards, which are externally verified with 100% of Glanbia's manufacturing sites holding a globally recognised third party certificate for food safety and quality. We are committed to

1. NAICS: North American Industry Classification System.  
2. TRIR: Total Recordable Incident Rate.  
3. LTIR: Lost Time Incident Rate.

deploying quality information through our consumer product labels which are clear to the end user and compliant with all governing regulations.

➤ **FOR FURTHER INFORMATION SEE PAGES 198-200 OF OUR SUSTAINABILITY STATEMENT.**

### Responsible communication

We are dedicated to delivering responsible brand communication for our consumer brands and supporting our consumers with educational supports such as the PN Sports Nutrition School and Coach Optimum, which is a virtual coach that provides personalised advice on sports nutrition.

### Innovation

We support our business customers in delivering nutritious products by providing innovative ingredient solutions to enable their end product development, underpinned by 20 innovation and R&D centres.

➤ **FOR FURTHER INFORMATION SEE PAGES 198-200 OF OUR STRATEGIC REPORT.**

### Protecting human rights

As a global business, we have the opportunity to drive positive change by promoting the standards and values we expect across our value chain.

In 2025, we strengthened this commitment by updating our Human Rights Policy, reaffirming our zero-tolerance to any form of human rights abuse within our business or supply chain.

The policy sets out Glanbia's dedication to robust human rights due diligence, with a focus on our own operations and upstream activities where risk assessments indicate a higher likelihood of adverse impacts.

➤ **FOR FURTHER INFORMATION SEE PAGES 185-186 OF OUR SUSTAINABILITY STATEMENT.**

### Responsible sourcing

The shared mission statement of Glanbia's Procurement team is to "create value for all stakeholders through responsible procurement". This involves sourcing products and services in an ethical, sustainable and socially conscious way. Responsible sourcing is a core element of Glanbia's procurement strategy and aligns with Glanbia's core values including 'Respect for People'. We achieve this by driving greater awareness and understanding across our procurement teams of responsible sourcing practices, actively engaging with suppliers and applying responsible sourcing criteria to our supplier selection decisions, with the use of a third-party risk assessment tools.

➤ **FOR FURTHER INFORMATION SEE PAGES 196-197 OF OUR SUSTAINABILITY STATEMENT.**

#### Case Study

## A spotlight on some of Glanbia's people-focused events

Glanbia hosts employee events throughout the year and provides complementary on-demand resources to support our people's wellbeing, growth and development



At Glanbia, our value of Respect for People drives us to foster an inclusive culture where every employee can thrive and reach their full potential. We held our annual Wellbeing Week in April, which focused on bringing various aspects of wellbeing to life including physical, mental, social and career wellbeing.

This included events held both globally and locally, encouraging our people to carve out time for their wellbeing. Our Wellbeing Week hub features a trove of on-demand content including curated wellbeing paths to help our people focus on the area of wellness that matters most to them.



In September, we hosted Development Days – a week filled with live sessions featuring Glanbia leaders, world-renowned external speakers, curated learning tracks and a rich library of on-demand content. During this week we also announce the launch of our **Global Mentorship Programme**, which will go live in 2026, this will be an opportunity to connect with colleagues across Glanbia, gain fresh perspectives, and grow your career through meaningful mentorship. To ensure our people's development journey continues, we have Development Days collection available on MyLearning, which includes on-demand content and recordings of the live sessions.



PN Sports Nutrition School ("SNS") is a global education programme conducted both virtually and in-person by subject matter experts beyond education, fostering collaboration and partnerships across various departments such as marketing, quality, R&D, scientific affairs, manufacturing, strategy, sustainability, regulatory, and legal, and beyond. SNS is a free course available to all Glanbia teams from all departments globally. SNS allows our people to build confidence as a category and brand expert and connect innovation to opportunity across the PN portfolio.

## Sustainability review continued

# Performance

**Our Performance pillar fosters sustainable growth through a culture of environmental and social responsibility, strong governance and accountability, while striving for the highest standards of business ethics.**

At Glanbia, strong governance is the cornerstone of how we operate. We are committed to conducting our business with the highest levels of integrity and honesty. Business ethics is at the forefront of all Glanbia's dealings with people and the planet.

### Sustainability governance

The Group recognises that ethical business conduct is essential to achieving our wider business strategy, which is why it is built into our governance framework and day-to-day activities. Our sustainability strategy and activities are overseen by the Board and respective committees and are integrated through the Group Operating Executive and Senior Leadership across the business.

The Group has a zero-tolerance approach to bribery or any form of corrupt practices and encourages all workers and third parties to speak up through our whistleblowing phone line if they have concerns.

 **FOR FURTHER INFORMATION SEE PAGES 201-206 OF OUR SUSTAINABILITY STATEMENT.**

 **SEE OUR CORPORATE GOVERNANCE REPORT ON PAGES 70-89 OF THIS REPORT.**

### Non-financial reporting statement

We comply with regulations on non-financial reporting and provide information on required topics within this report, including within our Sustainability Statement. Glanbia complies with the European Union (Disclosure of Non-Financial and Diversity information by certain large undertakings and groups) Regulations 2017. The table below is designed to help stakeholders navigate to the relevant sections in this Annual Report to understand the Group's approach to these non-financial risks. Many of our policies can be viewed on [www.glanbia.com](http://www.glanbia.com).

Reporting requirement	Policies and standards which govern our approach	Risk management and additional information
<b>Environmental matters</b>	<ul style="list-style-type: none"> <li>Sustainability Statement policy disclosures: E1, E3, E4, E5</li> <li>Group environmental policy</li> </ul>	<ul style="list-style-type: none"> <li>Sustainability Statement – pages 153-179</li> <li>Risk management – pages 56-60</li> </ul>
<b>Employee and social matters</b>	<ul style="list-style-type: none"> <li>Sustainability Statement policy disclosures: S1, S2 and S4</li> <li>Group code of conduct</li> <li>Speak up policy</li> <li>Inclusion and belonging policy</li> <li>Health and safety policy</li> <li>Food safety and quality policy</li> </ul>	<ul style="list-style-type: none"> <li>Sustainability Statement – pages 181-200</li> <li>Whistleblowing and fraud – page 94</li> <li>Irish Corporate Governance Code – pages 73 and 89</li> <li>PN Sports Nutrition School – page 51</li> </ul>
<b>Human rights</b>	<ul style="list-style-type: none"> <li>Sustainability Statement policy disclosures: S1</li> <li>Anti-slavery and human trafficking statement</li> <li>Supplier code of conduct</li> <li>Human rights policy</li> </ul>	<ul style="list-style-type: none"> <li>Sustainability Statement – pages 182,185-188</li> </ul>
<b>Anti-bribery and corruption</b>	<ul style="list-style-type: none"> <li>Sustainability Statement policy disclosures: G1</li> <li>Group code of conduct</li> <li>Anti-bribery and corruption policy</li> </ul>	<ul style="list-style-type: none"> <li>Sustainability Statement – pages 202-205</li> </ul>
<b>Diversity on the Board of Directors</b>		<ul style="list-style-type: none"> <li>Sustainability Statement – page 141</li> </ul>
<b>Description of principal risks and impacts of business activity</b>		<ul style="list-style-type: none"> <li>Principal risks and uncertainties – pages 57-66</li> </ul>
<b>Description of the business model</b>		<ul style="list-style-type: none"> <li>Business model – pages 22-23</li> </ul>
<b>Non-financial key performance indicators (KPIs)</b>		<ul style="list-style-type: none"> <li>Key performance indicators – page 25</li> </ul>

## Task Force on Climate-related Financial Disclosures ("TCFD") Compliance Statement

As required by the UK Financial Conduct Authority Listing rule 6.6.6R, Glanbia has complied with the climate-related financial disclosures and is consistent with all four recommendations and 11 disclosures in the TCFD framework. The table below sets out the specific location of each disclosure within the Annual Report.

<b>Governance</b>	<b>Disclose the organisation's governance around climate-related risks and opportunities</b>	<b>Board's oversight of climate-related risks and opportunities</b> Risk management section pages 54-56 Audit Committee Report pages 90-93 Sustainability Committee Report pages 98-99 Sustainability Statement pages 140-141  <b>Management's role</b> Risk management section page 55 Sustainability Committee Report pages 98-99 Sustainability Statement pages 140-147
<b>Strategy</b>	<b>Disclose the actual and potential impacts of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning where material</b>	<b>Risks and opportunities over the short, medium, and long-term</b> Sustainability Statement pages 150 and 153-155  <b>Impact on business, strategy and financial planning</b> Sustainability Statement pages 154-157  <b>Resilience of strategy considering different climate-related scenarios</b> Sustainability Statement pages 154-158
<b>Risk management</b>	<b>Disclose how the organisation identifies, assesses, and manages climate-related risks and opportunities</b>	<b>Climate-related risks and opportunities identification and assessment</b> Risk management section pages 54-60 Audit Committee Report pages 91-94 Sustainability Committee Report pages 98-99 Sustainability Statement pages 154-156  <b>Climate-related risk and opportunities management</b> Risk management section pages 54-60 Audit Committee Report pages 91-94 Sustainability Committee Report pages 98-99 Sustainability Statement pages 154-156  <b>Integration of processes into overall risk management</b> Risk management section pages 54-56 Audit Committee Report pages 91-94 Sustainability Committee Report pages 98-99 Sustainability Statement pages 154-156
<b>Metrics and targets</b>	<b>Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities</b>	<b>Metrics used to assess risks and opportunities in line with strategy and risk management process</b> Sustainability Statement pages 157-168  <b>Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas ("GHG") emissions and the related risks</b> Sustainability Statement pages 157-168  <b>Targets to manage risks, opportunities, and performance against targets</b> Sustainability Statement pages 141, 157-168