

Table of contents

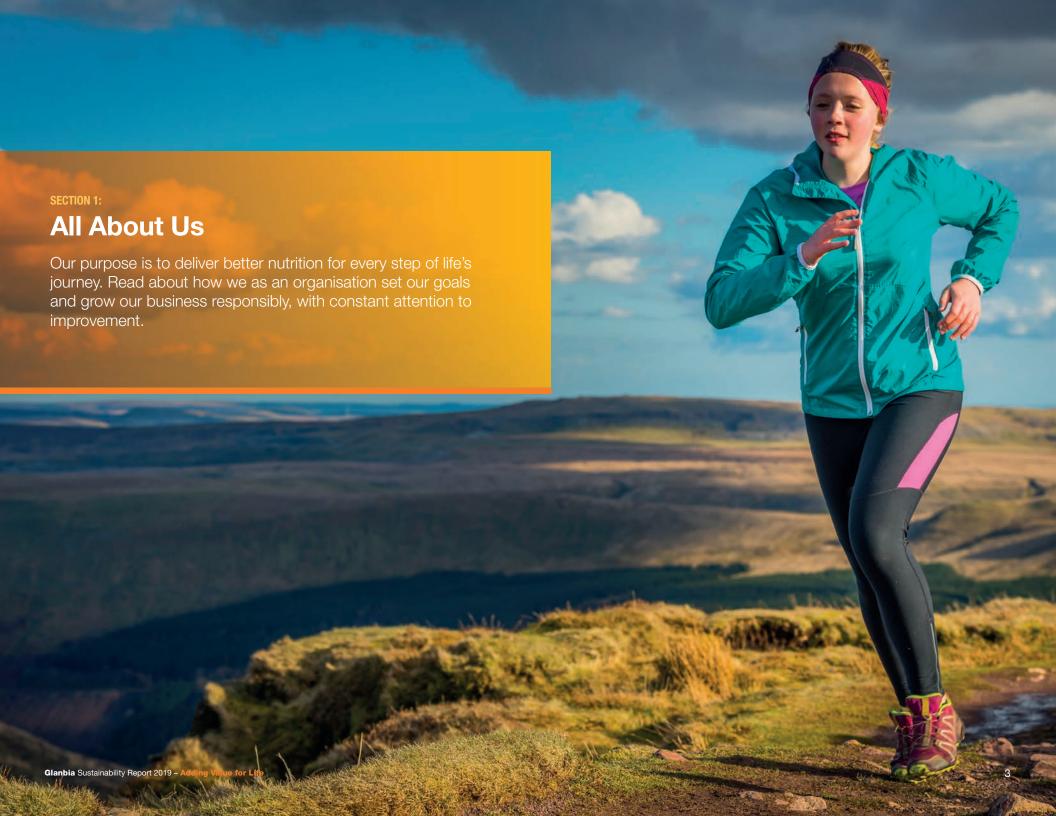
SECTION 1 - All About Us	
Our Sustainability Strategy - A letter from Group Managing Director and Chairman	4
Sustainability at a Glance	6
Our Framework	7
SECTION 2 - Partnerships & Goals	
Our Stakeholders	11
Materiality Assessment	13
United Nations Sustainable Development Goals (SDGs)	15
SECTION 3 - Delivering Value	
Our People	17
Our World	26
Our Supply Chain	33
Our Society	42

49



SECTION 4 - Governance

Our Governance



In times of unprecedented disruption across the world our values and commitment to society remain compelling and undiminished.

Bringing sustainability to life at Glanbia



Siobhán Talbot Group Managing Director



Martin Keane Group Chairman

In Glanbia we aim to advance our purpose and vision in a way that embraces a clear sustainability agenda, an aim that is embedded and nurtured by our culture and our behaviours. Building on a strong culture over many decades that embodied positive action across many areas of sustainability, we commenced a more formal approach to sustainability in 2015. While good progress has been made we are ambitious to take this agenda to a further level in the organisation as we consider targets for the next decade.

To adopt a holistic approach to sustainability we have developed our approach across four key pillars; Our People, Our World, Our Supply Chain and Our Society and we have highlighted in this report some examples of our actions across each of these pillars. Since 2015 we have strengthened internal capabilities, tools and mechanisms to support the recording and monitoring of both our targets and our achievements and we believe that this work gives us a solid foundation for further progress.

As we think of the next decade we will continue with the many programmes across the organisation which support the delivery of a sustainability agenda across the four pillars noted above. To further inform our priorities for this next phase we completed, in 2019, a materiality assessment with key stakeholders. This feedback enables us to further refine our sustainability priorities and targets integrating this agenda into the business model of the Group.



We will continue our sustainability focus, based on the work to-date across four pillars. The materiality assessment will inform the next phase of strategy and further integrate this agenda into the business model.

Challenges - Covid-19

While 2019 was a challenging year for us, the fundamentals of Glanbia remain strong and we are ambitious to regain growth momentum for the benefit of all our stakeholders. As a global nutrition organisation, our business model is not immune to international disruption – including the impact of the coronavirus virus (Covid-19) since March 2020.

As the world comes to terms with a global pandemic that has threatened and turned upside-down the lives and livelihoods of people across the globe, it is clear we are living in extraordinary times. For Glanbia our priorities have been consistent from the outset; keeping our people safe, keeping our supply chain moving and sustaining the financial strength of the business. We will continue to focus on these priorities as we navigate the uncertain months ahead secure in the knowledge that we have an incredibly committed team of employees highly motivated to navigate and emerge strongly from this challenge.

The challenges presented by this global pandemic have, more than ever, emphasised the importance of a values led organisation as the Glanbia teams, with the support of the wider communities of suppliers, customers and consumers, stepped up to the challenge of delivering an essential service to

Covid-19

Glanbia, in common with all other businesses has been impacted by Covid-19. Fortunately, we have had limited disruption to our supply chain with our US and Irish suppliers being able to get their produce to market. In the context of our 2030 strategy, we are factoring in the ongoing impact of this pandemic, while keeping our sustainability objectives to the forefront.

society – that of nutrition and wellness. Our core value of "Showing Respect", the value that underpins our sustainability strategy, thrived across our organisation and saw us united as never before in delivering better nutrition through unprecedented times.

Covid-19 is not the first nor last global shock, but it has reminded us that the core values of respect, and co-operation - as well as trust in the laws of nature and science - are the attributes that will enable Glanbia as a company and society at large, to address other transformational changes, such as climate change, that lie ahead.

We believe we will emerge as a stronger global community and more resilient society if we seize the opportunity of lessons learned from Covid-19, to collectively chart a course towards a bright, sustainable future.

Siobhán Talbot

Group Managing Director

Martin Keane Group Chairman

2019 Sustainability – key metrics

7,385 Employees 34 Countries



Overall Group gender diversity



+200

Stakeholders participated in the first Glanbia Materiality Assessment



8 Billion

Litres of milk produced annually by 5,000 milk suppliers

19%Water use
(2015 base year)

Zero Waste to landfill for all GPN and GI sites

-4.6%
Energy use

20,400

Consumers engaged in GPN nutritional education programmes

€1.6m+

contributed to community causes supporting health and wellbeing

54%

of global electricity supply certified as renewable

Our Framework

Glanbia's approach to sustainability has to-date been focused on four key pillars. Going forward, feedback informed by our Materiality assessment will be addressed in a Group wide project to establish a new Framework.









Each of these key pillars is of strategic and operational importance and together they combine to deliver on our long held and carefully considered commitment to sustainability for our company, our employees, our consumers and wider society.

In 2015/2016 we agreed targets and key indicators under each pillar. Since then the Glanbia Corporate Responsibility Council (CRC) and its Framework allows us to measure and publicly report against our commitments. This drives continuous improvement and practice change where necessary. These targets reflect our desire as an organisation to be open in our leadership, clear about our business practices and to present a compelling case for our commitment to be one of the best in class organisations when it comes to global sustainability leadership. This year, as we come to the end of the first five years of formal sustainability, our focus is on reviewing our progress to 2020 and on setting new targets that align with the results of our first materiality assessment.



Michael Patten
Group Human Resources and
Corporate Affairs Director

To 2030 and beyond...

On this journey of embedding sustainability we initially focused on implementing a robust system to capture and measure current activities. Our focus now is on the next phase of strategic development and target setting, to 2030 and beyond. Our 2019 materiality review identified the key challenges which will now determine our strategic focus with the aim of improving our overall performance in areas of climate change and social impact. This work combined with our partnership with Carbon Trust on target setting and value chain mapping, ensures that our new strategy will be informed by global scientific evidence and the targets being deployed in our sector.



Our People – See page 17

Indicator	Target 2020	FY 2019	Base year 2015	BUSINESS UNIT LEADERSHIP
Training to embed the Glanbia values	100% of employees	1,238 employees attended leadership and talent development programmes	Launch of renewed Purpose, Vision and Values	
People engagement	100% of employees	72% engagement - GLINT score	First global survey	GN – Suzhou (China) Best Employer Award
Maintain the highest possible global health and safety standards – using no Lost Time Case (LTC) as key benchmark	Adopt a systems-based approach (e.g. OHSAS 18001/ISO45001) Aim for zero Lost Time Case (LTC) and 30% reduction in Total Recordable Incident Rate (TRIR) by 2022	30% of reporting locations zero LTC Group Lost Time Incident Rate (LTIR) 0.45	No Group reporting	GPN – best practice health and safety reporting is standard setting across Glanbia



Our World – See page 26

Indicator	Target 2020	FY 2019	Base year 2015	BUSINESS UNIT LEADERSHIP
Operational energy efficiency & carbon mitigation	Develop action plan to lower carbon impact, in association with the Carbon Trust	4.6% reduction in energy use intensity	0.61 energy intensity	GN – Acquisition of Watson which uses 100% renewable electricity GI – Innovates with FarmGen - providing a turn-key solar powered energy solution to farmers
Water conservation and water quality management	8% reduction of water use	19.3% reduction in water use intensity	4.89 lts/kg	
Waste reduction	Zero waste to landfill where feasible GPN ambition of zero waste to landfill by year end 2018	Zero waste to landfill for GPN and GII sites		GPN – consumer reduce, reuse and recycle initiative
Adoption of common international standards across the Group	Adoption of ISO14001 as common standard across all facilities	12 sites certified to ISO 14001	2017 - 8 sites were certified to ISO 14001 and 2 to OHSAS 18001/ ISO 45001	



Our Supply Chain – See page 33

Indicator	Target 2020	FY 2019	Base year 2015	BUSINESS UNIT LEADERSHIP
Food quality and safety	Mitigate potential risks in our supply chain – via Glanbia Risk Management System	100% adoption of global food safety certification requirements 100% locations maintained or improved their individual site rating YOY		The Group Quality Leadership Team continues to drive excellence in food safety Global investigation excellence programme providing Root Cause Analysis review and sharing for quality incidences
Responsible sourcing	Ensure all suppliers adhere to the Group procurement policy and Code of Conduct	Updated the Group procurement policy and brought together the Group-wide procurement team	Launch year	GN – 52% of Idaho milk suppliers completed the Environmental Stewardship assessment in 2019
US dairy farm sustainability	Drive continuous improvement through US FARM animal welfare and Environment Stewardship programmes	52% of Idaho suppliers completed FARM ES assessment		GN – adopted the US Dairy Stewardship Commitment (Innovation Centre for US Dairy initiative)
Ireland dairy farm sustainability	100% of Glanbia Ireland suppliers certified to Origin Green	100% of suppliers certified to Origin Green	85% of Glanbia Ireland suppliers certified to Origin Green	GI – launched its third Open Source Future Farm knowledge- transfer programme
Non-dairy ingredients / product sustainability	Development of sustainability metrics to address material issues	Completion of carbon footprinting assessment across the Glanbia value chain		



•					
	Indicator	Target 2020	FY 2019	Base year 2015	BUSINESS UNIT LEADERSHIP
	Employment	Creation of sustainable employment	7,385 people directly employed Supporting 5,000 farm families	6,000 employees	
	Employee wellbeing	The provision of standardised health and wellness programmes for employees	50 sites took part in Glanbia's largest ever Workplace Wellbeing day	Launch year	Employee engagement score of 72% in line with international peers
•	Corporate Responsibility – sustainable nutrition	To leverage our extensive market insights and nutrition expertise into a defined, broader nutrition in society programme	Ongoing support for Breast Cancer Research 20,400 consumers engaged in GPN nutritional education programmes		GN – innovation in cheese ingredient technology to reduce salts and sodium levels in barrel cheese, while increasing calcium levels GPN – Fuelling champions (England Rugby team)
	Community engagement	Community partnerships focused on health and wellbeing	Expansion of the Breast Cancer Ireland Great Pink Run to Chicago – 12,000 participants at three runs in 2019	Community support focused on Idaho, USA, and Kilkenny Ireland	Support for Breast Cancer Research





With 7,385 employees, almost 50,000 registered shareholders, thousands of customers, suppliers and consumers, stakeholder engagement is of paramount importance to our business.

We believe that trust in our business and our reputation is driven by how we engage with these stakeholders on the issues that affect them and how we drive accountability and progress that is tangible to each group. A strong relationship with all of our stakeholders ensures the sustainable success of our business.

Communication of our plans, progress and key milestones is important and we engage with our principal stakeholders through a number of forums including employee engagement, supplier, customer and investor meetings, as well as through industry networks and formal reporting tools including the Carbon Disclosure Project (CDP).

A clear and transparent engagement process is vital for the feedback we require in order to develop innovation and sustainable growth.

Pictured: Jonathan Thompson – General Manager of Isopure



People



Significance

We have an experienced, diverse and dedicated workforce, which we recognise as a key asset of our business. We continually create the right environment to encourage and create opportunities for individuals and teams to realise their full potential.

SECTION 2: Partnerships & Goals

How we engage

- Communication through intranet, workplace meetings business townhalls, stand up meetings and employee
- Group MD and workforce Director participated in employee townhalls; and
- Focus on development training and succession planning.

2019 highlights

72% response rate to employee "Your Voice" engagement survey.

1,238 employees attended leadership and talent development programmes.

Consumers and customers



Significance

Our performance nutrition and lifestyle brands enjoy a loyal following across the globe. In GN, we build relationships with our customers by working collaboratively and developing products that meet consumer needs.

How we engage

- Consumers surveys;
- · Customer visits, industry conferences and a commitment to deliver on feedback: and
- · Category attitude and usage studies as well as brand health studies.

2019 highlights

GPN Global Consumer Insights commissioned over 30 consumer learning reports gaining a deeper understanding of consumer core needs, engagement and motivations across sports nutrition and lifestyle brands - including brand health tracking in seven key markets.

In its global innovation centres, GN experts worked side-byside with customers sharing ideas and insights.

Suppliers



Significance

As a global nutrition company, we are passionate about helping people understand how we deliver sustainable ingredients and brands in an efficient manner. Glanbia's supply chain spans procurement of raw materials, packaging and transport globally.

How we engage

- Ongoing dialogue via our commercial supply chain teams;
- · Assessments against our Supplier Code of Conduct including anti-bribery and anti-corruption, human rights and environmental policies; and
- Dedicated farm relations teams.

2019 highlights

Updated our Group-wide procurement policy.

100% of Irish dairy suppliers accredited to Origin Green and 52% of Idaho suppliers completed FARM Environmental Scheme assessment.

Shareholders



Significance

Glanbia is committed to maintaining constructive dialogue with shareholders and engages with them regularly to understand their concerns and ensure these are considered in its decisionmaking.

How we engage

- · Regular investor updates and meetings;
- Annual Report and Annual General Meeting; and
- Website (www.glanbia.com).

2019 highlights

300+ investor meetings throughout Europe and North America.

Presented at 12 investor conferences globally.

Society



Significance

We have a desire and responsibility to make a positive contribution to civil society. We believe in the value of working together with our communities and supporting charities and local community groups. Helping communities thrive and prosper is important to us as a business.

How we engage

- Staff volunteering;
- · Global and local event sponsorship; and
- GPN's Sports Nutrition School.

2019 highlights

€625,000 raised for Breast Cancer Ireland across Ireland and the US.

20,400 participants in GPN's education programme focusing on sports nutrition.

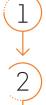
SECTION 1: All About Us **SECTION 4:** Governance **SECTION 2:** Partnerships & Goals **SECTION 3:** Delivering Value

Towards 2030 - Materiality Assessment Process and findings

To ensure our business is built on the basis of sustainability in the social, environmental and economic senses and that our focus remains relevant and connected to our stakeholder needs, in 2019 Glanbia completed its first Group materiality assessment. The purpose of this process was to clearly align sustainability with the expectations of our main stakeholders. To do this we consulted with approximately 200 of the Group's key stakeholders - including the Board, senior leadership, employees, suppliers, and customers with the goal of identifying priority issues and to inform our future strategy.

Materiality methodology

Our methodology followed three key stages. Engagement with priority stakeholder groups was through existing relationship channels and a quantitative survey. This survey was conducted worldwide, involving some 80 Glanbia employees, more than 100 professional stakeholders and 10 key customers. The topics were ranked according to their potential impact on the business and their importance for the interviewed stakeholders.



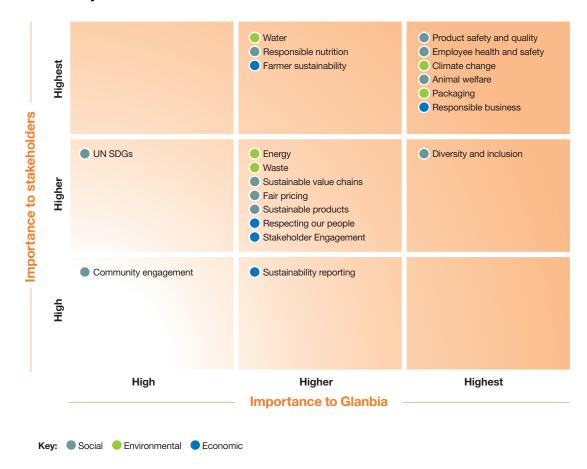
Identification of key materiality issues



Mapping of stakeholder concerns

Assessment and validation of results

Materiality Matrix



Based on the social, environmental and economic themes that emerged from the Materiality Matrix, we identified the 14 most material aspects for Glanbia.

SECTION 2: Partnerships & Goals

While many of these aspects are already addressed in our current Framework under the four pillars, as we progress to the next phase of sustainability, these aspects will be prioritised under business strategy pillars.

These themes will now assist in determining and defining the strategic focus for 2030, with the aim of improving overall performance in areas of climate change and social impact, contributing to delivering the Paris Agreement on climate change, and to delivering the UN Guiding Principles on Human Rights.



SOCIAL

Product safety and quality

Employee health and safety & respecting our people

Animal welfare

Responsible nutrition

Diversity and inclusion

Sustainable value chains and products

Fair pricing

Stakeholder engagement



ENVIRONMENTAL

Climate change

Packaging and waste

Water

Energy



ECONOMIC

Responsible business

Farmer sustainability



These themes, and specific material issues will also be reflected in how Glanbia continues to map progress against the United Nations Sustainable Development Goals (SDGs). The SDG's are a collection of 17 global goals designed to be a "blueprint to achieve a better and more sustainable future for all".

Based on the 14 material themes identified, Goals 2, 3, 12, and 13 have been adopted as being the most relevant areas where we as an organisation can meaningfully contribute and achieve progress.

In our next phase of strategy Glanbia will use these four SDG targets and indicators to measure progress and challenge our ambitions.



End hunger, achieve food security and improved nutrition and promote sustainable agriculture



Climate action



Responsible consumption and production



Good health and well being

Alignment of Glanbia Material Topics to UN SDGs



SOCIAL

TOPIC	DEFINITION	SDG
Product safety and quality	Safe products for people and the environment at all stages of the value chain – development, manufacturing, use and disposal.	3
	Accessibility, availability, and affordability of safe and nutritious food for healthy diets produced from sustainable food systems. Good practices of corporate governance and compliance with laws, regulations and company standards.	2, 12
	The Glanbia Quality approach focuses on the effective delivery of food products that meet international food safety standards & conventions, in order to safeguard human health.	16
Employee health and safety / respecting our people	Upholding of the principles set out in the Universal Declaration of Human Rights and the International Labour Organisation's core conventions.	8
Animal welfare	Glanbia promotes the responsible production of food through sustainable animal husbandry and farming practices . Dairy suppliers to Glanbia are either members of the US FARM animal welfare programme or are independently verified by Ireland's Sustainable Dairy Assurance Scheme on animal welfare standards.	12
Responsible nutrition	Glanbia focusses on consumer health and wellness – through our innovation pipeline and education programmes - reflects WHO and Government targets. We are committed to improved nutrition and sustainable agriculture.	2
	Glanbia applies cutting-edge science and food technology to evolve and drive innovation and responsible consumption. We also endeavour to Improve access to nutrition by developing affordable products designed to meet specific nutritional needs.	
Diversity and inclusion	As an employer of over 7,300 people Glanbia recognises the importance of diversity and is committed to the promotion of workplace diversity.	10
Sustainable value chains &	Glanbia completed a value chain assessment to understand our total value chain carbon footprint.	16, 13
products	Responsible production and consumption is core to our purpose of delivering better nutrition for every step of life's journey. Our vision is for accessibility, availability and affordability of safe and nutritious food for healthy diets produced from sustainable food systems.	2, 12
Fair pricing	Glanbia upholds the principles set out in the Universal Declaration of Human Rights and the International Labour Organisation's core conventions.	16, 8
Stakeholder engagement	Glanbia is committed to engagement, open discussions and collaborations with stakeholders to tackle pressing sustainability challenges.	17



ENVIRONMENTAL

TOPIC	DEFINITION	SDG
Climate change	From sourcing raw materials, to logistics, to the day-to-day operations, Glanbia is committed to the reduction of greenhouse gas emissions, including mitigating the impact of methane. Glanbia is working with Carbon Trust to develop carbon reduction targets and support on-farm efforts in the same direction.	13, 2
Packaging and waste	Making the most of resources while reducing waste and minimising the impact on the environment. Glanbia adopts environmental responsibly programmes across all our production processes.	2, 12
	Our ambition is to achieve zero waste to landfill for all business units where possible – which has already been achieved by GPN. GPN has also adopted a waste focus on the full supply chain and is encouraging consumers to recycle and reduce waste.	12
Water	Through a focused Group wide programme, Glanbia is reducing water use and progressively improving water quality and efficiency in our facilities.	6
Energy	Through a Group wide environmental programme, Glanbia is focusing on renewable energy and improving energy productivity.	7



ECONOMIC

TOPIC	DEFINITION	SDG
Responsible business	Glanbia applies good practices of corporate governance and compliance with laws, regulations and company standards across all jurisdictions.	16
Farmer sustainabilty	We are committed to sustainable agriculture in harmony with nature. We advocate for responsible production and consumption through multi-stakeholder industry collaboration.	12





SECTION 1: All About Us

Our Vision

To develop the talent, culture and values of Glanbia, within an inclusive framework that protects and develops our people, respects the wider community and upholds international human rights.





Our People

SECTION 1: All About Us

Indicator	Target 2020	FY 2019	Base year 2015	BUSINESS UNIT LEADERSHIP
Training to embed the Glanbia values	100% of employees	1,238 employees attended leadership and talent development programmes	Launch of renewed Purpose, Vision and Values	
People engagement	100% of employees	72% engagement - GLINT score	First global survey	GN – Suzhou (China) Best Employer Award

Glanbia's people are our most important resource. Their energy, expertise, teamwork, integrity and passion underpin our strategy and future potential.



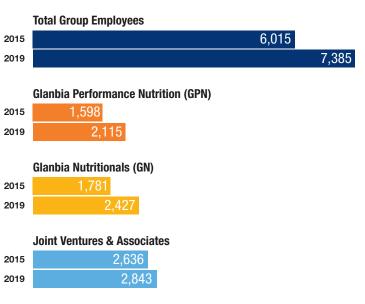
Through the sustainable growth of our business we contribute to Goal 8 (decent work and economic growth) and 11 (sustainable cities and communities)



Global employee base

In 2019, total Group employees, including Joint Ventures, increased to 7,385 people based in 34 countries. Glanbia Performance Nutrition (GPN) had 2,115 employees during the year. Glanbia Nutritionals (GN) employed 2,427 people including the addition of 295 from Watson. Our Joint Ventures had 2,843 employees in 2019.

SECTION 4: Governance



*Includes the addition of 62 new employees from Slim Fast, which was acquired by the Group in November 2018

Culture and engagement

Given the size of Glanbia and the scale and global reach of our teams encouraging engagement with our culture and vision for the future is an important focus. In 2019, the "Our Glanbia" roadshow project extended its global reach and saw our Group MD Siobhán Talbot and members of the Group Operating Executive visit a total of 29 sites across the US, Europe and Asia Pacific, conducting 36 townhall meetings and interacting directly with more than 3,000 employees across the Group. Recognition was a key focus of the roadshow events, with more than 120 awards presented to employees and teams across the Group, recognising their commitment to our values in action.

In line with the new UK Corporate Governance Code, in 2018 the Board agreed that Non-Executive Director Donard Gaynor would assume responsibility for workforce engagement. During 2019, Donard engaged with a broad representation of the workforce at townhall meetings and regional and market visits where he accompanied various members of the Glanbia leadership team. Furthermore, he reviewed the results of the Your Voice engagement survey and will be involved in providing strategic input to key initiatives arising from the survey findings.

Listening to our people

Our people are fundamental to delivering success for Glanbia and we are committed to fostering a culture where our employees are motivated, empowered and supported to perform to the best of their ability.

Listening to and acting on employee feedback is a fundamental part of our "Showing Respect" values. Feedback from previous "Your Voice" surveys led to a number of significant learning and development, and engagement initiatives being implemented across the organisation.

The Your Voice survey conducted by Glint, in January 2020, shows that engagement levels remain in line with industry benchmarks and that pride in Glanbias products and services among our employees remains strong. In addition, almost 80 % of Glanbia employees feel safe in their workplace and feel comfortable being themselves at work. Insights from the recent survey will continue to inform our ways of working, developing engagement strategies and leadership development programmes to make sure that Glanbia continues to be a great place to work. Areas for improvement identified in the survey include developing career pathways, improving organisational agility and enhancing communications delivery across the organisation and these areas for improvement will receive significant attention in the coming year.

Employee engagement score

Contributing to the success of Glanbia

80%

know how they contribute to Glanbia's success

Comfortable to be themselves

78%

agreed with the statement "I feel comfortable being myself at work"

Meaningful work

77%

feel the work they do is meaningful

Creating and sustaining a diverse and inclusive culture is core to our purpose.

In 2019, we continued to develop our policy framework to make Glanbia a place where every employee has the freedom to succeed regardless of age, status, gender, ethnicity, or any other attribute. In 2019, the Diversity & Inclusion Strategy Working Group was established with representatives from each business unit, with a mandate to develop Glanbia's strategy in this area. Our Group Finance Director is sponsoring this work at Executive level and the Group expects to deliver its recommendations during 2020. We also marked initiatives including International Women's Day, Pride and World Mental Health Day in 2019.

Gender equality

The Board and Glanbia Operating Executive are committed to gender equality throughout the organisation. During 2019 an analysis of gender representation and gender pay was undertaken. Insights and recommendations were presented to the Board and Glanbia Operating Executive. Further work in this area will continue to ensure proactive monitoring and management for equitable gender representation and pay. Glanbia will formally report on gender pay for 2020 based on incoming Irish legislative requirements.

Parental benefit

In 2019 Glanbia enhanced parental leave benefits for all employees in the US and also implemented improvement to parental leave entitlements in Ireland.

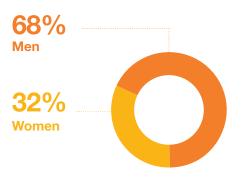


In support of the UN Sustainable Development Goal (SDG 5) that addresses gender equality, Glanbia is committed to improving gender balance and female leadership development, engagement and retention across all functions and management levels.

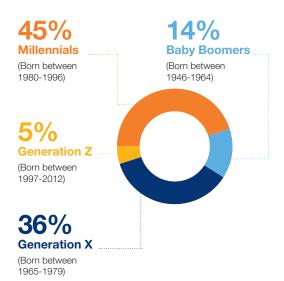


During 2019 GN was recognised as one of the best employers in Suzhou, China when it was granted the Greater Suzhou Best Employer Award. This prestigious award is granted to companies who meet the criteria set by Government representatives, media, trade unions and HR experts. Five key elements were reviewed – Employer Development, Company Culture, Learning & Development, Employee Relations, and Compensation & Benefits. Glanbia joins a select group of other winners, including Bosch, Samsung, GE and Avery Dennison.

Total employee gender split



Number of employees by age



In 2019 our Talent Centre of Excellence continued to focus on anticipating and responding to the talent needs of the organisation, particularly in relation to leadership development. Across the organisation, more than 1,200 Leadership Development training days took place, including "Leading the Glanbia Way" and Reverse Mentoring. Glanbia now operates a suite of development programmes for all leadership levels across the Group.

In 2019, the Group also completed a comprehensive talent and succession review, our Organisation & People review (OPR), which assesses succession bench strength and emerging issues in our talent planning. This year the OPR covered 1,275 positions across the Group.

In addition, Glanbia Performance Nutrition (GPN) undertook several talent development initiatives including developing over 100 leaders in First Line supervisor Training Programme, continuing to cultivate early talent through graduate and intern hiring and structured rotations and developing career pathways and competency models for our product management, R&D and HR teams. In GPN, work across functions and regions was undertaken, centred on developing engagement and communication skills to create high performing teams and building a stronger culture.

Pure Ambition Graduate Programme

In 2019 Glanbia embarked on a review of our early career talent programme to ensure that it meets the changing needs of our future organisation. Engaging with internal and external stakeholders, we benchmarked against other organisations and gathered insights from current and former associates. The output of this process was the development of a new global early career talent framework aligned to the needs of our organisation, which will be rolled out in 2020. More than two-thirds of graduates stay with the organisation for five years or more after the completion of the graduate programme according to our most recent review.





Emina Dobardzic

EU Sales Manager for Amazing Grass

Design thinking – "SPARK" adding value for graduates and GPN

If innovation is to be one of the key foundations for global sustainable business growth, then we must look for new ways of solving problems and creating value through innovation and thinking from a design perspective. Spark is an immersive design thinking experience workshop facilitated by IBM which Glanbia introduced for graduates in 2018. The Spark concept is anchored in a deep understanding of our user – or "Persona".

In 2019 Spark again challenged the graduates to solve real world Glanbia business issues. One of these case studies was a sustainability challenge from Amazing Grass where two of the four teams were tasked to find solutions through design thinking.

Emina Domarzic, the EMEA Commercial lead for Amazing Grass, was one of the "personas" who brought her real-life challenge to the graduates. Emina wanted to build a long-term strategic partnership with a major UK retailer focusing on consumer trends around sustainability and particularly the trend around sustainable packaging.

Over the course of an intensive three days, graduates collaborated with Glanbia Senior Leader Mentors and the business unit "personas". Based on the Amazing Grass ethos – which is that food is one of our most valuable tools for influencing both personal and planetary health, the winning team responded to Emina's brief, with an innovative single use Amazing Grass dispenser. Aligning the consumer trend for greener packaging solutions with the sustainability needs of the high street retailer in question, this "Environmen" team built a prototype single use Amazing Grass dispenser over the three days.

Group MD Siobhán Talbot, who led the judging panel, selected "Enviromen" as overall winners and commended the team for their innovative and intuitive approach to the brief.



Thank you for inviting Amazing Grass and myself to the Spark project – it was a great pleasure to meet everyone and work with our graduates – who were brilliant. The outcomes from SPARK helped us as a business to sharpen our sustainability message and focus. Great products are more than just about what's on the inside. Packaging may perform an important function. Through the use of design thinking, the graduates thought of a sustainable product refill dispenser solution for a key UK customer. While this idea hasn't been rolled out yet in practice, we are currently in the process of replacing our product packaging with a more sustainable and recyclable version and may look toward refill solutions in future.





Our People

Indicator

Maintain the highest possible global health and safety standards – using no Lost Time Case (LTC) as key benchmark

Target 2020

Adopt a systems-based approach (e.g. OHSAS 18001/ISO45001) Aim for zero Lost Time Case (LTC) and 30% reduction in Total Recordable Incident Rate (TRIR) by 2022

FY 2019

30% of reporting locations zero LTC Group Lost Time Incident Rate (LTIR) 0.45

Base year 2015

No Group reporting

BUSINESS UNIT LEADERSHIP

GPN – best practice health and safety reporting is standard setting across Glanbia

Health & Safety

Our Vision

To safeguard the health, safety and wellness of employees, customers and our community, by pursuing 'Zero Harm'.



Good health and well being

Throughout 2019, we continued to deepen and enhance our Health and Safety reporting standards, with all sites now reporting on a single, standard global platform. The Health and Safety Leadership Team delivered group-wide standards, including the launch of a Glanbia wide Root Cause Analysis module, and a standardised risk assessment tool, "Job Safety Analysis". The application of these tools will enhance our ability to detect and eventually prevent workplace risks that could result in injury and drive practical solutions to collectively solve issues that become apparent.

Our TRIR for the plc, excluding JVs, improved by 12% at 1.89 incidents per 200,000 hours worked, versus 2018 (2.15 incidents per 200,000 hours). Our Group-wide TRIR for 2019 was 2.32. All Glanbia sites outside of target have now been reviewed and in 2020 will have improvement plans in place to be reviewed bi-annually by our Corporate Responsibility Council (CRC). Progress in these areas will be reported on an on-going basis.

Occupational Health and Safety

Global Total Recordable Incident Rate (TRIR)

2018 2.15 per 200,000 hours	2019 2.32 per 200,000 hours
Lost Time Incident Rate (LTIR)	
2018	2019
0.93	1.09
per 200,000 hours	per 200,000 hours

Global security - Protecting people and sites

Our safety programme is comprehensive and reviewed regularly and includes protection of our sites against all types of threats, from sabotage to natural disasters. Since the year end we have responded to the Covid-19 pandemic through a Group wide health and safety biosecurity programme.

In February 2020 we stood up a global crisis management process to manage this unprecedented situation while protecting our 7,400 people and our business.

Group Business Continuity Planning (BCP) was chaired by the Group MD, Siobhán Talbot and comprised a Group Crisis Command Team (CCT), as well as BU BCP. The global CCT comprised of leaders from across the business with expertise in areas including but not limited to: health and safety; food quality and safety; site protection; employee welfare and protection; threat and risk assessment and communications. This team convened daily and established a global Site Protection Policy across all operating and administrative sites.

Some of the key measures included:

- Covid-19 communication help line
- Occupational health support for employees
- Heightened cleaning and sanitation
- Temperature checking at point of entry at operations sites
- Business travel banned for a period and slowly re-introduced on an 'essential travel only' basis
- A global Return to Work protocol to ensure screening of employees who have travelled through or to a high-risk area
- Remote working where possible
- Social-distancing across our operations
- Cancellation of all large "face to face" meetings
- Strict external visitor protocols implemented
- Unwell employee protocol launched

Glanbia Covid-19 workplace data (reported between 1 March and 31 May 2020)

Timeline	Business continuity planning meetings at site level	Employees working remotely/using technology	Wellbeing communications with employees	Sites that have implemented thermal testing
1 March 2020	Monthly	c11%	3 – 4 times per week	0
31 May 2020	Daily	c54%	Daily	47





GPN leads the way

During the 2019 annual meeting of Group sustainability subject matter experts, attended by the Group MD, Siobhán Talbot, GPN was recognised for its approach to leadership in health and safety reporting.

The data rich content of the GPN quarterly reporting and ownership at site was cited as an example of best practice for the Group

Recordable Injury/Illness by Area (Top 3)



47% Packaging



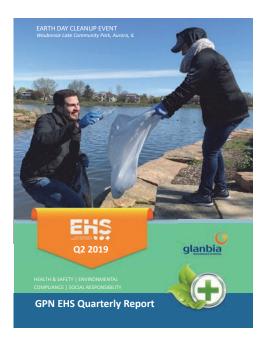
16% Blending



77% Shipping & Receiving "To continue to win and grow in a safe, healthy and sustainable manner, we developed a robust quarterly reporting system, which underpins health and safety for employees, contractors and business partners. The health and safety data management is a core element of our strategic priority of achieving operational excellence. This is ongoing as we have and will continue to monitor and improve a global Environmental, Health and Safety (EHS) management system. Many incidents are preventable, and a safe and healthy workplace is the responsibility of all of us. To ensure attention to these imperatives, GPN employees are empowered to report all EHS concerns and participate in the corrective action process through safety action teams."



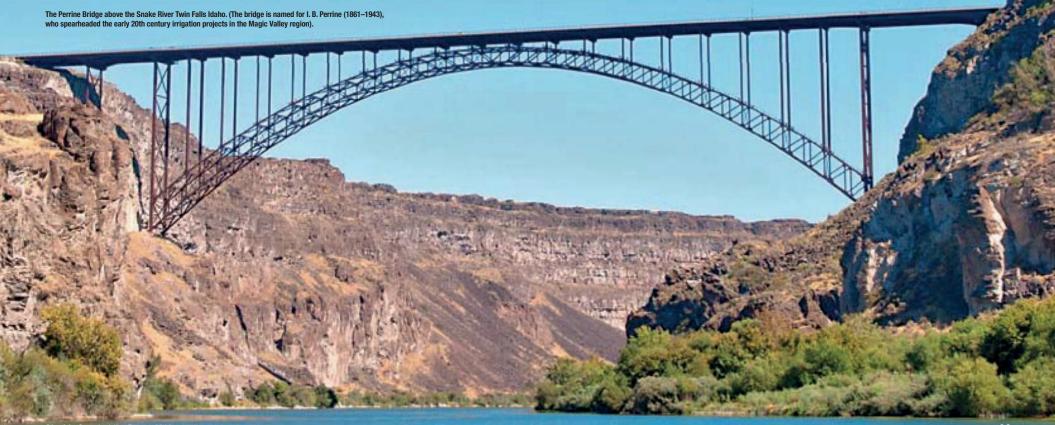
Craig Martin
Environmental, Health, Safety, and
Sustainability Director, GPN





Our Vision

To protect the environment through strong, responsible stewardship.



Glanbia Sustainability Report 2019 – Adding Value for Life



Indicator	Target 2020	FY 2019	Base year 2015	BUSINESS UNIT LEADERSHIP
Operational energy efficiency & carbon mitigation	Develop action plan to lower carbon impact, in association with the Carbon Trust	4.6% reduction in energy use intensity	0.61 energy intensity	GN – Acquisition of Watson which uses 100% renewable electricity GI – Innovates with FarmGen - providing a turn-key solar powered energy solution to farmers
Water conservation and water quality management	8% reduction of water use	19.3% reduction in water use intensity	4.89 lts/kg	
Waste reduction	Zero waste to landfill where feasible GPN ambition of zero waste to landfill by year end 2018	Zero waste to landfill for GPN and GII sites		GPN – consumer reduce, reuse and recycle initiative
Adoption of common international standards across the Group	Adoption of ISO14001 as common standard across all facilities	12 sites certified to ISO 14001	2017 - 8 sites were certified to ISO 14001 and 2 to OHSAS 18001/ ISO 45001	

A solid foundation



Through a focused Group wide programme, Glanbia is reducing water use and progressively improving water quality and efficiency in our facilities.



We adopt environmentally responsible programmes across all our production processes.

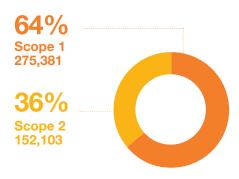


Glanbia is working with Carbon Trust to develop carbon reduction targets and supporting on-farm efforts in the same direction. Since we began Group-wide data collection in 2015 we successfully achieved the targets we set on water use and waste and recorded progress on energy use reduction.

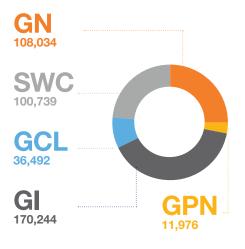
Taking account of the Carbon Trust recommendations we deployed Intelex, the Environmental Health & Safety management software to report on the key measures required.

Today all operating sites are reporting on water, waste and energy use. Intelex delivers improved dashboards on progress against targets and allows in-depth analysis of the data behind the material focus areas by site or Business Unit. An example is how combusted energy is analysed by the type of energy used, the nature of the source, background conversion factors relevant to the location and on-site energy production. As a result, we were able to build a carbon footprint with the oversight of the Carbon Trust. This data granularity is a critical pillar to evolving a new strategy in 2020.

CO₂ emissions by scope (tonnes)



CO₂ emissions by Business Unit (tonnes)



KPIs

Organisationally there are targets for water, energy and waste. In addition to these group-wide metrics each business unit has its own internal targets for its most material elements for the same time period of 2015 to 2020.

Waste

In 2018 we reported that GPN achieved its target of zero waste to landfill for all operating sites. That ambition was set in 2016 and was delivered ahead of schedule. Glanbia Nutritionals specialty operation sites are embarking on a similar ambition in 2020.

Water

Our ambition was to reduce water use intensity by 8% from our 2015 baseline. In 2019 we successfully achieved a water use intensity reduction of 19% over the 2015 baseline. While this water reduction remains significantly ahead of target, it is however slightly behind 2018 (24%).

Energy

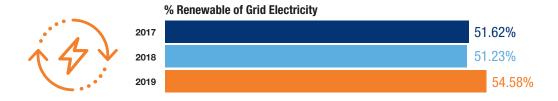
Energy use intensity continues to show a reduction over 2015. In 2019 54.6% of our energy was from renewable sources.

Greenhouse Gasses

In 2018 we reported our carbon footprint across all operating sites. That effort was supported by the oversight of the Carbon Trust and our consultants Harbor Environmental and Safety. Our 2019 Carbon footprint shows Scope 1 (direct emissions from our operations) and Scope 2 (indirect emissions generated by the electricity consumer and purchased by Glanbia) emissions, which resulted in a 1.5% reduction on our 2018 footprint. The value chain project conducted in 2019 shows the total carbon footprint beyond our operations. Two years of GHG emissions data, allied to continuous improvement in Intelex functionality and analysis, provides insights on our most material considerations for reducing our Scope 1 and Scope 2 emissions.

Going forward, in order to meet our targets we will continue to pursue a renewable energy procurement focus as 36% of our footprint is attributable to purchased electricity.

Renewable Energy





Acquisition of Watson Inc – A Champion of Energy Reduction since 2015

Our newest team member - Watson Inc – founded in 1939 - is one of the highest quality suppliers of products and services geared towards enhancing human health and nutrition around the world. They are a leader in developing quality products and ingredient systems for the food and supplement industries. Specific expertise in microencapsulation, spray drying and film technology have made them a significant player on the market. Small innovations can lead to huge improvements in efficiency, energy usage and drive savings at company, stakeholder and societal level.

Watson is a company with a long history of successful energy reduction policies. It has been a user of 100% renewable electricity since 2010. Since 2015 (the Glanbia base year) Watson reduced electrical energy consumption by c25% while growing the business. This has resulted in a saving of 8% of annual electrical consumption through lighting retrofits.



On-farm solar energy in Ireland

In 2019 Glanbia Ireland continued to launch a range of innovative schemes for its farmer suppliers, including "FarmGen" a new initiative in partnership with energy companies, to bring a renewable solar energy solution to the market. Working in partnership with SSE Airtricity and Activ8 Solar Energies, FarmGen provides a turn-key solar powered energy solution to GI farmers.

This technology – currently in roll out phase - will help farmers grow their business sustainably into the future while improving energy efficiency on the farm and reducing bills. Following rooftop installation, FarmGen's 6Kw Solar PV system will help power energy-intensive processes on farm, reducing the costs of milk cooling, vacuum pumps and water heating. Combined these three processes account for around 80% of total milk parlour energy consumption.

As part of the solar offering, farms will also have export meters installed that enable them to potentially profit from future incentives to return electricity on to the grid.

In advance of this measure, SSE Airtricity will provide an annual export rebate to FarmGen customers, as well as preferential energy rates on their 100% green energy.

This is a perfect fit with the Government's climate plan and ambition

Michael Creed

Minister of Agriculture, Food & the Marine



GPN brands lead the way on packaging and waste

Environmental impact is considered among Sports Nutrition consumers

Younger generations are even willing to pay more for products and services that are eco-friendly.

43%

of protein powder consumers rank packaging recyclability as an important factor when decinding brands to purchase

% who agree that they would pay more for eco-friendly products

58%

61%

Gen Z (16-21)

Millennials (22-35)

55%

61%

Gen X (36-54)

Baby Boomers (55-64)



Having achieved its target of zero waste to landfill in 2019, GPN moved its focus from operations to its brands during 2019.

GPN's sustainability vision is to inspire people to achieve their performance and healthy lifestyle goals while offering solutions to reduce, reuse and recycle packaging. GPN is currently setting targets against all metrics.

Our 2019 Carbon Disclosure Project (CDP) Score

The Carbon Disclosure Project (CDP) provides a globally recognised, transparent and independently evaluated disclosure system that enables companies to assess, disclose and manage their environmental metrics.

In 2019 Glanbia submitted a Group-wide response to CDPs climate change (including supplier engagement) and water use questionnaires. In the interest of transparency, we made our disclosure available to investors on the CDP portal.

Overall we continue to demonstrate a solid performance, however, our climate change score is below the sector average. A score of D on climate change acknowledges that we disclose, but to move to a higher ranking CDP requires further evidence of co-ordinated action and implementation of best practice, which we are addressing in our 2030 strategy. Specifically CDP

feedback highlights the need to accelerate our ambitions on emission reduction initiatives and target setting. We are confident our central strategic projects including science-based targets and value chain mapping, position us to improve relative to the sector average by directly addressing the limiting factors of the CDP result. With our current strategy coming to its conclusion 2020 we will leverage these insights to the next phase to 2030 and beyond.

SECTION 4: Governance

2030

With phase one of our strategy completed, in 2019 we built the cornerstones for the next phase of our sustainability strategy. The materiality study combined with target exploration and value chain mapping conducted with the Carbon Trust, inform the priority areas for our ambition to 2030 and beyond.



	Climate change	Water	Supplier Engagement Rating
Glanbia plc 2019	D	B-	B-
Sector average 2019	С	В	С



Our Vision

To sustainably source all raw materials in line with the principles of ethical business set out in the Glanbia Code of Conduct.





Our Supply Chain

Indicator		Target 2020	FY 2019	Base year 2015	BUSINESS UNIT LEADERSHIP
Food quality	and safety	Mitigate potential risks in our supply chain – via Glanbia Risk Management System	100% adoption of global food safety certification requirements 100% locations maintained or improved their individual site rating YOY		The Group Quality Leadership Team continues to drive excellence in food safety Global investigation excellence programme providing Root Cause Analysis review and sharing for quality incidences
Responsible	esourcing	Ensure all suppliers adhere to the Group procurement policy and Code of Conduct	Updated the Group procurement policy and brought together the Group-wide procurement team	Launch year	GN – 52% of Idaho milk suppliers completed the Environmental Stewardship assessment in 2019
US dairy farm	m sustainability	Drive continuous improvement through US FARM animal welfare and Environment Stewardship programmes	52% of Idaho suppliers completed FARM ES assessment		GN – adopted the US Dairy Stewardship Commitment (Innovation Centre for US Dairy initiative)
Ireland dairy	y farm sustainability	100% of Glanbia Ireland suppliers certified to Origin Green	100% of suppliers certified to Origin Green	85% of Glanbia Ireland suppliers certified to Origin Green	GI – launched its third Open Source Future Farm knowledge- transfer programme
Non-dairy in sustainabilit	ngredients / product ty	Development of sustainability metrics to address material issues	Completion of carbon footprinting assessment across the Glanbia value chain		



End hunger, achieve food security and improved nutrition and promote sustainable agriculture.



Our values and policies reflect our contribution to UN SDG 10.



We advocate for responsible production and consumption through multi-stakeholder industry collaboration.



Through our on-farm programmes we are working to enhance life on land (including biodiversity).

Glanbia's approach to its supply chain focuses on the relationships we maintain with our customers and suppliers. Key areas of focus include sustainable procurement practices, products & services that have defined sustainability attributes and the ways in which Glanbia provides services for a diverse range of needs across its rapidly growing and evolving customer base. In particular for Glanbia we prioritise how we engage our suppliers in improving sustainability by working with them to reduce their environmental footprints.

Responsible Sourcing

Glanbias supply chain spans procurement of raw materials, packaging, transport and other services globally. In 2019 we updated our group-wide

procurement policy and brought together a group-wide procurement team. The Group Procurement Policy sets our expectations of our suppliers and follows the principles of ethical business set out in the Glanbia Code of Conduct.

Glanbia requires our suppliers to be compliant with the laws, regulations and social customs of the countries in which they operate and with all global human rights, labour and environmental health and safety regulations. As we have evolved our non-financial policies so too have we increased our requirements from our suppliers.

A values led commitment to respecting human rights

Treating people with dignity and respect is core to Glanbia. Our policy is grounded in the UN Guiding Principles on Business and Human Rights. This Policy applies to all Glanbia employees, others acting on Glanbia's behalf and our suppliers.

Principles:



Glanbia conducts its business in a manner that respects the rights and dignity of all people, complying with all applicable laws and regulations.



We foster openness and dialogue with our business and major supply chain partners to identify, prevent and mitigate potential human rights impacts. We are committed to working with our suppliers to uphold the principles of this Policy.



Glanbia Human Resources is responsible for the creation, administration, education, updating and communication of this Policy. All employees are responsible for considering the impact of this Policy on their day to day work practices and are expected to apply and support the principles.



As a Group, we use the relevant structures in place across our global operations to appropriately manage human rights issues.



Employees are expected to report any situation in which a human rights infringement is suspected. When it is difficult or impractical for an employee to raise a concern with the Group, we also have a hotline service that allows employees to report the issue confidentially.



Violation of this Policy or the refusal to co-operate will result in disciplinary action up to and including termination and referral to the appropriate authorities. We reserve the right to cease relationships with suppliers who infringe on this Policy as warranted.

Safe products for every step of life's journey

During 2019 we continued our commitment to excellence in food safety and quality and marked four years since setting up of our centre of Excellence; the Quality Leadership Team (QLT) in 2015.

The Glanbia Quality System (GQS)

Our food safety code of practice – has continued to develop new policies and standards to address areas relevant to our businesses. In 2019, we launched a Merger and Acquisition Due Diligence Standard, aimed at ensuring our prospective and newly acquired businesses integrate into the Glanbia family and apply the same cross business principles we have developed for our existing manufacturing sites. We completed audits to the 12 core policies of the GQS (completing nearly 250 such assessments in this review cycle) to drive improvement in topics central to food safety. We completed 95% of all planned audits and have an 88% proficiency rate for these audits in 2019. In addition, a Group-wide policy for sustaining a globally recognised quality and food safety certification at all our manufacturing sites has achieved 97% compliance.

We also continued the "Investigative Excellence" initiative to drive a culture of best practice food quality. This policy requires a global approach to logging of all potentially significant quality incidences and requires a completed Root Cause Analysis (RCA) of acceptable quality, and a post-case review/ close out. In 2019 we have achieved a 97% success rate on this programme and added a regular forum to review/discuss RCA

amongst the expert community across the Group. 2019 also saw a group-wide effort to aggregate and improve standards to deliver infant nutrition excellence that will carry forward into 2020. This reinforced our commitment to excellence in this highly important category of the most sensitive consumers. Like our H&S programmes, we will further embed our global GQS reporting and action plans including tracking into our single global platform.

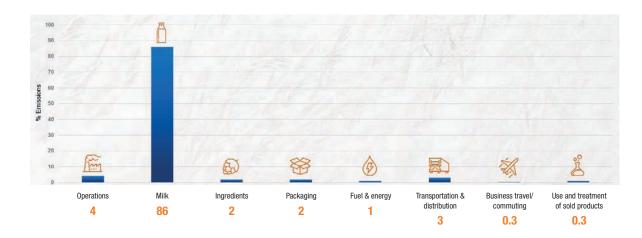
Value chain

Dairy is in our DNA but as our business has grown in ambition so too has the scope and complexity of our value chain including non-dairy ingredients and products.

In 2019 Glanbia worked with the Carbon Trust to map our value chain. The value chain mapping project is integral to developing our future ambition as we move beyond the current 2020 sustainability targets while ensuring our focus is on the most material impact areas upstream and downstream. The project delivered a detailed mapping, including our own operations (Scope 1 & 2), and 15 of the most material Scope 3 categories (outside our operations) as recommended by the Carbon Trust based on the Greenhouse Gas (GHG) protocol.

Unsurprisingly, given our sector, the most material aspect in transitioning to a low carbon economy, is our dairy sourcing, with over 89% of total carbon emissions in our value chain attributable to purchased milk. This data reaffirms our long-standing prioritisation and dedication to on-farm improvement to mitigate these figures. Our operations account for 4% of total value chain carbon emissions.

Whilst relatively speaking a much smaller factor, packaging (2.1% of total value chain emissions) is a further material consideration for the next phase in our strategy going forward.

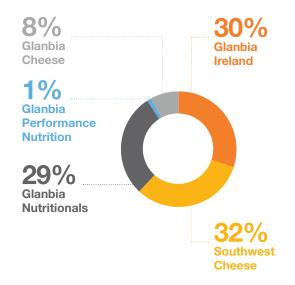


c90% of GHG emissions from dairy farms

When we look at our value chain, almost 90% of our greenhouse gas emissions come from farm so the most material issue for Glanbia, and indeed for the whole dairy industry, is greenhouse gas mitigation at farm level.

Glanbia's value chain footprint is dominated by its milk processing business divisions

Glanbia Ireland, Glanbia Nutritionals and Southwest Cheese make up 91% of Glanbia's value chain GHG impact.



Sustainable dairy supply

We are 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. Historically we have reported on our efforts to drive on-farm improvement for sustainable dairy production. The value chain project underscores the importance of this effort whilst the scale of the challenge in global decarbonisation means we won't be alone in our efforts. Glanbia has been a thought leader in the development of sustainability programmes and driving best practice in partnerships including with Bord Bia (Irish Food Board) and the Innovation Centre for US Dairy. In 2019 that work continued, with the global demands pushing everyone in the supply chain for an acceleration of ambition and effort.

Today's consumer is highly educated and has a higher interest in food origin than ever before; they want to know nutritional value, how it is produced, who's producing it, how the farmers treat their animals and employees, and environmental impact.

In the US, the Farmers Assuring Responsible Management (FARM) programme demonstrates to customers and consumers that 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.

Sustainable US milk production

Glanbia has supported the US Farmers Assuring Responsible Management (FARM) since its inception when the primary focus was animal welfare. FARM Animal Care (AC), continues as a cornerstone of the dairy assurance programme and Glanbia conducts formal evaluations on a rotating basis across all patron dairy farms.

The FARM programme has expanded in scope to include Environmental Stewardship (FARM ES). FARM ES is a model that calculates the dairy industry carbon and energy footprint. The FARM ES module requires a web or application entry on farm across 46 input areas and generates the GHG and energy use intensity and changes over time. As with Origin Green, Irelands national sustainability programme, FARM ES gives farmers the tools to track progress, identify potential efficiency gains and assess against best in class local and national performance. We continue to work with our farmer suppliers on the roll out of FARM ES with over 52% of Idaho suppliers for example completing a FARM ES assessment in 2019.

In 2019 Glanbia Nutritionals, having been engaged as a thought leader through the ES committee of the Innovation Centre for US Dairy adopted the US Dairy Stewardship Commitment. The Commitment allows US dairy to document and demonstrate progress in material sustainability areas. By signing

the Commitment, Glanbia has agreed to follow a rigorous set of standards to demonstrate positive impact. FARM ES allows US dairy aggregate data and track against progress. In 2019 Glanbia played a significant leadership role in the deployment of a US-wide processor reporting tool. The reporting is rolling out with the majority of US dairy processors and co-operatives already committed to uploading their environmental data. When viewed in its entirety the FARM ES tool allied to the dairy processor reporting allows US dairy to plot and report progress against an ambitious direction on emissions to ensure the sector meets the demands of consumers and the overriding imperative of carbon reduction.





Barbara O'Brien

President, Innovation Center for U.S. Dairy

We applaud Glanbia for their leadership and commitment to sustainable production, as demonstrated through their engagement in the U.S. Dairy Sustainability Alliance and their adoption of the U.S. Dairy Stewardship Commitment. Glanbia recognises the hard work dairy farmers have put into improving on-farm sustainability and is dedicated to working collaboratively across the dairy community to develop, measure and report on industry-wide sustainability goals that protect our planet and ensure access to nutrient-rich dairy foods.



Glanbia supports sustainable dairy research in the semi-arid environment in the USA's third largest dairy producing state, Idaho.

Glanbia Nutritionals is one of the sponsors of a new research organisation at the University of Idaho called CAFE - the Idaho Center for Agriculture, Food and the Environment. CAFE was established in 2019 to support sustainable dairy production in Idaho and will be unique in that it will be the largest U.S. dairy research centre – with a a herd size of 2,000 animals (average size of a herd in Idaho) and 1,000 acres of associated cropland. While research data generated at CAFE will have broad implications across the U.S., the semi-arid environment where most of Glanbia's US milk is located will make CAFE's research indispensable in the water-constrained West. CAFE's location, herd size and research scope make it uniquely positioned to address real-world issues facing the dairy and food processing industries.

The development also consists of 1,200 additional acres for complementary agronomic research, feed production, and nutrient management – in addition to a food processing pilot plant to be located in Twin Falls. The location in central Idaho also has the potential for the centre to become a destination location for tourists and the general public. [CAFÉ will include an interactive discovery space, conference rooms, labs and offices for faculty, classrooms, student dorms, and an animal pavilion.]

The research dairy will eventually have 2,000 cows and 1,000 acres of associated cropland The CAFE Discovery Complex will be on Highway 93 north of the intersection of Interstate 84 at the Crossroads Point Business Center a few miles north of Twin Falls. It will include a public visitor center, faculty offices, laboratories, classrooms and faculty and student housing.

On farm sustainability for Glanbia Ireland

All Glanbia's Irish dairy suppliers are accredited to Origin Green. The programme involves audits as part of the Sustainable Dairy Assurance Scheme (SDAS), ensuring highly sustainable and responsible sourcing in our supply chain. Our milk advisory team works closely with suppliers on milk quality, sustainability and farm development as well as planning for the future in terms of finances, expansion and succession planning.

In 2019, Glanbia announced the third Open Source® Future Farm Programme – an Irish Government (Teagasc) and Glanbia Ireland knowledge transfer pilot programme. A key objective of this pilot – which is based around 11 demonstration farms – is to help farmers implement changes to ensure that their environmental footprint is in line with the aims of the National Climate Action Plan. It will also provide strong insights for other farmers on streamlining their farming operations to deliver lean management practices, whilst also supporting the health and wellbeing of the farmer.









Fred & Mervyn McCann

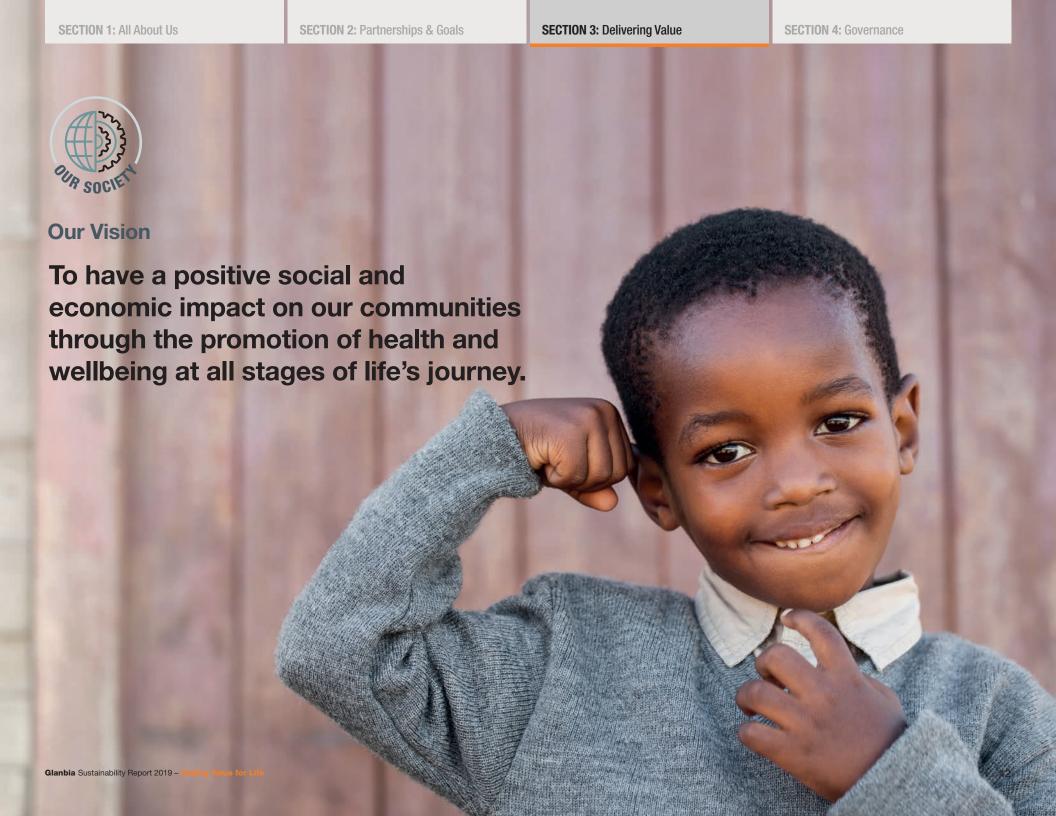
"We're farming in the area for four generations. Around 40% of our land is owned, with the remainder on longterm leases. Our rotation consists mainly of winter cereals and winter oil seed rape, with some spring barley.

We mostly buy from Glanbia for our tillage farm which equates to around 80% to 90% of all our inputs. We have a good working relationship with our Glanbia advisors, currently with Barry Purcell, and before that David Leahy, both forming part of a strong network that advise us.

It is good to have that advice and support network in place especially at this time of great change in the tillage industry. We are currently farming through the Covid-19 pandemic and Glanbia delivered products right to our farmyard, which really helped us with social distancing and was a great service."



SECTION 4: Governance





Our Society

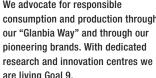
	Indicator Employment	Target 2020 Creation of sustainable	FY 2019 7,385 people directly employed	Base year 2015 6,000 employees	BUSINESS UNIT LEADERSHIP
>		employment	Supporting 5,000 farm families		
	Employee wellbeing	The provision of standardised health and wellness programmes for employees	50 sites took part in Glanbia's largest ever Workplace Wellbeing day	Launch year	Employee engagement score of 72% in line with international peers
	Corporate Responsibility – sustainable nutrition	To leverage our extensive market insights and nutrition expertise into a defined, broader nutrition in society programme	Ongoing support for Breast Cancer Research 20,400 consumers engaged in GPN nutritional education programmes		GN – innovation in cheese ingredient technology to reduce salts and sodium levels in barrel cheese, while increasing calcium levels GPN – Fuelling champions (England Rugby team)
	Community engagement	Community partnerships focused on health and wellbeing	Expansion of the Breast Cancer Ireland Great Pink Run to Chicago – 12,000 participants at three runs in 2019	Community support focused on Idaho, USA, and Kilkenny Ireland	Support for Breast Cancer Research



As a global nutrition company, ensuring good health and well-being is at the core of our businesses. In 2019 our teams responsible for new product development continued to innovate healthier options for consumers - at all stages of life's journey, including early life and clinical nutrition.



We advocate for responsible consumption and production through are living Goal 9.



Our purpose to deliver better nutrition for every step of life's journey

In 2019 Glanbia continued its phase one focus on health and well-being and corporate responsibility. Our starting point is to ensure the health and wellbeing of our employees, and that our products - and dairy in general - play their role in the challenge of providing nutrition to a growing world population. This is achieved through our values, employee commitment, and continuous innovation.

Employee health and wellbeing

Glanbia supports the physical, nutritional and mental health of our people through health and wellbeing programmes, including health checks, the provision of sports facilities and nutritional and healthy lifestyle education. In 2019, more than 50 sites across Glanbias global operations, including new colleagues from Watson and SlimFast, took part in our largest ever Workplace Wellbeing day.

Community support

Glanbia continued its long tradition of supporting local communities through focused partnerships.

In North America, Glanbia Nutritionals continued its work with local communities with the 25th Annual GN Charity Golf Tournament raising \$215,000 for local charities, bringing the total amount raised to US \$2.5 million since 2003. Through the US based organisation, "Feed our starving children", GPN volunteers helped to pack 28,000 meals - equivalent to feeding 76 children for a year.

Glanbia continued its partnership with Breast Cancer Ireland (BCI) in 2019. The Great Pink Run series was expanded to add a third event which took place in the Diversey Harbor in Chicago in October, followed by the Dublin and Kilkenny races. More than 12,000 people, including almost 500 Glanbia employees, participated in the three events, which raised a record €625,000 for Breast Cancer Ireland and US charity partners Research-A-Cure and the Ludwig Centre at the University of Chicago. Proceeds from this years events will support research into metastatic breast cancer.

In Ireland, circa 100 Glanbia employees took on the Two Peaks Challenge for BCI, climbing Carrauntoohil and Mangerton mountains in a charity challenge. The Two Peaks Challenge, Glanbia 300 Cycle and Pink Bales initiative raised a further €90,000 for BCI.





Professor Geoffrey L. Greene, Ph.D.

The Ben May Department for Cancer Research The University of Chicago

Glanbia supports Breast Cancer Ireland

"There is well documented evidence that moderate exercise significantly reduces the risk of breast cancer. In addition, very recent data compiled from a 20-year follow up of the Women's Health Initiative Dietary Modification Trial show a strong protective effect of a low-fat diet in reducing breast cancer mortality. Importantly, these behaviors can be practiced by everyone, allowing women to actively promote and participate in their own well-being.

As an academic researcher with a lifetime focus on breast cancer prevention and treatment, I am truly honored to have been selected as a recipient of funds from Breast Cancer Ireland and Research a Cure NFP, to pursue novel research on preventing breast cancer metastasis in collaboration with Dr. Leonie Young at the Royal College of Surgeons in Dublin.

We are very excited about the prospects of our research to reduce breast cancer mortality."



Professor Geoffrey L. Greene, Ph.D.
The Ben May Department for Cancer Research
The University of Chicago

Breast Cancer Ireland, generously supported by Glanbia, has raised significant funds to support breast cancer research as well as provide education and awareness on the importance of good breast health for women of all ages.



We continued our relationship with the GAA through our sponsorship of the Kilkenny intercounty team. Our local community sponsorships included the Kilkenny Arts Festival and food festivals Savour Kilkenny and the Waterford Festival of Food.

Our Ambition

As we refresh our 2020 strategy, Glanbia is committed to a Group-wide approach to responsible nutrition. This begins with the true benefit of our products and our commitment to ongoing innovation to strengthen their long-term positive impact

Through a focus on ensuring that health and wellbeing is part of our culture, through to GPN's comprehensive portfolio of performance and lifestyle brands, and GN's nutritional ingredients and solutions, Glanbia seeks to ensure health and well-being at all stages of life's journey. As the demand for protein and nutritional ingredients grows, Glanbia applies cutting-edge science and food technology to evolve and drive innovation sustainably and safely.

Early life nutrition

From infants, to toddlers, to pre-schoolers and beyond, we offer safe, quality-assured, science-based solutions. Our protein ingredients, including lactose and whey protein concentrates, offer superior nutrition and functional properties - like flavour, solubility and stability - to support the youngest and most vulnerable consumer.



Food for Rugby

Through its relationship with English Rugby, GPN partnered with the RFU to create a Food for Rugby programme which provides advice to both top athletes and all the way down to grassroots club system, on what to eat and how to best prepare for the rugby game. This includes creating recipes, sharing nutrition plans from England rugby team all the way through to illustrating benefit of protein in your meal plan for young aspiring athletes.



Innovation

New cheese technology offers cleaner labels

Processed cheese was developed in the early 1900's when it was discovered that heating a combination of cheese and emulsifying salts resulted in a viscous product that could be shaped into processed cheese products for use in a variety of applications on hamburgers, pizza, salads and other food products.

However, emulsifying salts resulted in labels with many added ingredients and also high levels of sodium.

With the growing trend of health conscious consumers seeking great tasting products with fewer ingredients and cleaner labels, Glanbia has developed an innovative cheese ingredient technology that reduces emulsifying salts and sodium levels in the barrel cheese, while potentially increasing the calcium levels.

This unique barrel cheese provides the functionality that results in an end product that is healthier and cleaner but with similar characteristics of processed cheese – melt, stretch, flavour and colour.

This ingredient technology is patent pending with ongoing collaborations to improve and commercialise.

Dr. Eric Bastian

Director Western Dairy Center & VP Innovation Partnerships at Dairy West

Glanbia Nutritionals innovating for clean labels

"We value the Glanbia approach to nutrition, which has been to provide cleaner labels, meeting higher levels of consumer needs by increasing components like protein and reducing other components like sugar with a view to maintaining flavour, function and appearance characteristics of the food.

An innovative example from Glanbia is the ability to agglomerate protein powders without addition of lecithin, allowing lecithin, an unfriendly label item, to be removed from the label and still deliver rapid dispersion of, for example, lecithin-free, sports-nutrition powders (this technology is patent pending). These types of innovations bring a strong position of sustainable nutrition and place Glanbia as the primary provider of nutritional solutions to food and supplement markets in the B2B space."

These types of innovations bring a strong position of sustainable nutrition



Loren WardChief R&D Officer, Glanbia Nutritionals

Clinical nutrition

Our solutions are designed to meet the unique nutritional needs of aging populations and support healthy lifestyles. Through Glanbia Nutritionals, we deliver solutions for the most nutritionally sensitive patients, bringing together precision, specialty nutrient blending, high hygiene manufacturing and sachet packaging to create medical nutrition used in the management of clinical dietary conditions.

Education initiatives

GPN's Sports Nutrition School is an industry leading educational programme designed to immerse participants in the science of sports nutrition. This year 185 education sessions were experienced by over 20,400 consumers, customers and employees across the EU, LAPAC and North America. In addition, Optimum Nutrition launched a new online nutrition education programme designed specifically for fitness professionals and coaches.

"Optimum Nutrition for Health and Performance" is an Association for Nutrition certified course and is approved for continuous professional development points from leading fitness professional bodies such as the Register of Exercise Professionals and Chartered Institute for the Management of Sport and Physical Activity. This 10 module, "food first" course addresses the most common nutrition queries and myths circulating in the industry and is delivered by PhD level sports nutritionists and experienced lecturers.

In 2019 over 1,200 fitness professionals enrolled in the course. Due to the impact of Covid-19 in early 2020 GPN provided the course free of charge – and successfully transitioning the course to online with over 17,000 students enrolled to date.





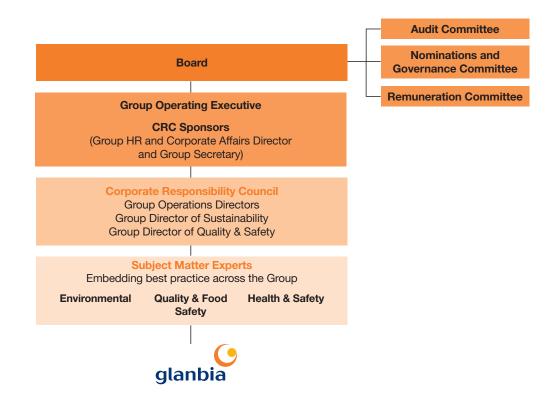
Through partnership with other global dairy companies, Glanbia Nutritionals was proud to support "The Strong Inside" campaign during 2019. This innovative campaign was designed to help consumers sort through all the nutritional myths and fiction, with one focus; it clearly explained the proven benefits of milk, documenting the role of whey and casein proteins not only in terms of physical and nutritional performance. but also in relation to emotional wellbeing. This industry collaboration involved over 50 companies, media and trade associations.



Our Governance

Our performance is validated externally against global reporting platforms such as the Carbon Disclosure Project, MSCI and GRI.

Robust accountability systems, primarily board oversight, clear policies on human rights, environmental management, active stakeholder engagement and disclosure – are all fundamental drivers of our sustainability programme.



Non-Financial reporting statement

Glanbia aims to comply 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.

Reporting Requirement	Policies and standards which govern our approach	Risk management and additional information
Environmental matters	 Environmental sustainability Supply chain and responsible sourcing and on-farm sustainability 	 Our world and climate action Site Compliance risk and Environmental, Health and Safety regulation risk management Our Supply chain
Employee matters	Culture and engagementGroup Code of ConductWhistleblowing policyDiversity and inclusion	 Corporate Responsibility Council Group Code of Conduct UK Corporate Governance Code Diversity and inclusion
Social Matters	Education initiativesCommunity support	GPN Sports Nutrition School and other education initiativesCommunity and charity support
Human Rights	Anti-Slavery and human trafficking statement	Available on www.glanbia.com
Anti-Bribery and Corruption	Group Code of Conduct and Anti-Bribery and Corruption policy	Available on www.glanbia.com
Description of principal risks	Principal risksPotential impact of Coronavirus	
Description of the business m	Business Model	
Non-Financial KPIs		Key Performance IndicatorsOur Sustainability

Within the organisation the delivery of our programme is overseen by the Group's Corporate Responsibility Council (CRC). The CRC is chaired by the Group Director of HR and Corporate Affairs and the Group Secretary. The CRC is co-ordinated by the Group Directors of Sustainability and Quality & Safety. Membership of the CRC reflects the phase one focus on direct operations and includes Operations Directors representing all the Group Business Units.

The objective of the CRC is to monitor progress against high priority actions on food safety and quality, health and safety and environmental measures. The CRC can recommend the taking of corrective action if required in addition to driving value opportunities for the organisation.

The CRC met twice in 2019 to consider the next phase of the sustainability strategy - this included oversight of the Group's first Materiality project in addition to target exploration and value chain mapping - all key foundation stones to the 2030 targets.

Our Corporate Responsibility framework, encompasses various policies including:

- Group Code of Conduct
- Environmental, Health & Safety Policy
- Human Rights Policy
- Diversity and Inclusion Policy
- Anti-Slavery and Human Trafficking statement
- Anti-Bribery and Corruption Policy
- Food Safety Policy
- Policies available on our website: www.glanbia.com

Notes



SUSTAINABILITY REPORT 2019

July 2020

Contact Group Sustainability

John Dardis Ph.D.

Director of Public Policy and Sustainability Email: jdardis@glanbia.com Tel: (+1) 630 2567408

Liam Hennigan

Head of Investor Relations Email: ir@glanbia.ie Tel: +353 (0)56 777 2200