

SUSTAINABILITY REPORT 2020



"We will use new technologies and management practices to minimise our environmental impact and secure the future for the next generation."

Tara Vander Dussen
Glanbia milk supplier, New Mexico

Pure Food+
Pure Planet

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Our strategy.

Our strategy is to put sustainable growth at the heart of the Glanbia business model. We will do this by embedding sustainability principles in all areas of our business and by setting specific environmental and social goals that address our most material aspects.

Glanbia at a Glance

GLANBIA AT A GLANCE

Glanbia is a global nutrition group, dedicated to delivering better nutrition for every step of life’s journey. We are committed to finding better, healthier, more sustainable nutrition products that fit the lifestyles and needs of people around the world. We are constantly innovating, developing and reinventing our brands and ingredients.



Our Sustainability Strategy

OUR SUSTAINABILITY STRATEGY

As Glanbia marks the end of its first five year period of formal sustainability reporting, the organisation looks ahead to 2030 and introduces its new Sustainability Strategy framed around the concept of Pure Food+Pure Planet.

Joint Statement from the Group Managing Director and the Chairman

The Covid-19 global pandemic in 2020 revolutionised how the world works – focusing business and society at large on the interconnectivity between public health and the health of the planet. For Glanbia it changed every aspect of how we operate, from remote working to how we deliver safe, nutritious foods and essential nutrition to our customers and communities.

While the global pandemic brought many changes, it did not slow down Glanbia's momentum on our ESG agenda and the fight against climate change. Glanbia is dedicated to working towards decarbonisation to net zero emissions by 2050 and a socially just future. Over the past year the Board approved our 2030 sustainability strategy, Pure Food+Pure Planet, and established new governance structures to support the delivery of our ambitious strategy.



Siobhán Talbot Group Managing Director

Among the principal developments are:

- Approval of the 2030 sustainability strategy, Pure Food+Pure Planet.
- Decision to establish a new Board ESG committee.
- Appointment of a Chief ESG and Corporate Affairs Officer.
- Approval of our carbon reduction target by the Science Based Targets initiative (SBTi) - committing to work towards Net Zero, or carbon neutral footprint or better, for our business by 2050.
- Approval of a comprehensive multi-stakeholder Diversity and Inclusion (D&I) strategy.



Donard Gaynor Group Chairman

Business resilience guided purpose

2020 was a year when the strength of our embedded culture and values came to the fore, enabling the organisation to pivot with a rapid, multi-level response to the global health crisis at a pan-global level.

Our first priority was the health and safety of our colleagues and their families worldwide. We also focused on ensuring seamless business continuity and providing ongoing services and support to our customers and consumers. Covid-19 has in fact amplified the market trends that drive our growth and fast-tracked demand

for products that are seen as healthy and sustainable. Now, more than ever, consumers are mindful of their health and wellbeing; prioritising functional nutrition; maintaining a healthy weight; and also clearly making more environmentally friendly, sustainable, or ethical purchases since the start of the pandemic. These are trends that we expect to continue.

We are immensely proud of our people who have shown tremendous resilience and fortitude in the most challenging of times. Everyone throughout the organisation persevered, even as their work routines and everyday lives were heavily disrupted.

Throughout this pandemic, we kept our operations across the globe running safely, an achievement of which we are justifiably proud.

Achieving a sustainable future

As noted, this pragmatic approach is also reflected in how we have evolved our sustainability agenda. Having adopted Group-wide sustainability in 2015, this report marks the end of the first phase. During the five years to 2020 we strengthened internal capabilities, tools and mechanisms to support the recording and monitoring of both our targets and our achievements. We are pleased with the progress made against our core targets, having met the majority of our goals and are satisfied that these results reflect a robust, data driven and progressive approach to our most material aspects. (See our 2020 goals and progress in Section 3.). Building on this solid foundation, as part of our growth plans for 2030, in January 2021 the Board approved our new long term sustainability strategy, Pure Food+Pure Planet, which sets out our commitment to positive change. At its core is the adoption of environmental, social and governance (ESG)

Our Sustainability Strategy

principles, alongside resilient and robust economic growth in shareholder value. “Pure Food+Pure Planet” is derived from the word “Glanbia”, which originates in the Gaelic words for Pure Food. This strategy is the result of an in-depth review in 2020 by the Group business leadership, as well as external advisory, to develop a long-term sustainability strategy to 2030. The outcome of this work is a business commitment to integrating sustainable development approaches - including a focus on a just transition, climate change, and the circular economy, into the business model. Our emissions reduction targets are core to this strategy. Glanbia plc has committed to a 31% reduction in absolute scope 1 and 2 GHG emissions by 2030, and a 25% reduction in scope 3 emissions from purchased good and services per tonne of dairy product (from a 2018 base year). Our Pure Food+Pure Planet strategy also includes a commitment to further reduce waste and water throughout the organisation. As part of its sustainability strategy, our joint venture partner, Glanbia Ireland, will report separately on its progress.

Creating a more diverse and welcoming working culture

As Glanbia pivoted to adapt to the global health crisis, we were also conscious of the political and social movement around equal opportunities during 2020. Listening to the views of colleagues through the 2020 Employee Survey, we accelerated our commitment to having a more diverse and inclusive working culture, with the development of a new Group-wide D&I strategy, to ensure that everyone has equal opportunities regardless of gender, religious belief, ethnicity, nationality or sexual orientation. In this context, the Board has made significant progress in improving its

gender diversity. In addition, the strategic decision by Glanbia Co-operative Society to reduce the Society’s representation on the Board (from seven to three by 2022) in order to facilitate the appointment of additional independent non-Executive directors will further strengthen the diversity of the Board.

Governance

In supporting this evolving sustainability strategy, the Board has updated its governance structure recognising our responsibilities to our stakeholders and our communities. In early 2021, the Board established holistic performance management with the inclusion of ESG metrics for executive remuneration. In mid-year the Board established a new ESG Committee and also nominated a member of the Executive leadership team to oversee the delivery of our ESG strategy. Michael Patten, our Group HR and Corporate Affairs Director, took on a new role of Chief ESG and Corporate Affairs Officer in June 2021. Guided by our fundamental values and purpose, we showed our resilience throughout 2020 as the Covid-19 pandemic tested our business model, our supply chain, and our people in extraordinary ways.

As a unique window of opportunity opens to shape the recovery, Glanbia is committed to playing its part, across industry and government coalitions, to ensure that we act jointly and swiftly to revamp all aspects of our society and economies.



Siobhán Talbot
Group Managing Director



Donard Gaynor
Group Chairman

Pure Food+Pure Planet - Sustainability Strategy 2030



Our strategy is to put sustainable growth at the heart of the Glanbia business model and embed sustainability principles in all areas of our business by:

- Focusing on our most material areas of impact (social & environmental).
- Providing assurances that we live our purpose.
- Meeting the expectations of key stakeholders.
- Involving key partnerships.
- Measuring and reporting on our progress with governance and oversight.

Underpinning Pure Food+Pure Planet is our commitment to Science Based Targets - greenhouse gas (GHG) emission reduction targets, informed by independent climate science and in line with the levels of decarbonisation called for in the Paris Agreement.

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

Executive Leadership

EXECUTIVE LEADERSHIP

Statement from Chief ESG and Corporate Affairs Officer

Our first five years of Group sustainability closed with strong environmental results and good progress made on social and governance commitments. During this time we conducted our first Group materiality exercise, established Group-wide environmental reporting across all operational sites, refreshed our Code of Ethics and our global Procurement Policy, received a commitment from suppliers to our anti-slavery and human trafficking policy and launched our Diversity and Inclusion (D&I) strategy – each to reinforce our commitment to doing business the right way. We also maintained our safety performance, recording a global Total Recordable Incident Rate (TRIR) of 2.00 and 21 manufacturing plants achieved a full year with zero recordable injuries.

Our new strategy builds on these solid foundations, as well as feedback from our 2019 materiality assessment where employees, customers, investors and civil society asked Glanbia to take a stronger, more visible role in combating climate change.

As part of this strategy our ambition is for net zero carbon emissions no later than 2050. This will see us reduce absolute emissions



Michael Patten
Chief ESG and Corporate Affairs Officer

from our operations by a third and reduce emissions intensity across our dairy value chain by 25% by 2030. We cannot achieve this alone, so will continue to work with our industry partners and suppliers on key raw material categories to help achieve this goal.

“

Our deep sense of accountability has long been part of the Glanbia culture. We are now ready to make a further commitment to help lead an industry-wide transition to a low-carbon economy.

Michael Patten
Chief ESG and Corporate Affairs Officer

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In January 2020 the Glanbia Board approved Pure Food+Pure Planet, which will prioritise the environmental and social pillars namely:

- Commit to more ambitious targets in areas such as carbon, water, waste and packaging.
- Development of a Group-wide approach to responsible nutrition.
- The Board approved a comprehensive multi stakeholder D&I strategy for the Group following an extensive review, to ensure Glanbia achieves the highest standards of inclusivity and diversity support across all facets of our business. At Glanbia we celebrate individuality as together we are more.

Executive Leadership

Science Based Targets

Pure Food+Pure Planet, is fundamental to our growth plans for 2030. The dairy industry is accepted to be a significant producer of greenhouse gases; however, it is also a critical part of the world’s food supply chain supplying important and easily accessible nutrition for much of the world. We are acutely aware of Glanbia’s role in dairy emissions, both in reducing the carbon intensity of our operations and supporting our suppliers as they continue to work to reduce their carbon footprint.

Driven by ambitious and necessary science-based targets, this new strategy represents a significant step change for the full Glanbia organisation, as we accelerate towards a carbon-neutral future. The reduction of CO₂ emissions is therefore central to Pure Food+Pure Planet, running parallel with strong commitments on waste and water use reduction.

In order to achieve decarbonisation of our operations and our supply chain, and become a sustainable leader in our sector, we are making the following commitments (which have been validated by SBTi) to:

- 1. A 31% reduction in absolute scope 1 and 2 GHG emissions.
- 2. Reduce scope 3 emissions from purchased goods and services by 25% per tonne of dairy product (from a 2018 base year).
- 3. Prioritise renewable energy procurement and energy efficiency.

To achieve our Scope 3 ambitions requires continued partnerships with our suppliers. We will leverage our on-farm programmes that are already targeting carbon reductions and invest further in on-farm advisory support and communications, as well as reporting tools.

Glanbia examined the GHG Protocol and selected the GHG emission boundary of operational control. This will cover the Group’s wholly-owned operations as well as the MWC-Southwest Holdings JV operations where Glanbia plc has full authority to introduce and implement Glanbia operating policies in accordance with the GHG protocol. Our joint venture partner, Glanbia Ireland has launched its sustainability strategy, ‘Living Proof’, founded in the same comprehensive analysis and aligned on the same ultimate objective.

Waste

Our Pure Food+Pure Plant ambition on waste is to reduce food waste and minimise the impact of all waste on the environment by sourcing more sustainable disposal methods.

- For our manufacturing sites, we commit to:**
- Zero waste to landfill at all our operational sites by 2025.
 - 50% reduction in food waste by 2030.

For water intensity reduction, we analysed the breadth of water accounting across our business, and in 2021 we commit to building on this by conducting water risk assessments across relevant operations. The audits will inform future actions and targets for 2030 which we will confirm in late 2021.

These Group targets reflect the ambitions of our individual business units and a consensus approach which I am optimistic will drive the real changes necessary to execute this strategy. In coming years, we will share progress on our sustainability commitments as well as environmental, social, and governance metrics that speak to our evolution as a company. With the ongoing support of the Board, the Executive and all Glanbia colleagues, I am confident in our ability to deliver the Pure Food+Pure Planet strategy and to achieving innovative and sustainable results.


Michael Patten
Chief ESG and Corporate
Affairs Officer

2030 Environmental Ambition

CO₂ EMISSIONS:
To substantially reduce CO₂ emissions by 2030 and become carbon neutral by 2050 across our full value chain.

WASTE:
To conserve our natural resources through a commitment to designing waste out of the system and the regeneration of our natural systems.

WATER:
To achieve water intensity reductions across all our production.

Our Stakeholders and Materiality

OUR STAKEHOLDERS AND MATERIALITY

We believe that trust in our business and our reputation is driven by how we engage with our 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.

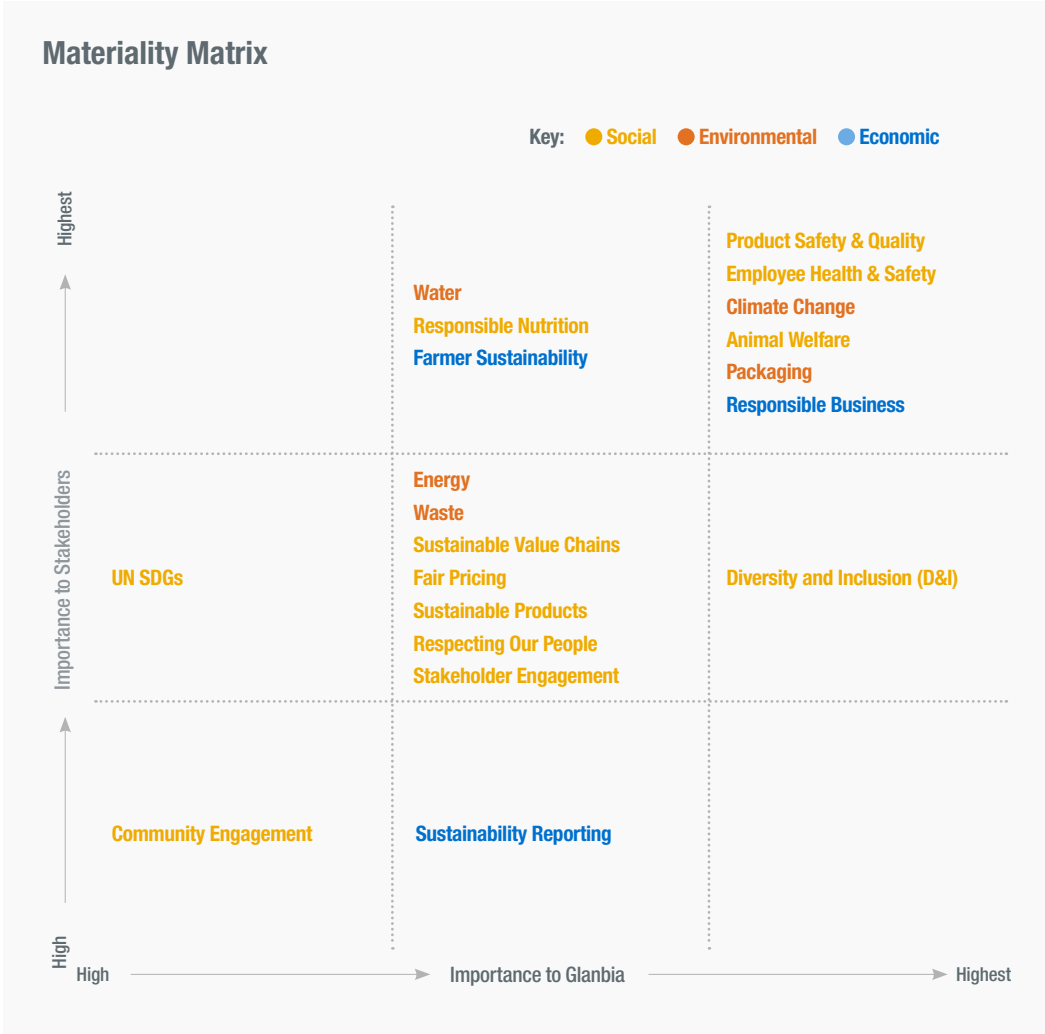
Communication of our plans, progress and key milestones is important and we engage with our principal stakeholders through a number of fora, including employee engagement, supplier, customer and investor meetings, as well as through industry networks and formal reporting tools including the Carbon Disclosure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

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

Our key stakeholders, identified on page 11, are those with an interest or concern in our purpose, strategy, operations and actions and who may be affected by them.

Towards 2030 – Materiality Assessment

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.



Our Stakeholders and Materiality

	How the business engages with stakeholders	Stakeholder expectations	Outcomes of engagement
People	A range of formal and informal channels, including meetings, conferences, appraisals, employee surveys, our intranet, Workforce Director engagement and focus groups, virtually in 2020.	- Respecting Our People - D&I - Employee Health & Safety - Employee Engagement	79% of employee satisfied with our response to Covid-19 (Pulse survey Jun/Jul 2020). Rollout of new Flexible Working Programme. Launch of Glanbia's Diversity and Inclusion (D&I) Strategy. Improvement in key metrics for monitoring safety including LTC and TRIR metrics. 79% of employees felt Glanbia takes a genuine interest in employee's health and wellbeing.
Consumers & Customers	We communicate regularly via customer meetings, our corporate website, newsletters, blogs and social media. As a provider of essential nutrition, in 2020 we increased our engagement to reassure our consumers and customers that we would continue to meet their product and ingredient needs.	- Product Safety & Quality - Sustainable Value Chains - Animal Welfare - Packaging - Sustainable Products - Climate Change	Launched Glanbia's Sustainability Strategy. Virtual engagements with customers on business strategy and opportunities. Refreshed marketing focus in GPN. Online support and engagement for personal trainers and coaches during pandemic.
Suppliers	A team of procurement professionals engages regularly with Glanbia suppliers.	- Sustainable Value Chains - Farmer Sustainability - Climate Change - Fair Pricing - Energy - Waste & Water	Launch of Sustainability Strategy. Refreshed Glanbia's Global Procurement Policy. Commitment from suppliers to our Anti-slavery and Human Trafficking Policy. Annual review of our Anti-bribery and Corruption Policies.
Shareholders	Alongside the Executive Directors and Group Director of Strategic Planning and Investor Relations, our sustainability leadership briefs existing and potential investors regularly. We also engage at conferences and at our AGM. In addition our Chairman and our Senior Independent Director have led shareholder consultation exercises. In 2020 these were focused on the share buyback resolutions at our AGM and following the appointment of our new Chairman.	- Stakeholder Engagement - Performance Targets - Sustainability Reporting - Corporate Governance - Climate Change - UN SDGs	Attended 10 investor conferences. During shareholder engagement sustainability themes are regularly discussed and investor feedback was provided to the sustainability strategy development process and ultimately the Board. Sustainability metrics have been included in Executive Director variable compensation.
Society	We collaborate actively with stakeholders in the civil community through our institutional engagement and directly with NGOs and farmer associations, among others.	- Community Engagement - Responsible Nutrition - Climate Change - Business Ethics & Corporate Governance	€930,000 raised to support Breast Cancer Research in a highly successful virtual 'Great Pink Run'. GPN's Sports Nutrition School initiatives. Donated €3.6m million worth of sports and lifestyle nutrition products to help support Covid-19 first responders and frontline workers globally.

Mapping Against the United Nations' Sustainable Development Goals (SDGs)

MAPPING AGAINST THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS (SDGs)

Our 13 most material aspects

Based on the social, environmental and economic themes that emerged from the Materiality Matrix, we identified the 13 most material aspects for Glanbia and grouped them under the three themes of Social, Environmental, Economic.

These material aspects have:

- Informed Pure Food+Pure Planet and the strategic focus for 2030.
- Guided our approach to aligning with our ambition of improving overall performance in areas of climate change and social impact.
- Guided our approach to aligning our contribution to delivering the Paris Agreement on climate change and the Guiding Principles on Human Rights.
- Assisted in defining how Glanbia continues to map progress against the United Nations Sustainable Development Goals (SDGs).

Social Theme	Environmental Theme	Economic Theme
Product Safety & Quality	Climate Change	Responsible Business
Employee Health & Safety / Respecting Our People	Packaging & Waste	Farmer Sustainability
Animal Welfare	Water	
Responsible Nutrition		
Diversity and Inclusion (D&I)		
Sustainable Value Chains & Products		
Fair Pricing		
Stakeholder Engagement		

We aligned our material aspects against the following four strategic SDG Goals:



SDG 2
End hunger, achieve food security and improved nutrition and promote sustainable agriculture.



SDG 12
Ensure sustainable consumption and production patterns. Improvements in resource efficiency, consideration of the entire life cycle of economic activities, and active engagement in multilateral environmental agreements.



SDG 3
Ensure healthy lives and promote well-being for all at all ages. Raise awareness about the importance of good health, healthy lifestyles as well as people's right to quality health care services.



SDG 13
Taking urgent action to tackle climate change and its impacts. Systems change to ensure that we can limit global temperature rise to well below 2°C, maybe even 1.5°C.

Mapping Against the United Nations' Sustainable Development Goals (SDGs)

Social Theme

TOPIC	DEFINITION	SDG
Product Safety & Quality	Safe products for people and the environment at all stages of the value chain – development, manufacturing, use and disposal. 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. 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.	2, 12
Employee Health & 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.	3
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 focuses on consumer health and wellness – through our innovation pipeline and education programmes - reflecting WHO and Government targets. We are committed to improved nutrition and sustainable agriculture. 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.	2
Diversity and Inclusion (D&I)	As an employer of 7,632 people Glanbia recognises the importance of diversity and is committed to the promotion of workplace diversity.	3
Sustainable Value Chains & Products	Glanbia completed a value chain assessment to understand our total value chain carbon footprint. 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.	13
Fair Pricing	Glanbia upholds the principles set out in the Universal Declaration of Human Rights and the International Labour Organisation's core conventions.	2, 12
Stakeholder Engagement	Glanbia is committed to engagement, open discussions and collaborations with stakeholders to tackle pressing sustainability challenges.	??

Environmental Theme

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 works with The Carbon Trust to develop carbon reduction targets and support on-farm efforts in the same direction.	13, 2
Packaging & Waste	Making the most of resources while reducing waste and minimising the impact on the environment. Glanbia adopts environmentally responsible programmes across all our production processes. 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. Our Pure Food+Pure Planet ambition is to reduce food waste and minimise the impact of all waste on the environment by sourcing more sustainable disposal methods.	2, 12
Water	Through a focused Group-wide programme, Glanbia is reducing water use and progressively improving water quality and efficiency in our facilities.	12

Economic Theme

TOPIC	DEFINITION	SDG
Responsible Business	Glanbia applies good practices of corporate governance and compliance with laws, regulations and company standards across all jurisdictions.	12
Farmer Sustainability	We are committed to sustainable agriculture in harmony with nature. We advocate for responsible production and consumption through multi-stakeholder industry collaboration.	12, 13

PHASE 1: 2015-2020 ACHIEVEMENTS

OUR PEOPLE	7,632*	79%	0	2.00
	People, in 32 countries.	Of employees believe Glanbia takes a genuine interest in their health and wellbeing.	Pay cuts or pandemic related layoffs and 0 government support sought or received.	TRIR rate, and 21 manufacturing plants achieved a full year with zero recordable injuries.
OUR WORLD	-17%	57%	-8%	0%
	Water use intensity, since 2015 (exceeding target by 9%).	Renewable electricity use.	CO ₂ emissions, since 2018.	Zero Waste to landfill - achieved by GPN.
OUR SUPPLY CHAIN	97%	8bn		
	Of our Idaho suppliers enrolled in our FARM Environmental Stewardship (ES) programme.	Litres of milk produced annually by 5,000 milk suppliers.		
OUR SOCIETY	€2m+	€3.6m	20,000	
	Raised to support Breast Cancer research since 2016.	Worth of sports and lifestyle nutrition products donated during Covid-19 pandemic (to May 2021) to help first responders and frontline workers globally.	People participated in the GPN sports nutrition school +6,000 since 2015.	



PHASE 2: 2020-2030 AMBITION

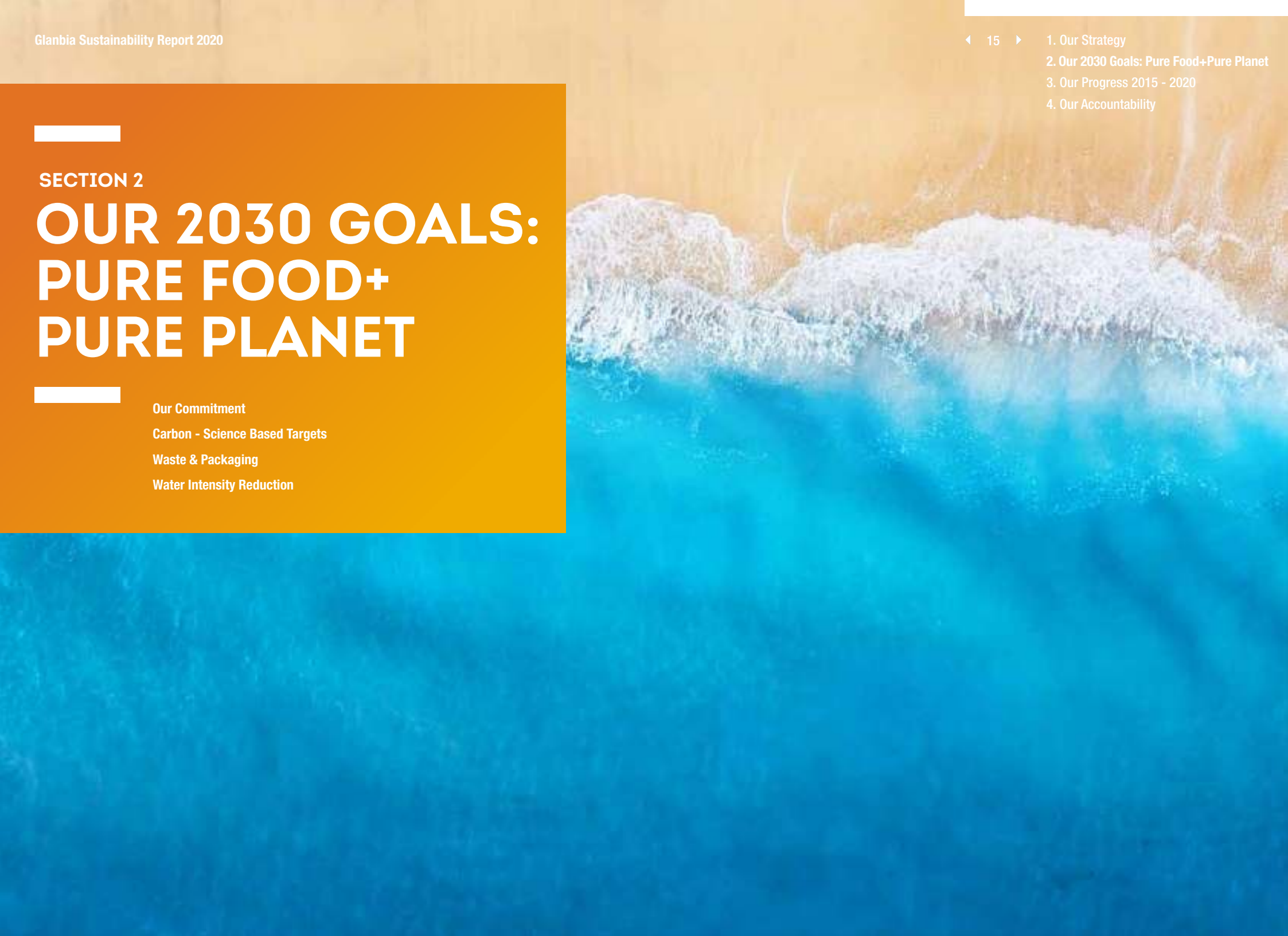
SOCIAL RESPONSIBILITY (baseline 2021)	Responsible Nutrition Responsible Procurement Diversity and Inclusion (D&I) Strategy
ENVIRONMENTAL	Carbon (base year 2018) Science Based Targets initiative
	-31% -25% 100%
	CO ₂ emissions (manufacturing sites). Emissions (dairy supply chain). Renewable electricity by 2030.
	Water (Base year 2021)
	Reduction targets to be set post updated baselining in 2021.
	Waste (base year 2018)
	0 -50%
	Zero waste to landfill (all operational sites by 2025). Food waste.

*Includes wholly-owned group and joint venture employees

SECTION 2

OUR 2030 GOALS: PURE FOOD+ PURE PLANET

- Our Commitment
- Carbon - Science Based Targets
- Waste & Packaging
- Water Intensity Reduction



Pure Food+Pure Planet.

Our 2030 strategy, Pure Food+Pure Planet, reflects an ambitious step in our sustainability journey. We are committed to net zero carbon emissions by 2050 and further actions to reduce as far as possible our waste, water and packaging impacts on the environment - while also deepening our focus on social responsibility.

2030 Goals - Pure Food+Pure Planet

2030 GOALS -
PURE FOOD+PURE PLANET

Our Commitment

Pure Food+Pure Planet is our long term sustainability strategy, which was developed in 2020 from the foundation of our most material issues, setting specific targets to 2030. In January 2021 the Board approved Pure Food+Pure Planet, which will prioritise the environmental and social pillars providing the necessary framework to help us achieve our sustainability goals.

Our ambition for Pure Food+Pure Planet is to continue to put sustainable growth at the heart of the Glanbia business model and more deeply embed sustainability principles in all areas of our business by:

- Focusing on our most material areas of impact (environmental and social).
- Providing assurances that we live our purpose & values.
- Meeting the expectations of key stakeholders.

This is underpinned by measuring and reporting on our progress with governance and oversight, leaning into core external partnerships.



Our Pure Food+Pure Planet Commitments are:

- More ambitious targets in areas such as carbon, water, waste and packaging.
- Develop a Diversity and Inclusion (D&I) strategy to recognise diverse perspectives at all levels of our organisation.
- Develop a Responsible Nutrition Strategy.

Social - Responsible Nutrition

Today's consumers are increasingly aware of the importance of nutrition in improving their overall health and wellbeing. They are searching for better, healthier and smarter nutritional solutions that fit their lifestyles. Glanbia's business units apply 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 (page 45).

As part of Pure Food+Pure Planet, we will coordinate with our business units the development of a standardised approach to responsible nutrition.



Environmental Sustainability

In 2020 our Operating Executive established a Group-wide project team to advance target setting on our most material environmental pillars: carbon, water and waste.

In each area, we worked with an internal community of experts across the three pillars. Leveraging external subject matter expertise including contributions from The Carbon Trust, EM3, Authenticity and Harbor Environmental, we developed an ambitious sustainability strategy supplemented by a deep dive analysis of our current and future - state data needs.



Carbon Net Zero

In 2019 Glanbia worked with The Carbon Trust to map our value chain operations (Scope 1 & 2), and 15 of the most material Scope 3 categories (outside our operations) 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 86% 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.

While 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. In addressing our most material source of Scope 3 emissions - purchased dairy ingredients - we have set a science-based emissions reduction target of 25% by 2030 vs. 2021.

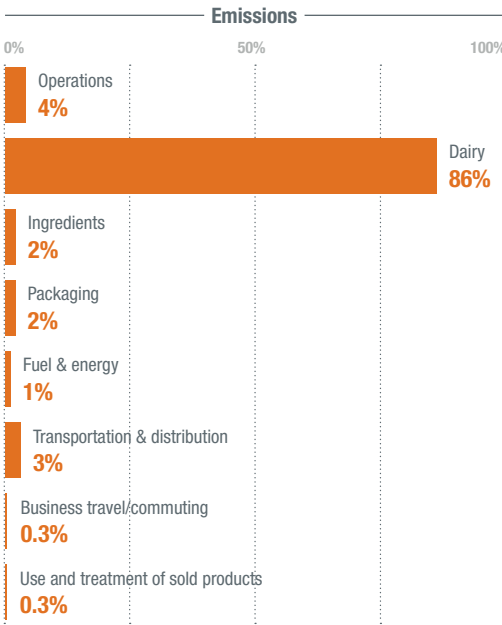
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- 1. Our Strategy
- 2. Our 2030 Goals: Pure Food+Pure Planet
- 3. Our Progress 2015 - 2020
- 4. Our Accountability

Our Pure Food+Pure Planet commitment means reducing GHG emissions in our manufacturing sites and partnering with our farmer suppliers to reduce GHG emissions on-farm.

Meeting our carbon targets is the most material and urgent component of our overall strategy. Critically, the commitment is underpinned by scientific analysis to ensure Glanbia meets the levels of decarbonisation required under in the Paris Agreement to limit global warming to well below 2 degrees Celsius compared to pre-industrial levels. 86% of all Glanbia carbon emissions are Scope 3 - within the milk supply chain.



Glanbia Value Chain



2030 Goals - Pure Food+Pure Planet

Science Based Targets



In June 2021 the Glanbia carbon reduction target was validated by the Science Based Targets initiative (SBTi), the most ambitious global standard for best practice in emissions reduction, in line with climate science. In doing this we made a public commitment to achieving our ambitious goal – working towards Net Zero for our business by 2050. Validation of our carbon reduction target by SBTi demonstrates that we are making progress on our journey towards a more sustainable future.

SBTi defines best practice in Science Based Target setting and independently assesses and approves companies' targets. It is a collaboration between Carbon Disclosure Project (CDP), World Resources Institute (WRI), the World Wide Fund for Nature (WWF) and the United Nations Global Compact (UNGC). As SBTs are more aggressive than traditional targets, there are challenges, such as in identifying how to reduce Scope 3 emissions. Science-based targets set a trajectory for emissions reduction for Scope 1, 2 and 3 emissions, requiring carbon reductions within the company value chain as a priority, ahead of offsets to achieve a reduction.

Glanbia worked with The Carbon Trust to follow

the guidance provided by the SBTi to develop robust and credible goals.

We analysed the details of our footprint, examined technologies that can deliver the required levels of decarbonisation, and provided a roadmap of activity to deliver the ambition.

Working off 2018 as our base year, Glanbia plc has committed to the following targets, approved by the SBTi as aligned with climate science and contributing to the UN Paris Agreement to limit global warming:

- **31% reduction in absolute scope 1 and 2 GHG emissions.**
- **25% reduction in scope 3 GHG emissions from purchased goods and services per tonne of dairy product produced by 2030 (from a 2018 base year).**

Scope 1 and 2

In order to achieve our Scope 1 and 2 target reduction, we will prioritise:

- **Renewable energy procurement.**
- **An energy efficiency focus.**
- **Informed by energy audit.**
- **Group Centre of Excellence approach.**

The Scope 3 Roadmap

We recognise that our on-farm carbon targets ambition (Scope 3), requires significant behavioural change across the supply chain and necessitates cross sector, cross industry and government partnerships. To this end, Glanbia will partner with our suppliers and invest in on-farm advisory support and communications, as well as reporting tools.

Partnering with The Carbon Trust



In setting science-based targets, Glanbia followed a rigorous process to develop an emissions reduction target in line with the SBTi's criteria and submit the target for validation. We had already worked with Glanbia to successfully establish a consistent approach to environmental reporting across global operations. Developing value chain reporting has created a platform to allow Glanbia to move beyond direct operational impacts and to develop a holistic sustainability strategy that takes action across the entire value chain. Measuring the value chain has also enabled the business to set science-based targets and evaluate the feasibility of reaching these targets by setting up workstreams that address carbon reduction in their operations and on-farm. This is particularly important as the dairy farming supply chain represents 86% of Group emissions. (69% emissions within operational control).

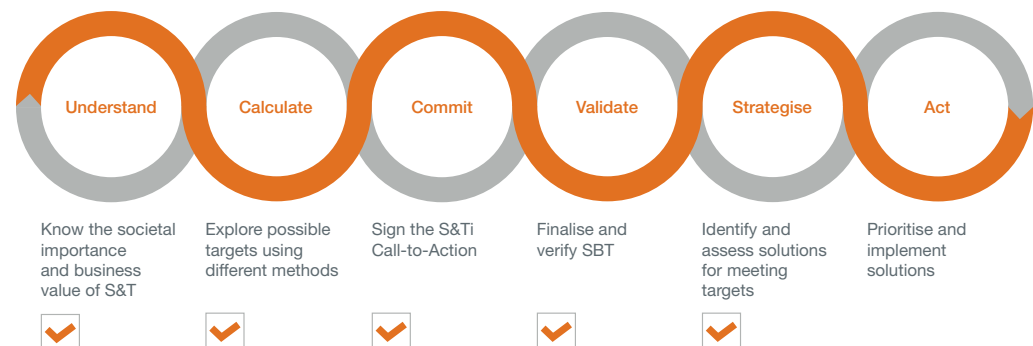


Tom Cumberlege
Senior Consultant Business Advice, The Carbon Trust



Roadmap to Setting Science Based Targets

Glanbia has embarked on the six stage process to set science-based targets.



* The target boundary includes biogenic emissions and removals from bioenergy feedstocks*. This is in line with a well-below 2 degrees trajectory.

2030 Goals - Pure Food+Pure Planet

To achieve our on-farm carbon targets (Scope 3), we will partner with our suppliers and invest in on-farm advisory support and communications, as well as reporting tools. In the US, we will leverage our external partners including the US Dairy Net Zero Initiative (NZI), Dairy Farmers of America (DFA) SBTi commitment to achieve dairy supply chain carbon reduction of 31% by 2030, as well as alignment of Idaho Dairymen’s Association, to achieve what is in essence an industry ambition. Similarly, Glanbia Ireland, will leverage industry and government partnerships in support of this ambition.

U.S. Dairy Industry Sets 2050 Environmental Stewardship Goals

Glanbia Nutritionals demonstrates its thought leadership in the U.S. as a member of the Dairy Sustainably Alliance® and through representation on the Innovation Center for U.S. Dairy’s Environmental Stewardship Committee.

In 2019, the Innovation Center’s Environmental Stewardship Committee, informed by a robust materiality assessment, worked to develop a new vision, goals, and reporting cadence through a year-long multi-stakeholder process that included input from dairy farmers and other members of the dairy value chain.

As a result, in 2020, the Innovation Center Board of Directors set and shared the industry’s new voluntary environmental stewardship goals to collectively:

- Become carbon neutral or better.
- Optimise water use while maximising recycling.
- Improve water quality by optimising utilisation of manure and nutrients by 2050.

With a commitment for quantitative and credible measures of progress reporting every five years. As collective goals, not every farm, cooperative or processor is expected to reach these goals individually, but together the US dairy industry will leverage its diversity to meet them.

These goals are also the focus of the International Dairy Foods Association.

US dairy industry’s Net Zero Initiative (NZI)

The U.S. dairy industry’s 2050 environmental stewardship goals support its vision that dairy is an environmental solution. To accelerate progress, the supply chain is working together to identify multiple economically viable pathways for reaching the goals collectively. NZI is led by six national dairy organisations: the Innovation Center for U.S. Dairy, Dairy Management Inc., the, International Dairy Foods Association, National Milk Producers Federation, Newtrient and U.S. Dairy Export Council with the support of farmers, cooperatives, processors, and other supply chain partners.

The work of NZI is focused in four areas: feed production, cow care, energy efficiency and manure management – which together represent the total footprint of a farm. The initiative looks to break down barriers, address the economic viability and accelerate more widespread adoption of technology and practices that reduce environmental impacts. This can be achieved by realising untapped value on-farm including sequestering carbon, converting manure and waste into nutrient-rich fertiliser, renewable energy and other valuable products, and contributing to ecosystem markets making more offsets available. This initiative directly contributes to the achievement of several SDGs including Climate Action (13).



The Net Zero Initiative



The Net Zero Initiative (NZI) was launched in 2020 as an industry-wide initiative to accelerate voluntary action on-farm to reduce environmental impacts by making sustainable practices and technologies more accessible and affordable to U.S. dairy farms of all sizes and geographies and support the

creation of new revenue streams for farmers. Collaboration across our diverse industry will drive success through NZI. Glanbia’s commitment to dairy farmers who are improving on-farm sustainability as well as corporate efforts, including engagement in the U.S. Dairy Sustainability Alliance and adoption of the U.S. Dairy Stewardship Commitment, demonstrate its leadership and commitment.

Together the U.S. dairy community will apply its knowledge, innovation and commitment to demonstrate dairy’s essential role in healthy people, healthy communities and a healthy planet.

Barbara O'Brien
President, Innovation Center for U.S. Dairy

2030 Goals - Pure Food+Pure Planet

NZI: Four key areas of focus

Feed production and practice changes

- No/low-till farming and cover crops
- Renewable Fertilizers
- Precision Agriculture

Manure handling and nutrient management

- Nutrient Management Planning (NMP)
- Anaerobic digesters turn manure into biogas
- Technologies to capture nutrients and create new manure-based products
- Reduce liquid manure storage and proper maintenance turn manure into biogas



Cowcare and Efficiency

- Feed additives
- Optimised feed rations
- Genetics
- Technology for farm animal management
- Cow Comfort

On farm energy efficiency and renewable energy usage

- LED lighting, variable speed vacuum pumps, high-efficiency refrigeration and fans
- Conversion of biogas into electricity and/or renewable natural gas
- Renewable energy sources from wind / solar

Visuals do not represent all possible practices, technologies or benefits. Not all practices and technologies will apply to all farms, and may vary based on farm location, size and other factors

“

“We recognise that the roadmap to dairy sector decarbonisation will require technological advancements as well as robust partnerships. Glanbia Nutritionals is closely aligned with the ambition of our US milk partners, DFA and Select Milk. The overarching US dairy ambition of Net Zero by 2050 is very welcome as it provides a comprehensive management plan for emissions reduction.”

Brian Phelan
CEO Glanbia Nutritionals



”

“

US farmers committed to sustainable dairy production

While dairy accounts for only 2% of total US greenhouse gas emissions, the entire dairy supply chain is committed to being net zero or better by 2050. For us this goal is an opportunity to explore innovative technologies that can improve our on-farm practices which will be key for the future of dairy. We believe that dairy can be a key part of the climate solution and a sustainable food supply system. As a dairy farmer, environmental scientist, and, most importantly, a mom, I can promise you, we all want the same thing- a healthy planet and nutritious foods for our families. That is why we have partnered with Glanbia to strengthen our sustainability mission through the production of milk to cheese.

Tara Vander Dussen
Glanbia milk supplier and environmentalist, Clovis, New Mexico.



”

2030 Goals - Pure Food+Pure Planet

Waste and packaging

The way to a low-carbon economy is through sustainable production patterns that produce less waste. Managing waste sits at the heart of sustainability efficiency, whether by diverting waste from landfill or by reducing food waste in our operations, we have an opportunity to amplify our efforts to reduce, reuse, and recycle.

In this next phase of our strategy, we are committed to building on progress made by finding innovative methods to implement circular solutions along our value chain:

- Reducing waste during the production phase.
- Identifying and using by-products from other industries.
- Collaborating with other companies to redesign circular processes.

As part of the strategy we commit to:

- Zero waste to landfill at all our operational sites by 2025.
- 50% reduction in food waste by 2030.

A comprehensive programme to baseline all use of packaging across the Group will be completed in 2021, allowing Glanbia to set clear targets and to transition to more sustainable packaging where possible.



Water intensity reduction

Glanbia recognises water as a valuable and compromised world resource and is committed to the conservation and reduction of water use in all production.

In the first phase of Group sustainability we made considerable progress in reducing our water intensity. As part of Pure Food+Pure Planet, the project team analysed the breadth of water accounting and in 2021 we commit to building on this by conducting water risk assessments across key operations and to then conducting water audits at our highest risk sites. The audits will inform corrective actions and will feed into our 2030 targets.



SECTION 3

OUR PROGRESS 2015-2020

Our Overall Progress

Our People

Our World

Our Supply Chain

Our Society



Our progress to date 2015-2020.

Our first five years of Group sustainability closed with strong environmental results and good progress made on social and governance aspects. During this time we conducted our first Group materiality exercise and established Group-wide environmental reporting across all operational sites.

- Zero Lost Time Case (LTC)
- 30% reduction in TRIR by 2022

Our Overall Progress

Our People (page 26)	Indicator	Target 2020	FY 2020
	TRAINING TO EMBED THE GLANBIA VALUES	100% of employees.	+93% increase in training participation. 'Learning and Development Hub' roll-out. 'Best Leadership Development Award' (Institute of Training and Development).
	PEOPLE ENGAGEMENT	100% of employees.	72% engagement.
	MAINTAIN THE HIGHEST POSSIBLE GLOBAL HEALTH AND SAFETY STANDARDS	Adopt a systems-based approach.	5 sites certified to OHSAS 18001/ ISO45001.
	REDUCE LOST TIME CASES (LTC)	Zero Lost Time Case (LTC).	47% of reporting locations zero LTC (30% in 2019).
	BENCHMARK AGAINST GLOBAL TOTAL RECORDABLE INCIDENT RATE (TRIR)	30% reduction in TRIR by 2022.	TRIR 15% reduction to 2.00 per 200,000 hours (2.35 in 2019).

Our World (page 32)	Indicator	Target 2020	FY 2020
	OPERATIONAL ENERGY EFFICIENCY & CARBON MITIGATION	Develop action plan to lower carbon, in association with The Carbon Trust.	8% reduction in carbon emissions from operational control facilities since 2018. Set SBTi targets.
	WATER QUALITY CONSERVATION & WATER QUALITY MANAGEMENT	8% reduction of water use.	17% reduction in water use.
	WASTE REDUCTION	Zero waste to landfill.	Zero waste to landfill for GPN sites
	RECOGNISED INTERNATIONAL OPERATIONS STANDARDS AT ALL FACILITIES	ISO14001 certification across the Group.	12 sites ISO 14001 certified.

Our Overall Progress

Our Supply Chain (page 39)	Indicator	Target 2020	FY 2020
	FOOD QUALITY AND SAFETY	Mitigate potential risks in manufacturing through GQS audits and corrective action plans.	100% adoption of global food safety certification requirements. 100% locations maintained or improved individual site rating YOY.
	RESPONSIBLE SOURCING	All suppliers adhere to the Group Procurement Policy and Code of Conduct.	Updated the Group Procurement Policy.
	DAIRY FARM SUSTAINABILITY	Drive continuous improvement through US FARM programmes. 100% of GI suppliers certified to Origin Green.	100% US suppliers certified FARM animal welfare. 97% our farmers are enrolled in the Environmental Stewardship Module. 100% GI suppliers certified to Origin Green.
	NON-DAIRY INGREDIENTS SUSTAINABILITY	Development of sustainability metrics to address material issues.	Completion of carbon foot-print assessment across the Glanbia value chain.

Our Society (page 44)	Indicator	Target 2020	FY 2020
	EMPLOYMENT	Creation of sustainable employment.	7,632 people directly employed, in 32 countries. Supporting 5,000 farm families.
	EMPLOYEE WELLBEING	Standardised health and wellness programmes for employees.	79% of employees satisfied with Glanbia focus on employee health and wellbeing. New Group-wide flexible working model which will remain post-pandemic. Launched Diversity and Inclusion (D&I) strategy.
	CORPORATE RESPONSIBILITY – SUSTAINABLE NUTRITION	Leverage our market insights and nutrition expertise into a defined, broader nutrition-in-society programme. Promotion of consumer education and nutritional research.	Ongoing support for Breast Cancer Research. 20,400 consumers engaged in GPN nutritional education programmes.
	COMMUNITY ENGAGEMENT	Community partnerships focused on health and wellbeing.	GPN's Sports Nutrition School initiatives. €3.6m donated during Covid-19 pandemic (to May 2021) to help first responders and frontline workers globally. €2m+ raised to support Breast Cancer research since 2016.

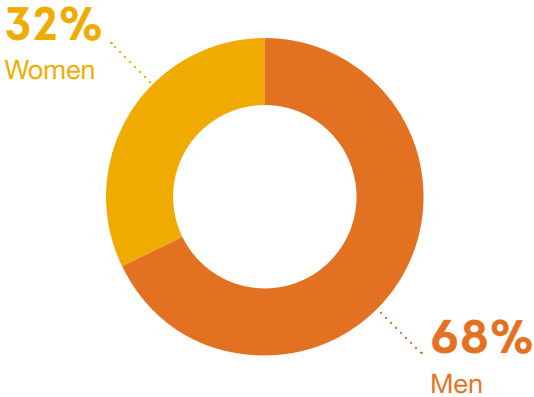
Our People

OUR PEOPLE

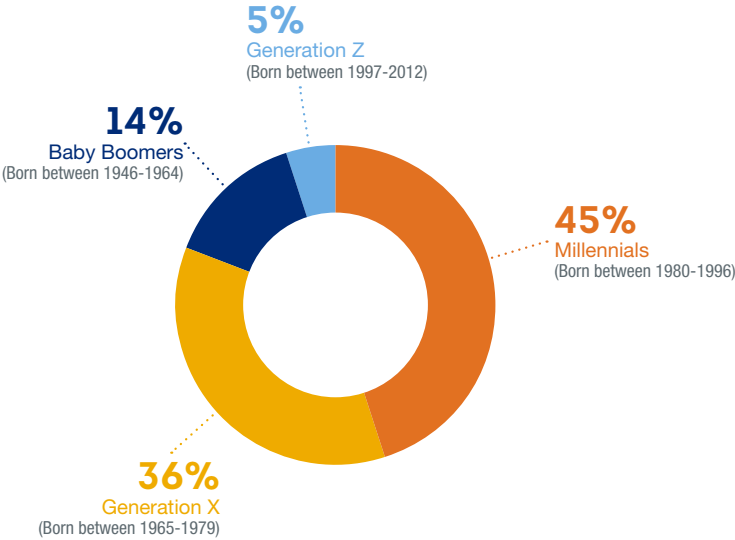
Our people are at the heart of Glanbia and define who we are. Respect, diversity and inclusion, fostering and rewarding talent, and engaging with our employees, are fundamental to our continued success.

Glanbia’s purpose and values came to the fore in 2020. We were deemed an essential industry during the Covid-19 pandemic and our 7,632 people swiftly adapted their day-to-day working lives and ensured we kept our operations running safely. Our collective effort to protect our people was our top priority throughout the pandemic.

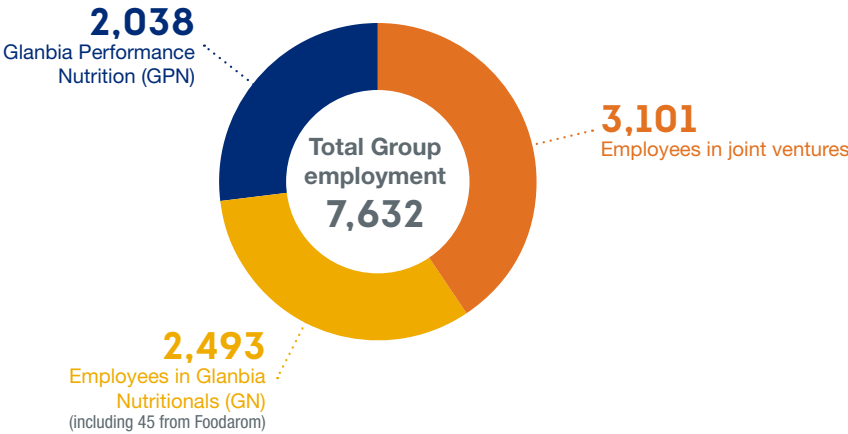
Total employee gender split



Number of employees by age



Building sustainable employment



Our People

Health and Safety During the Pandemic

Glanbia's global response

Our strong culture, aligned with the extraordinary efforts of our people, steered Glanbia through the challenges of 2020, when the Covid-19 pandemic tested the resilience of the full Glanbia organisation.

With the rapid spread of the virus, we immediately prioritised the health and safety of our people as we continued to produce our brands and ingredients.

Throughout 2020, we kept our operations across the globe running safely. Our products and ingredients reached our customers, made it onto store shelves and into the homes of millions of people across the world every day.

We established a Covid-19 Crisis Command Team (CCT) in the initial stages of the outbreak which took timely and effective action to ensure all our workers were operating in a safe manner and in line with local government guidelines. We swiftly introduced additional health and safety measures and processes to minimise the risk of contracting or spreading the virus, while our people across the world continued to produce essential food and ingredients for our customers and consumers.

The Glanbia Health and Safety (H&S) Leadership Team drove the formulation and implementation of our Site Protection Plans and they continue to play a key role. From on-site health checks, to sanitation, social distancing protocols and standards in contact tracing, our H&S teams, alongside the CCT, were central to the wider Group focus on ensuring our sites were safeguarded against the spread of the virus. Despite the unforeseen and rapid expansion of the pandemic, the team worked relentlessly, and remained focused delivering ongoing H&S improvements.

As the pandemic progressed we adapted to living and working safely with this new normal. Our detailed Site Protection Plans included temperature checking at point of entry, obligatory mask wearing, occupational health support and on-site testing. We introduced clearly defined policies and training for site leaders, supported by frequent communication to employees. Case management tracking and support became an effective employee support mechanism and risk mitigation tool.

Health & Safety Metrics

		Total Recordable Incident Rate (TRIR)		Lost Time Incident Rate (LTIR)	
	Business Units	2019	2020	2019	2020
Glanbia plc	GN (incl. JVs MWC and SWC)	2.59	2.72	1.12	1.44
	GPN	1.96	1.27	0.25	0.23
	Corporate	0.30	0	0.30	0
Joint Ventures	GI	3.25	2.05	2.18	1.02
	GC	2.27	4.14	1.99	3.62
Glanbia Group		2.35	2.00	1.09	0.99

Our People

All of our safety metrics improved through the year:

- The global Total Recordable Incident Rate (TRIR) for Glanbia as a Group improved nearly 15% to 2.00 per 200,000 hours vs 2.35 in 2019.
- While we did not reach our 2020 TRIR target of 1.80, we are confident that we are on track to meet our five-year targets with appropriate action plans in place.
- 47% of reporting locations had zero Lost Time Cases (LTC) improving on our 2019 performance (2019: 30%).
- Incremental improvements across 2020 led to strong results most notably in Glanbia Ireland and Glanbia Performance Nutrition. These improvements included the advanced use of 'near miss' indicators as a driving force to prevent injuries.
- For 2021, our improvement plans will be reviewed bi-annually by our Corporate Responsibility Council (CRC) as part of our culture of excellence in H&S.

No pay cuts or pandemic-related layoffs were implemented in 2020.

No government support was sought or received by the Group.

Glanbia Nutritionals' ongoing, outstanding record of worker safety won the International Dairy Foods Association 2020 Safety Recognition Award.

We focused more on employee wellness generally in 2020, recognising the impact of pandemic-related stress and anxiety on mental health:

- Providing care packs to our employees on the frontline.
- Recognising their efforts through Appreciation Awards.
- Rapidly developing "smart working" principles.
- Supporting employees in North America through additional sick pay measures.



Jiby Varghese, GBS, Ireland, was amongst our employees who featured in the "We Are All Essential" campaign to create awareness of Pandemic safety measures.

Smart working, internal communications and recognition

Effective internal communications were central to our rapid and coordinated response to the pandemic. Central to this was the roll out of a significant employee training programme, with a particular focus on supporting remote staff in adapting to the pandemic conditions. We also implemented wellness training and events to support the team.

A good example of this was our "We Are All Essential" employee communications campaign, driving home the importance of each individual to the collective health and safety.

We also launched a Group-wide "Smart Working" initiative, to communicate flexible and remote working principles. This balanced approach to the diverse needs of our people resulted in higher levels of engagement and productivity, with an employee survey reporting 79% of employees believe Glanbia takes a genuine interest in employees' health and wellbeing operations.

Our Covid Case Management Team worked round the clock, showing exceptional dedication and concern for colleagues, supporting our people with their queries on the pandemic and the impact globally.

We recognised the level of collaboration, speed of decision making, commitment to action and unity of purpose of our dedicated teams, as Coronavirus hit Ireland and then the USA - a real example of the best of Glanbia in action.

Members of the Crisis Management Teams who led the health and safety and site protection of each of our business units were

1. Our Strategy
2. Our 2030 Goals: Pure Food+Pure Planet
3. Our Progress 2015 - 2020
4. Our Accountability

acknowledged for their leadership in living the Glanbia values, with "Showing Respect Awards."

The collective Glanbia spirit has never been stronger.



“Our training and protocols stood us in good stead in the face of the Covid crisis - the like of which we had never experienced before. It was a huge learning experience and great to be part of such a dedicated and committed team.”

Fionn Fortune
Quality and Safety Manager,
Glanbia Group

Our People

Culture and engagement

In 2020 we deepened our employee listening strategy to continuously gather insights. This included roadshows and town halls which quickly pivoted online. We extended our wellbeing programmes to support social, physical and mental wellness.

Last year the Group “Your Voice” employee survey showed engagement at the industry benchmark level of 72% with a high degree of employee pride in Glanbia’s products and services.

Your Voice also identified areas for improvement which we are already addressing, including:

- Greater work flexibility.
- Career progression.
- Driving out waste.
- Increase momentum on climate change.

An employee survey conducted in response to Covid-19 showed: 79% of employees were satisfied with Glanbia’s response to the pandemic. Differing needs were identified between remote workers (flexibility, communications) and on-site employees (health & safety protocols, sick leave support).

People engagement

	2015	2020	Increase
Training	50%	93%	+43%
Employee satisfaction / pride in Glanbia’s products and services	32%	72%	+40%

A Pulse Survey on Diversity and Inclusion (D&I) achieved good participation with employee feedback informing our D&I strategy development.

Talent and Leadership

The Group sustained its focus on talent and leadership development throughout Covid-19 and our 2020 Organisation and People Review (OPR) was completed to support the proactive management of succession and talent planning.

Across the Group we saw an overall 93% increase in learning and development participation in 2020.

Moving our learning and development focus online

In 2020 we successfully transitioned to online learning and engagement, initially through a Covid-19 Learning Series, involving more than 1,400 employees. This series supported our people to navigate disruption, and covered topics including successful remote working, communicating effectively in virtual teams and cultivating resilience.

A Learning and Development Hub was rolled out, providing access to a range of remote learning and development resources.

Our Senior Leadership Programme Leading for Growth pivoted online. This programme provides insight into the latest thinking and application in areas such as strategic focus, agility and sustainable leadership skills, and addressed themes such as: international scaling; leadership impact; and business building.

Recruitment for Glanbia’s 2021 Pure Ambition Graduate Programme took place virtually. This Programme continues to be fundamental in selecting and developing the next generation of leaders for Glanbia.

External Recognition

Our advanced leadership programme, Leading the Future, won the Best Leadership Development Award at the Institute of Training and Development Awards in 2020.

This executive leadership programme aims to develop future ready leadership capabilities and ignite transformational change to enable future growth.

Glanbia’s Pure Ambition Graduate Programme was recognised as Graduate Employer of the Year (<40 intake) at Graduate Ireland’s 2020 Recruitment Awards.

Our People

Diversity and Inclusion (D&I)

Diversity is about valuing difference, whether that's people of different ages or genders or races or backgrounds and the different insights and perspectives different people bring. Our philosophy of valuing our people and their differences informed our approach to the development of a Diversity and Inclusion (D&I) strategy, Our Inclusion Journey, in 2020.

'At Glanbia we celebrate individuality, knowing that together we are more'

- Our Inclusion Journey vision

Our D&I Commitments:

- Fostering a truly inclusive culture that rejects any form of racism and other discrimination, where every one of our employees believes that they belong and that they have equal opportunity to thrive.
- Striving to protect the human rights of our workforce and all those engaged within our supply chain.
- The International Labour Organisation's Fundamental Principles on Rights at Work, and the UN Guiding Principles on Business and Human Rights.
- Nurturing a diverse workforce reflective of the customers and consumers we proudly serve, and our talent processes will ensure equitable recruitment, promotion and development opportunities.

Our Inclusion Journey

Our D&I strategy has been informed by:

- A deep listening exercise that included focus groups and one-to-one interviews with diverse and under-represented groups.
- A company-wide employee Pulse Survey on D&I.
- Input from representatives from each of the Business Units – ensuring that it will be integrated into our vision and brought into every aspect of our operation through internal communication and engagement.
- External benchmarking.



Through this broad and inclusive process, we learned that there are some things we are doing well, such as people and culture, and that there are areas to improve on, for example D&I training and awareness.

Our employees report that 'the people' make Glanbia a great place to work, with respect, camaraderie and teamwork featuring highly in their experience of working with Glanbia.

70% of our employees reported that 'my workgroup has a culture in which employees appreciate the differences that people bring to the workplace'.

While three quarters of respondents said 'I feel comfortable being myself at work' there is evidence that some under-represented groups may experience the workplace differently and do not always feel as comfortable expressing themselves. There is also a perception of inequality in terms of promotion and development opportunities. We will address this perception through our D&I strategy.

2021 Focus areas

For 2021 our focus centres on building capacity across the organisation to deliver on our vision for D&I.



“

Helping to shape Glanbia's D&I strategy has been very rewarding over the past 12 months. I am excited to see where this journey brings us as a team.

Kryss Millar
Director, New Ventures
& Global Insights at GPN

”

Going forward, Glanbia's Inclusion Journey will be realised under the following strategic pillars:

- Leadership & Education
- Talent Acquisition
- Communications & Engagement
- Inclusion & Co-operation
- Commercial & Reputation
- Data Analytics & Infrastructure

Under the Leadership and Education pillar, the initial focus has been around the delivery of facilitated sessions on D&I for leadership teams across the Group; the development of unconscious bias training modules for all employees; and the integration of D&I content into existing education programmes.

In relation to Talent Acquisition, inclusive hiring principles have been developed alongside a wider policy review programme; an employer brand refresh has been initiated with a focus on D&I; and we have commenced an initiative to look at ways to extend our pool of diverse candidates.

An employee resource group (ERG) framework has been developed with the first Group-wide ERG to be set up this year. An inclusive casting policy for marketing communications has already been launched in some parts of the Group and an education series for marketing and commercial colleagues across the organisation is planned.

Evaluation metrics have been developed to measure progress against all objectives in the key areas outlined.

Our People

Awards

Our efforts to address the needs of our employees have been recognised with external awards.



“

Thanks to the company's paid bonding leave, I was able to spend important time with my newborn baby.

Gabriel Vicuna
Whey Vacation Relief,
Southwest Cheese GN

”

South West Cheese (SWC) won the 2020 Family Friendly Business Gold Award from Friendly New Mexico. This is a non-profit initiative that recognises employers that have family friendly policies. And they applauded that SWC policies help their employees be successful at work and at home.

Looking forward, Our Inclusion Journey will be realised under the following strategic priorities: Leadership & Education, Talent, Inclusion & Co-operation, Commercial Reputation, Data Analytics & Infrastructure.

Showing Respect

Showing Respect is one of our core values and in 2020 we found new ways to celebrate global cultural events that raise awareness and understanding of different cultures and traditions. Our efforts reflect the importance we place on respecting each other and valuing diversity across our internal and external stakeholders and the communities we serve.

- Our activities to mark Pride included a webinar with Dil Wickremasinghe, an inspiring campaigner for social justice.
- We developed educational webinars and virtual engagement initiatives, where our employees shared their personal stories and insights.
- 79% of employees felt Glanbia takes a genuine interest in employee's health and wellbeing.
- €930,000 was raised to support Breast Cancer Research in a highly successful virtual 'Great Pink Run', which took place virtually in 2020.
- GPN's Sports Nutrition developed school initiatives.
- We celebrated International Women's Day, Veteran's Day, World Mental Health Day and Diwali.



GPN team members, **Aisling Zito** and **Grace Moloney**, are featured here celebrating International Women's Day

Our World

OUR WORLD

Our Journey of Growth and Sustainability

In 2015 we launched our first Group-wide sustainability programme. Since then a comprehensive set of targets and objectives have helped us drive, measure, and report transparently, on our progress to substantially reduce our environmental impact.

When we set our sustainability strategy in 2015 we were pragmatic in phasing the programme and setting clear, measurable targets for our carbon footprint, water usage and waste reduction.

Milestones on our journey:

- Established the governance for our environmental programme, through the Corporate Responsibility Council (CRC).
- Implemented a Group-wide environmental management system (Intalex).
- Evolved the focus areas and strategic support pillars.

Our focus has been primarily within Glanbia operations, augmented by a robust sustainable dairy procurement focus in the US and Ireland.

TRC rate, and xx manufacturing plants achieved a full year with zero recordable injuries.

Emissions Reduction

Carbon footprint – 8%

Our partnership with The Carbon Trust has stretched our ambition from initial benchmarking to cornerstone strategic work on carbon foot-printing, value chain mapping and assessing science- based targets.

In 2018, working with The Carbon Trust and Harbor Environmental, we completed our first Group-wide carbon footprint. Since then we have continued to develop our analytics of the footprint using our Environmental Management System (Intalex).

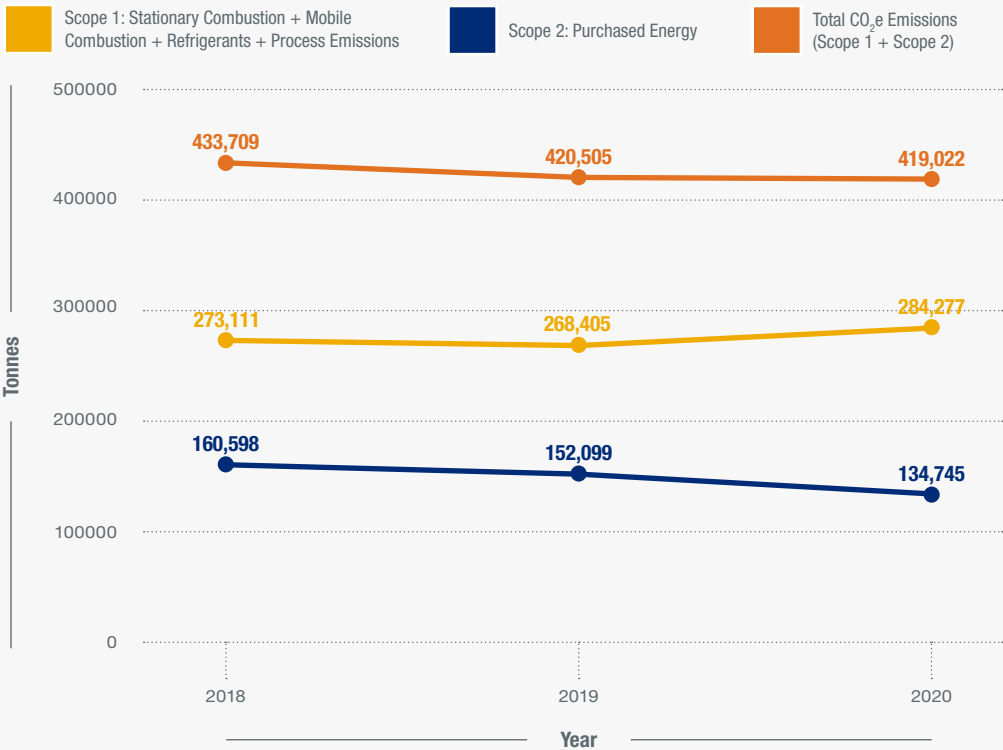
A further value chain project conducted in 2019 shows the total carbon footprint beyond

our operations – with 86% of our emissions from Scope 3 – within the milk supply chain.

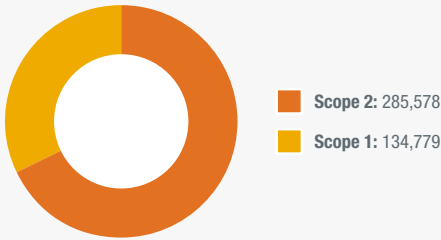
Since 2018 we have reduced our Scope 1 and Scope 2 carbon footprint by 8% for our operational control boundary. This represents a 3% decrease on the total footprint from the 2018 baseline, while our wholly owned operations have reduced by 16%.

Total CO₂e emissions by scope (tonnes)

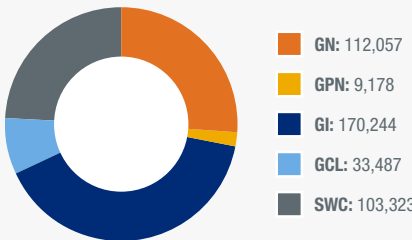
Reduction over the past three years was 8% for op control and 3% for full group.



CO₂ emissions by scope (tonnes)



CO₂ emissions by Business Unit (tonnes)



Our World



Carbon Disclosure Project (CDP)

An important element of assessing our programme, and providing transparency to our stakeholders, is the Carbon Disclosure Project (CDP). In 2020, our fourth year of Group-wide CDP return, we made our submission available to investor signatories, as well as customers who directly request it.

Carbon Disclosure Project (CDP)

Climate Change	Glanbia	Sector Average
2020	D	B
2019	D	C
2018	C	D
Water security	Glanbia	Sector Average
2020	B	B
2019	B	B
2018	B	C
Supplier	Glanbia	Sector Average
2020	C	B
2019	B	C
2018	B	C

In addition to meeting the needs of our stakeholders, the platform provides us with insights on our programme, particularly risks and opportunities.

By committing to science-based targets and building out energy efficiency reviews and energy audits, revisiting water usage baseline data, conducting water risk assessments and site audits we are using the CDP insights to elevate our ambition and we expect our future scores to reflect this effort.

In 2020 our CDP scores were consistent with 2019, noting that the strategy work had not reached its conclusion.

However, we have leveraged CDP insights in our new strategy, Pure Food+Pure Planet.

Renewable Energy

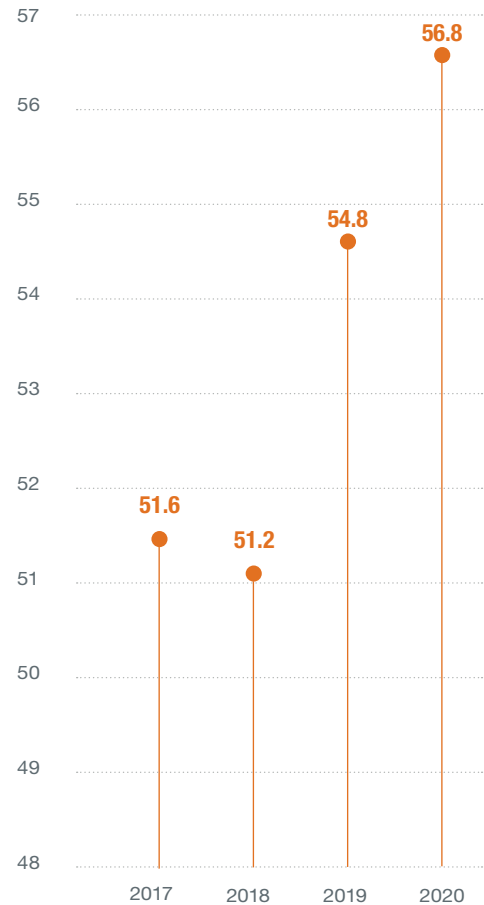
Glanbia has been transitioning to renewable energy sources within its operations over the last decade. The Group encourages the use of low carbon fuels in our operations and in transport, increasing our mix of renewable electricity from the grid and supports increased electric vehicle use.

We are growing our use of renewable energy and have already made substantial progress through producing and using our own biogas and employing energy providers with strong sustainability performance and availability of renewables.

In North America, biogas is used to fuel our plants at Gooding, South West Cheese and Mid-West Cheese. Our waste treatment plants (WWTP) on site, harness the power of microorganisms not only to help purify wastewater, but also to produce biogas. On site, biogas can replace up to 15% natural gas when optimal and can have upward of 60% the heating value of natural gas.

Converting waste to energy has the added benefit of offsetting the cost of natural gas. Currently we are working to improve the overall health of the WWTPs and the quality of the biogas produced and we have recently installed instrumentation to monitor this, with related KPIs. Since beginning the restoration project, we have already seen an increase of 14% in biogas production.

% of Renewable Electricity Procured



Our World

Waste Reduction

Since 2015 Glanbia has adopted a Group-wide approach to systematically drive out waste at every level. We are pleased with progress made to date and while we did not meet our goal to achieve net zero at all manufacturing sites by 2020, we are committed to meeting this goal in 2025. This commitment is vital as society’s ability to collect and recycle plastic waste has failed to keep up with exponential increases in plastic production, which has grown world-wide to nearly half a billion tonnes per year.

Waste is a material issue across Glanbia and in particular for the GPN consumer brands, where a shifting consumer landscape and heightened ecological concerns make sustainable waste management and packaging a business priority. Our GPN manufacturing sites achieved zero waste to

landfill ahead of target in 2018. Despite the impact of Covid-19 on all countries in which we operate, our GPN operations continued to achieve zero waste-to-landfill during 2020.

GPN approach to reach zero waste-to-landfill

GPN has taken a holistic approach, combining innovation, strategic procurement and industry collaboration, to achieve zero waste to landfill and circular economy solutions, along its value chain:

- Partnering with sustainability experts to broaden impact.
- Investing in disruptive platforms to expand sustainable options.
- Partnering with suppliers and customers to create a sustainable end-to-end supply chain.

Robust data management underpins the GPN approach – and this applies across the Group. Our Intelix platform enables compliance management, performance evaluation, root cause analysis and reporting.

Since achieving Zero Waste to Landfill in 2018, GPN has also reduced the total annual waste generated by 500 tonnes. In 2020, 81% of all waste generated was recycled with the remaining 19% going to Waste to Energy

GPN continues to tackle the issue of plastic waste across the 3 Rs of reduce, reuse, and recycle:

- Reducing virgin plastic usage and continuing to finding innovative ways to reduce our plastic footprint in brand packaging.

- Exploring opportunities to reuse and contribute to a circular economy through new platforms and supplier partnership.
- Improving the recyclability of all packaging in our portfolio, sustainably and economically.

GPN is responding to consumer demand as 43% of protein powder consumers rank packaging recyclability as an important factor when deciding brands to purchase.

% of consumers who would pay more for eco-friendly products

Gen Z: 58%

Gen X: 55%

Millennials: 61%

Baby Boomers: 61%

GPN’s Sustainability Journey to date:

2016	2017	2018	2019	2020	2021	2022-2030
Project Zero	Recycling Programme	Zero Waste to Landfill Achieved	Exploring Better Disposal Methods	Waste sent for animal feed	Continued diversion of all waste powder to animal feed	Glanbia Project Sustain key targets
We aligned all our manufacturing sites to one system of waste management with a goal to achieve ZERO Waste to landfill by the end of 2018.	Cross-functional Green Teams were created across sites to develop and implement a waste management process to maximise recycling and minimise waste going to landfill.	All GPN manufacturing sites transitioned to Waste to Energy for non-recyclable trash by October 2018 resulting in all GPN manufacturing sites achieving Zero Waste to Landfill.	Streamlined recycling vendor partnerships to maximise recycling rebate potential in addition to moving to even more sustainable methods of recycling / re-use.	EHS & Operations partnered with Quality to explore the diversion of Powder Waste from Composting to Animal Feed, resulting in an increase in rebate potential and reduced environmental impact.	The cross-functional teams (EHS, Quality, Operations) committed towards diverting 100% of Protein based Powder Waste to animal feed* *where allowable under local/state/federal regulations	• Zero Waste to Landfill Initiative at all manufacturing sites. • Commitment to reduce food waste by 50% (2030). • Reduce carbon emissions by 30% at all Glanbia sites (2030). • Reduce carbon industry emissions in the dairy supply chain by 25% at all Glanbia sites (2030).

Our World

Glanbia Nutritionals sustainable technologies and capabilities

GN continues to explore how food technologies can be leveraged to improve the efficiency and sustainability of producing, delivering and enjoying food and ingredients. Increased demand for edible packaging as an alternative to plastic use - minimising packaging material and wastage – is a trend where GN leads.

One of GN's distinct capabilities is edible film technologies, as pioneered by Watson, which Glanbia acquired in 2019. Since the 1960s, Watson's research and development team has been a pioneer in soluble and edible film technology. Watson's expertise in film technologies, commitment to quality, and range of processing equipment provides GN customers with edible, biodegradable and clean labelled solutions. Edible film is used in confection and bakery applications, oral hygiene or breath freshening applications like mints and gum.

The global edible films and coatings market is expected to experience steady growth over the next decade owing to increased demand for edible packaging as an alternative to plastic use. From a sustainable materials perspective, edible films and coatings are seen as an excellent solution to minimising packaging material and wastage. Rising consumption of convenient food offerings especially in developed regions, will also boost demand, as will the growing demand for the use of edible films and coatings as additives.

Reduce, Recycle, Reuse



GPN actively tries to 'Reduce, Recycle, Reuse' packaging materials across its supply chain. Recently completed projects include the transition of eight million Amino Energy cans to 100% recyclable material. In addition, our team has worked to consolidate and reduce the size of powder scoops in our ready-to-mix product lines, to lower the amount of plastics used.

We have also introduced biopolymer tubs for Optimum Nutrition protein in the EU.

Our World

GN - Bottling Initiatives

Also in the U.S., Glanbia Nutritionals' Corona, California based aseptic beverage manufacturing facility, has a focused improvement team who research and implement energy efficiency projects for aseptic beverage manufacturing facility.

Sustainability is a key customer requirement in the bottling industry. In 2020, the Corona improvement team reduced total energy usage by 5% through efficiency initiatives. This work will continue into 2021 and beyond.

In 2019, the plant signed up to a two year Strategic Energy Management programme - a collaborative programme with other neighbouring manufacturing facilities, where the plants share energy efficiency ideas with one another through regular workshops provided by the utility companies. As part of the drive to reduce waste, the Corona team recently installed a trash compactor and barrel crusher, both of which reduced the frequency of waste pickups from site and helped to reduce the carbon footprint. These actions combined eliminated 100 truck pickups per year. Other waste reduction initiatives introduced on site are the segregation of plastic and cardboard on the plant floor for recycling and the blowmolding department now has the capability to run R-PET preforms, allowing the plant to offer an alternative to virgin plastic.

Water Usage Reduction

3.5 billion people could suffer from water scarcity by 2025, according to the World Resource Institute (WRI). Water is material to Glanbia as a finite resource, increasingly pressurised by a growing world population and the impacts of climate change.

In 2015 we set an ambition to reduce water use intensity by 8% by 2020 and are pleased to have exceeded this ambition with water use intensity across all manufacturing sites reduced by 17%.

We measure our water use and aim to reduce total consumption globally, particularly in more water-stressed areas – such as Idaho and New Mexico.

Our dairy processing plants have a unique opportunity for water reuse, given that milk is over 90% water. During the processing of dairy products such a cheese, we generate Condensate of Whey (COW) water which is treated and then available for reuse within the plant or to discharge, allowing us to serve as a net generator of water, discharging more clean water than we consume. We also use instrumentation to recover clean flush water for our equipment rinses. This allows us to minimise water wasted and to reuse the water as much as possible.

Glanbia uses the WRI's Aqueduct Water Risk Atlas to evaluate water risks and water use for all manufacturing sites.

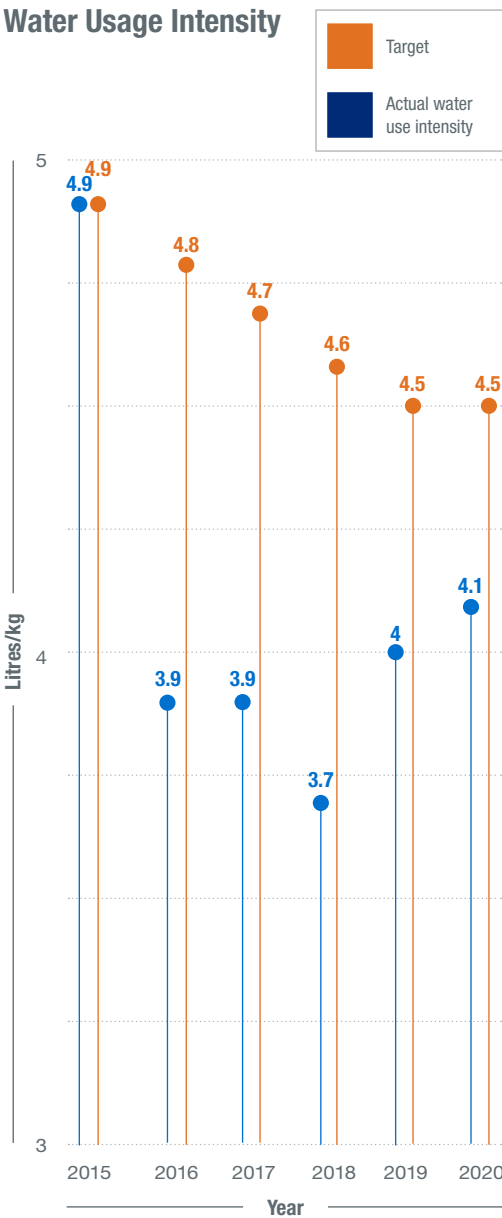
Our facilities at Gooding in Idaho and our joint venture MWC in Michigan are leading the way through automation and training.

Annual water savings of 11m gallons at Gooding facility.

A refurbishment at the GN Gooding facility in Idaho, focused on reducing water and chemical usage. It is achieved a saving of 30,000 gallons of water a day - 10.9m gallons annually. This will be augmented in 2021 with further investment in Clean-in-Place kitchen technology to increase the total water saving to 16m gallons per annum.

Not only do both these projects reduce water usage, they also significantly reduce the volume of effluent going to the treatment plant each day.

A similar automation project was carried out in Richfield, Idaho, to reduce energy, water and chemical usage and both plants also carried out HTST upgrades to deliver thermal energy savings.



Sustainability a key ingredient in new MWC facility



Energy efficiency and overall sustainability was a key element of the project build at our newest facility, MWC. A \$470 million state-of-the-art cheese and whey plant in St. Johns, Michigan, is a joint venture between Glanbia Nutritionals, Dairy Farmers of America Inc. (DFA) and Select Milk Producers Inc.

Glanbia Nutritionals operates the facility and markets its cheese to food service companies and other cheese companies and its whey protein powders to food, beverage and supplement companies.

When fully operational at the end of 2021, the nearly 400,000-square-foot facility

will employ 260 people and will process over 2.9bn pounds of milk from local farmers into more than 300m pounds of superior quality block cheese and 20m pounds of value-added whey protein powders each year. MWC will provide a long term, sustainable outlet for over 25% of the milk produced in Michigan, underpinning farm incomes and providing a significant boost to the local economy.

Glanbia, as operations partner, brought sustainability to all aspects of this project with a commitment to preserving the environment and natural resources.

MWC believes that environmental protection is the responsibility of every employee, so each individual is trained on the environmental impact of their assigned duties and how they can ensure compliance.

Energy efficiency was a key element of the project build in Michigan. We work with local utility company, Consumer Energy, which supplies an energy mix inclusive of 11% renewable energy from hydroelectric, wind and solar sources. Consumer Energy has been scored highest for sustainability performance among U.S. energy providers by Sustainalytics.

Sustainability highlights at MWC:

- \$25m water and wastewater treatment system.
- Reusing +90% of water.
- Generating +800,000 gallons a day of clean water from milk.
- Focus on renewable energy – including biomethane.
- Energy efficient LED lighting and heat recovery.
- Its innovative design includes a \$25m state-of-the-art water and wastewater treatment system, providing efficient steam, heat, and water recovery - reusing over 90% of water.

MWC is in effect a net generator of water since it discharges more water than it pulls from the city. Reverse osmosis and polisher equipment generates ~800,000 gallons a day of clean water from the milk we are processing. This water is pulled from the milk, and then re-used to wash our equipment each day. Instrumentation is used to recover clean flush water for all equipment rinses, minimising water down the drain and re-using the water as many times as possible.

The WWTP currently processes ~1.5 million gallons of water a day, which is treated to high enough standards to be discharged to the Great Lakes.

The boilers for steam generation are fuelled by clean-burning natural gas with related emissions at a fraction of the established air permit standards.

The MWC wastewater treatment plant includes anaerobic digestion to generate biomethane generating renewable energy from waste. The biomethane will be used to fuel the plant when it is fully operational. Heat from pasteurisation of the milk is captured and used to preheat the whey, saving thermal energy.

Our World

Sustainability a key ingredient in new MWC facility (continued)



The plant uses energy efficient lighting and heating/cooling units. The primary energy savers that have been included in MWC are Variable Frequency Drive motors (VFDs) on all process pumps, LED lighting, and heat recovery on our boilers, milk pasteurisers, and the dryer exhaust stack.

Award

MWC recently won the prestigious “ProFood World Magazine” Manufacturing Innovation Award. This Award recognises outstanding food and beverage processing and packaging innovation projects involving greenfield plants, expansion and renovation projects, or line upgrades.

2030 Science Based Targets SBTi

At operations level the MWC facility will contribute to the Glanbia commitment to reduce carbon emissions by 31% by 2030 and to a glide path to net neutral carbon emissions by 2050 in line with Science Based Targets. This will be achieved by ongoing energy efficiency reviews and energy audits, water and waste reduction.

MWC will work with its milk partners and patrons to address value chain emissions, in line with the Net Zero ambition and Pure Food+Pure Planet.

Our Supply Chain

OUR SUPPLY CHAIN

A transparent, responsible and sustainable supply chain

For Glanbia, supply chain sustainability means adopting clear and consistent governance across social and environmental responsibility - from human rights to the resources required to create our products from farm to fork.

Our key areas of focus include sustainable procurement practices and how we engage our suppliers in improving sustainability by working with them to reduce their environmental footprints.

Tackling human rights in the supply chain (SDG 8 and 10)

Labour and human rights are critical in achieving the Sustainable Development Goals - an ongoing priority for Glanbia and one that was particularly evident when supporting our employees during the pandemic.

We strive to protect the human rights of our workforce and all those engaged within our supply chain. In 2020 we agreed a new Diversity and Inclusion (D&I) strategy aimed at embedding a more equitable culture within the organisation and look forward to rolling out initiatives that foster inclusion and diversity across our supply chain in 2021.

Food Safety and Quality

Glanbia exists to deliver its brands and ingredients in a responsible and sustainable way.

Glanbia remains a leader in food safety across the variety of products, processes and brands we proudly produce. The Global Quality Leadership Team (QLT) now in its sixth full year remains the centre of excellence and network where Global standards and policies are created and vetted. The Glanbia Quality System (GQS) – our food safety code of practice – has continued to evolve new policies and standards to address areas relevant to our businesses. In 2021 we will continue to develop standards and practices focused on the important area of

infant nutrition safety, serving our customers who supply nourishment to one of the most sensitive categories of consumers. As part of our GQS, we completed almost 300 audits within 12 core policy areas in 2020.

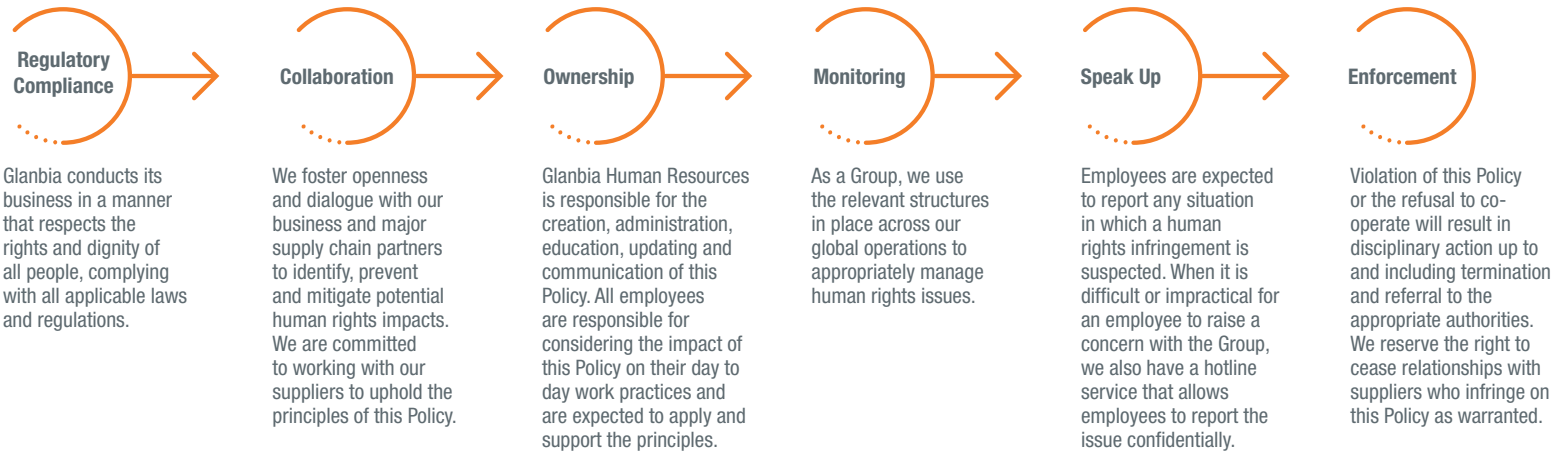
We verified that performance standards were met in 90% of these GQS internal audits, and have clearly defined actionable plans for areas where performance was rated less than satisfactory. In addition, the Group-wide policy for sustaining a globally recognised Quality and Food Safety certification (e.g. GFSI) at all our manufacturing sites was verified at 100% compliance.

We also continued the Investigative Excellence initiative to drive a culture of learning and prevention. This policy requires the global

logging of all potentially significant quality incidences, and requires a completed Root Cause Analysis (RCA) of acceptable quality, and a post case review. In 2020 we achieved a 100% success rate on this programme. In addition, we held a Glanbia-wide Investigation Excellence forum to showcase our work in this area across the Glanbia teams.

The impact of Covid-19 on Quality programmes in Glanbia meant adapting to remote practices for audits and inspections inclusive of our extended supply chain (contract manufacturers, suppliers); this adaptation was successful and sharpened our approach to conducting quality operations, testing and risk reviews, to ensure continued safety of our raw materials and products.

Values Led Commitment



Our Supply Chain

Sustainable Dairy Supply

Glanbia is committed to playing a meaningful role in the sustainable transformation of our food system, for the betterment of our planet, our people and our communities. 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 work, whilst the scale of the challenge in global decarbonisation means across industry and across government collaboration is the only way forward.

To date Glanbia has monitored environmental data from milk suppliers through a combination of the FARM ES programme in the US and the Origin Green programme in Ireland. In the next phase of our strategy we will continue to ask more suppliers to disclose their data, as well as drive supplier engagement to build a transparent and environmentally responsible supply chain.

Partnerships

Glanbia has been a thought leader in the development of sustainability programmes and driving best practice in our dairy supply chain. Our partnerships with organisations including the Innovation Center for US Dairy, National Milk Producers Federation and Bord Bia (Irish Food Board) are critical, providing our farmers with the tools to assess their performance and the technical support to deliver continuous improvement.



U.S. Dairy Industry Sets 2050 Environmental Stewardship Goals

Glanbia Nutritionals demonstrates its thought leadership in the U.S. as a member of the Dairy Sustainably Alliance® and through representation on the Innovation Center for U.S. Dairy’s Environmental Stewardship Committee.

In 2020, following a materiality assessment and year-long multi-stakeholder process that included input from dairy farmers and other members of the dairy value chain, the Innovation Center’s Board of Directors – which includes Glanbia Nutritionals - set the industry’s new voluntary environmental stewardship goals.

Its ambition by 2050 is to collectively:

- Become carbon neutral or better.
- Optimise water use while maximising recycling.
- Improve water quality by optimising utilisation of manure and nutrients.

With a commitment for quantitative and credible measures of progress reporting every five years. This is a collective goal across the US dairy industry and supports its vision of dairy as an environmental solution.

US FARM programme

We continue to support the US Farmers Assuring Responsible Management (FARM) programmes which focus on animal welfare and environmental stewardship.

In the US, the Farmers Assuring Responsible Management (FARM) programme provides impartial, science based verification as to how the dairy industry is committed to taking the best care of animals, the environment, producing safe, wholesome nutrition, and adhering to the highest standards of workforce development.

FARM is a partnership between the National Milk Producers Federation and Dairy Management Inc. and operates four programme areas: Animal Care, Environmental Stewardship, Antibiotic Stewardship and Workforce Development.

Our Supply Chain

Animal Welfare

Caring for cows has always been a priority for Glanbia milk suppliers. Understanding the importance of this issue and in recognising Glanbia's commitment to animal welfare, Glanbia Nutritionals has participated in the US FARM Animal Care programme since 2013, with the ambition of having all suppliers certified. The programme involves on-farm assessments by trained evaluators who provide observation based verification by assessing a statistically significant percentage of farms each year to ensure the integrity of the programme. FARM Animal Care holds dairy farmers accountable to the best management practices for a variety of animal care issues, including animal health from birth to end of life, animal housing, nutrition, equipment and milking procedures, transportation, and handling.

100% of the milk supplied to Glanbia from its Idaho and New Mexico farms was FARM certified in 2020. In addition, this programme is now being extended to MWC farms in Michigan.

"The FARM programme helped us to add transparency, accountability, and build on a culture of continuous improvement in animal care. We are proud to have been the leaders in launching the FARM program within Idaho and to have 100% certification from our entire US dairy supply. Animal Welfare is a non-negotiable for us, and the FARM programme provides a platform for farmers to demonstrate their commitment to excellent animal care."

Mike MacHado
Glanbia Dairy Sustainability
Specialist, Idaho

FARM Evaluator

Glanbia Nutritionals currently has two staff members who are certified FARM Animal Care evaluators and one trainee evaluator. FARM Environmental Stewardship.



"Agriculture has had a long standing tradition of environmental stewardship, however it has always been an unspoken to consumers. The FARM Environmental Stewardship module will bridge the gap by bringing our long standing traditions into the modern era of sustainability, and establishing benchmarks for future improvement."

Ryan Franco
Field Representative and FARM Evaluator

The FARM Environmental Stewardship (ES) programme provides tools and resources for US dairy farmers to measure and improve their carbon footprint. It is based on a life cycle assessment (LCA) of fluid milk conducted by the Applied Sustainability Centre at the University of Arkansas, incorporating data from more than 500 dairy farms across the United States.

The FARM ES module asks a set of questions to assess a farm's carbon and energy footprint providing reliable, statistically robust estimates that explain 98% of the variability in total carbon footprint. It details a comprehensive estimate of greenhouse gas emissions and energy use on dairy farms, allows US dairy aggregate data and track against progress. When allied to the dairy processor reporting, the FARM ES data allows the US dairy processors 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 Glanbia Nutritionals set a target of full enrolment of our Idaho directly procured milk in FARM ES and is happy to report 97% of our Idaho suppliers are enrolled in or have completed a FARM environmental assessment thus far. From summer 2021, enrolment in FARM ES is a stipulation for milk supply to Glanbia Nutritionals.

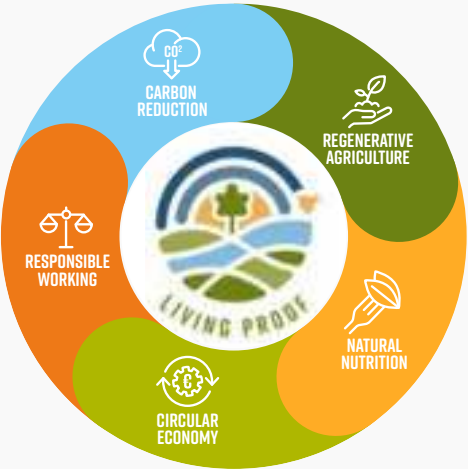
Workforce Development

FARM Workforce Development (WFD) focuses on the safety and well-being of the dairy farm families and their employees who work year-round to provide cow care and produce wholesome milk. It provides tools to help farmers manage HR and safety management best practices, to identify best practices and track improvement over time.

Glanbia has been certified to evaluate the WFD programme and will roll it out from 2021.

Our Supply Chain

Glanbia Ireland - Living Proof



Glanbia Ireland is committed to leading the international field in sustainable dairying.

Its ambitious plans include the 2021 launch of a new sustainability strategy “Living Proof” which has five strategic areas of focus - Carbon Action, Regenerative Agriculture, Responsible Nutrition, Inclusion and Contribution, and Circular Economy.

Within this framework, it has adopted science based targets covering its whole value chain from cow to consumer – addressing climate, air, water and nature. Glanbia Ireland has set a target to reduce on-farm CO₂ emissions intensity by 30% by 2030, as aligned with climate science.

Food industry collaboration

In 2020 Glanbia Ireland partnered with other food and dairy industry partners on a unique collaboration to consider the feasibility of adopting an integrated approach to Anaerobic Digestion (AD) producing biomethane as an enabler to decarbonise the Irish agriculture food production and supply chain.

For Glanbia Ireland, AD biomethane offers not only a source of renewable gas to decarbonise its operations, but more importantly is potentially a key enabler in contributing to reducing emissions in agriculture. Benefits for on-farm sustainability include the production of organic bio-fertilisers to displace artificial fertilisers, leading to improved water and air quality and soil regeneration/health.

Procurement

Glanbia’s supply chain spans procurement of raw materials, packaging, transport and other services globally. In 2020, a new Global Procurement Policy was launched across the organisation to ensure responsible sourcing, value-focused, timely and effective purchasing in the execution of Glanbia’s business.

Glanbia’s procurement teams work closely with key stakeholders to manage activities in the areas of supplier selection, contract negotiation and supplier performance. Under the policy, procurement teams are required to apply responsible sourcing criteria to our selection decisions and requires all suppliers to be compliant with laws, regulations and social customs for the countries they operate in and to comply fully with all human rights, labour, food safety, environment and health and safety regulations.

In accordance with Glanbia’s commitment to zero tolerance of slavery and human trafficking, our procurement teams use the Global Slavery Index to identify high risk supply regions and ensure all Glanbia suppliers from those regions are Sedex registered and approved. Complementary policies include our Environmental Health and Safety policy; Human Rights policy; Food Safety and Quality Policy and Slavery and Trafficking Statement.

Our Supply Chain

Glanbia Ireland earns “gold” status for sustainability



As with FARM ES, Origin Green, Ireland’s national sustainability programme, also provides farmers with the tools to track progress, identify potential efficiency gains and assess against best in class local and national performance. During 2020, Glanbia Ireland was among the first companies to achieve Gold status as part of Origin Green, Ireland’s national sustainability programme. All of Glanbia’s Irish dairy suppliers are accredited to Origin Green. The programme involves audits as part of the Sustainable Dairy Assurance Scheme.

Biodiversity

As part of its Origin Green programme Glanbia Ireland developed two community facing initiatives to generate awareness for bees and Irish wildlife; Operation PolliNation and Operation WildNation.

OUR SOCIETY

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

Over the five years since 2015, Glanbia has progressively focused 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 meeting the challenge of providing nutrition to a growing world population. In 2020 this was evidenced in how the business responded to the pandemic, in particular with the further roll out of employee well-being programmes, and the transfer of many of our consumer education and also community engagements initiatives to virtual media.

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 2020, as well as putting in place very detailed health & safety measures to protect our essential operations people, we also provided care packs to employees most affected by the pandemic and recognised their efforts through Appreciation Awards in recognition of their service during Covid-19.

For remote workers, our focus was on ensuring that employees are supported to cope well with new ways of working. We expanded our employee assistance programmes and offer online exercise and well-being classes while sharing communications highlighting the importance of staying well both mentally and physically. Our annual Workplace Wellbeing Day took place virtually in 2020, with employees from all over the world participating.

GN Clean Label Dairy

Demand is growing for good, 'clean', nutritionally rich foods. As a leader in dairy protein ingredients and vitamin and mineral fortification of dairy products, Glanbia Nutritionals is helping to develop the healthy products that consumers are looking for.

Consumers want food and drinks to be natural, clean and with a simple list of ingredients – preferably on sustainable packaging. Glanbia Nutritionals operates as a clean label development partner for many of its customers.

The focus of clean label consumers goes beyond the nutrition label, to embrace ingredients that are simple, natural, wholesome, and traditional.

At minimum, a clean label dairy product is free from artificial ingredients and when it comes to ingredients, the fewer, the better. For example, dairy has a long tradition as a wholesome staple food product. Call-outs such as organic, antibiotic-free, hormone-free, grass-fed, and pasture-raised help reassure consumers that the dairy products they are buying for themselves, and their families are high quality and wholesome.

Transparent

Transparency is closely aligned with clean label. This can include sourcing transparency, such as identifying which farms or regions the milk is from, as well as third-party certifications, like USDA Organic or Non-GMO Project Verified. Transparency is also important for products with ingredients that could be misunderstood by consumers.

Further expansions of clean label includes the current trend in dairy of reduced or no added sugars, as these touch on the ideas of wholesome and fewer ingredients.

Clean labelling also emphasises environmental sustainability and high quality care for farm animals.

Transparency through, for example, third-party certifications and sustainability reporting, is closely aligned with Clean Label. The National Dairy FARM (Farmers Assuring Responsible Management) Programme is amongst the certifications many consumer look for in order to determine if dairy products meet their individual standards.

Our Society

Health and Wellbeing of our Consumers

Consumers are more than ever mindful of their health and wellbeing – prioritising brands that they trust. Through our innovation pipeline, Glanbia continued to focus on our core attributes - quality, health, wellbeing and nutrition.

Collaborating across the supply chain

We research and develop science-based nutritional solutions to promote health across all life stages from infant nutrition to healthy aging. Our research and partnerships are vital to this work. We have invested heavily in research activities globally, both through our own operations and by providing support for external initiatives. We also worked with our customers on a number of exciting initiatives that enhance sustainability and reduce overall environmental footprints, including new supply chain configurations, ageing cheese more quickly, applications to extend shelf life and various reductions in packaging.



Nutrients of concern

Food and nutrition play a crucial role in health promotion and chronic disease prevention. Every five years, the U.S. Department of Health and Human Services (HHS) and the U.S. Department of Agriculture (USDA) publish the Dietary Guidelines for Americans, the nation's go-to source for nutrition advice. Calcium, potassium, dietary fibre, and vitamin D are considered dietary components of public health concern for the general U.S. population because low intakes are associated with health concerns.

The FDA now requires the addition of these nutrients for the Nutrition Facts label that appears on packaged foods. The new labelling requirements are meant to reflect new information from the scientific community, especially highlighting the link between diet and chronic diseases such as obesity and heart disease.

As part of its educational programme, Watson, which was acquired by Glanbia in 2019, produced a series of webinars and information tools for its customers, on the nutrients of concern.

Glanbia Nutritionals continues to produce and publish these tools for its customers.

<https://www.glanbianutritionals.com/en>

1. Our Strategy
2. Our 2030 Goals: Pure Food+Pure Planet
3. Our Progress 2015 - 2020
4. Our Accountability

Supporting our communities through Covid-19 and beyond

The disruption caused by Covid-19 to markets, trade and supply chains in the past year made it clear that solving our shared challenges will require working in broad global coalitions. The pandemic has vividly demonstrated that governments, businesses and communities must work together to build more resilient societies, better able to withstand major social and economic shocks.

Glanbia is proud to have donated more than €3.6m worth of sports and lifestyle nutrition products globally to help support first responders, frontline workers and hospitals who were leading the fight to keep people healthy throughout the Covid-19 pandemic.

Brands involved include Optimum Nutrition (ON), Isopure, BSN, Amazing Grass and think! with major donation projects in North America, India and the UK in particular. In India, as well as supporting frontline workers, GPN partnered with the Akshaya Patra Foundation and hunger relief centres to support migrant workers who lost their livelihoods and shelter due to Covid-19 lockdown.

In North America, ON partnered with Michelob Ultra for Movement Live, donation-based, weekly workout classes.

In Ireland, Glanbia Ireland (GI) supports FoodCloud, a social enterprise that combats food waste by connecting retailers and food businesses that donate large volumes of food to charities in need. In 2020, FoodCloud redistributed 128 tonnes of food on behalf of Glanbia Ireland, an increase of 117% on last year.

Our Society

Education initiatives

GPN Global Education focused on consumer-facing digital education in 2020. The entire Sports Nutrition School (SNS) programme moved online during the year, condensing over 40 hours of classroom learning into a streamlined digital offering. As a result, the programme’s reach was significantly extended by inviting multiple distributors and retailers from across the globe. 2020 also saw the introduction of ‘The Optimum 5’, a consumer-facing, bite-sized programme that aims to build a strong performance foundation by focusing first on food, hydration, sleep and training and then adding supplements. The Optimum 5 introduces new content weekly to consumers around the world through our social and digital channels.



2020 also saw a partnership with ‘Tomorrow’s World Today’ to create a TV episode ‘The Power of Protein’. The episode was viewed by over one million viewers on Discovery and the Science Channel, charting the journey of whey protein from farms, through our cheese and whey facilities in Idaho to Optimum Nutrition’s cutting-edge R&D facility, explaining along the way how Gold Standard 100% Whey Protein has become the most-awarded, most-reviewed, best-selling whey protein powder in the world.

Charity and Social Enterprise Support

Glanbia continued its partnership with Breast Cancer Ireland in 2020. The Great Pink Run with Glanbia, in aid of breast cancer research both went virtual and

global this year for the first time ever. More than 450 Glanbia employees from all over the world took part in the virtual event, joining 15,000 participants. This year’s event has raised in excess of €930,000 for breast cancer research – a record total.

In North America, Glanbia Nutritionals (GN) continued its work with local communities with the 26th Annual Charity Golf Tournament taking place virtually, raising \$170,000 for local charities.

GN supported food banks across Idaho and New Mexico donating cheese and other produce to provide a much needed protein source for food baskets at a difficult time for many in our community. We also partnered with local patrons to support the important work of food banks and our employees contributed to food drives across our organisation.

In Suzhou, China, our local team partnered with the Amity Foundation, to help provide virus-fighting medical equipment for Suzhou Children’s hospital.

- ◀ 46 ▶
1. Our Strategy

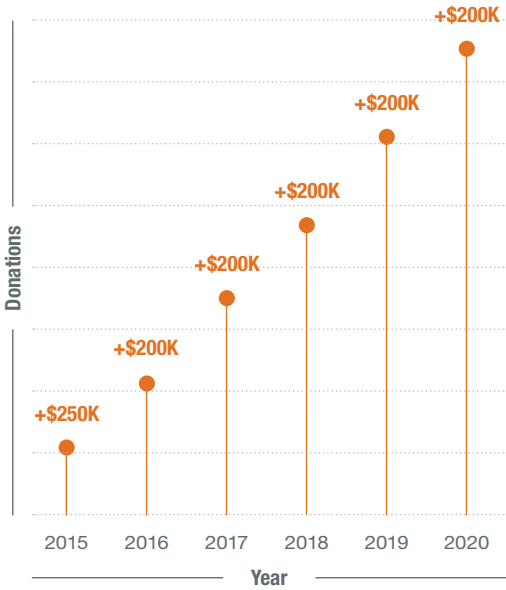
2. Our 2030 Goals: Pure Food+Pure Planet

3. Our Progress 2015 - 2020

4. Our Accountability

Charitable Contributions

Cumulatively GN has donated over \$2 million to worthy causes in our local communities since our first full year in Idaho of which \$1m was over the last five years.



Economic and Social Impacts :

IN 2020 GLANBIA NUTRITIONALS DISTRIBUTED MILK CHEQUES TO IDAHO MILK SUPPLIERS TO THE VALUE OF

€708m

GLANBIA IRELAND PAID OVER

€1.083bn

TO ITS IRISH MILK SUPPLIERS, AN INCREASE OF 3.8% IN 2019.

Our Society

Amazing Grass supports the Ron Finley Project in helping to teach regenerative agriculture and promote nutritional awareness within the community

As a plant-based nutrition company that started on a small family farm in Kansas, Amazing Grass believes that healthy eating habits are essential to communities worldwide.

They are passionate about supporting diverse, like-minded organisations that educate communities on-farming and support efforts on making healthy nutrition more accessible.

- Donated \$10,000 to the Ron Finley Project to support the organisation's efforts in teaching communities how to transform food deserts into food sanctuaries, and teaching individuals how to regenerate their lands into creative business models
- Volunteer day to support and help the Ecology Centre, a non-profit eco-education centre and organic farm based in Southern California, with their propagating, seed saving, and food preservation efforts.



Personal trainers online helping people affected by the pandemic



The pandemic destroyed lives, not only through illness but also through job losses and related mental illness and health deterioration. Optimum Nutrition developed online workouts, provided a team of Personal Trainers and ran campaigns such as the StayFit challenge to help people through these difficult times. Activities were tailored to Oceania, India, China and the UK and in the UK alone home workout content reached over 3m people and over 12k people engaged with the #StayFit competition.

51%

of global consumers concerned about being less active or gaining weight during the pandemic.

29%

increase in the number of consumers exercising and working-out at home.

SECTION 4

OUR ACCOUNTABILITY

Our Governance

Our Corporate Responsibility Framework

How We Report

EU Non-Financial Reporting Directive

EU Non-Financial Reporting Statement



Our Governance

OUR GOVERNANCE

Our strong governance structures and frameworks are key to delivering our strategy.

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.

GLANBIA BOARD PLC

Board Committees

Audit	Governance	Remuneration
Independently oversees the quality and integrity of the Group’s accounting policies, financial reporting and disclosure, internal control framework and audit, as well as the mechanisms through which employee’s may raise concerns	Oversees Board and Executive Committee succession planning and keeps the Board’s governance arrangements and corporate governance compliance under review	Oversees the design and implementation of the Group’s Remuneration Policy and the operation of remuneration policies and practices with particular reference to certain senior management

Advisory Committee

Sustainability
Represents the Board in defining the Group’s strategy relating to ESG matters and in setting relevant KPIs. Provides oversight of the Group’s management of ESG matters and compliance with relevant legal and regulatory requirements, as well as industry standards.

Our Governance

The Board exercises its corporate governance responsibilities with diligence but also with clarity of purpose to help the management team create value while honouring our responsibilities to our stakeholders and our communities.

In particular the Board recognises the scientific consensus that action is required to address the impact of greenhouse gases on rising global temperatures. In January 2021 the Board approved the Pure Food Pure Planet strategy to accelerate our climate change commitments, targeting decarbonisation in our operations and supply chain and addressing our most material sustainability focus areas.

Our commitments are clear but translating words and aspirations into actions at the scale and pace necessary to fulfil our ESG goals requires change. A shared understanding of the challenges and a mutual commitment to build a sustainable business is key. Bringing our many stakeholders with us – employees, investors, customers, suppliers, communities – is also critical. We are 100% committed to this path.

In June 2021, recognising the strategic importance of sustainability for the business and our future growth, we elevated sustainability through the establishment of a Board Committee. The Sustainability Committee is chaired by Donard Gaynor, our Chairman, independent Non-Executive Director and membership includes three other independent Non-Executive Directors as well as the CEO.

The Board also created a new role of Chief ESG and Corporate Affairs Officer, reporting to the CEO. Michael Patten, Group HR and Corporate Affairs Director, was appointed to this new role to lead the continued development and

implementation of our ESG strategy, leading the central team and working in partnership with all the businesses.

In addition the Board will:

- Establish a Group-wide ESG committee to ensure translation of its plans into measurable results. Each business unit will be represented by an executive member accountable for delivery of the programme at BU level.
- Create an ESG Centre of Excellence to build organisational capability and provide a central resource to track and support our change programmes.

The Committee will help Glanbia implement our sustainability strategy across the business, strengthen relations with external stakeholders, and ensure overall accountability.

As part of the Group-wide consultation to develop the 2030 strategy, we established a new Steering Committee with senior leadership representation from the business units which is accountable to the CEO and Executive leadership team.

Under the stewardship of the Chief ESG and Corporate Affairs Officer, the Steering Committee has responsibility for:

- Embedding the new sustainability strategy in the individual business units.
- Defining the deliverables to enable the achievement of our Pure Food Pure Planet targets.
- Development of appropriate processes and data points in support of the plan and overall ambition.

Our Head of Sustainability, based in the USA, who reports in to the Director of Corporate Affairs and ESG is responsible for coordinating and guiding the successful implementation of our environmental and market sustainability strategy. The Head of Sustainability is also responsible for the coordination, with the business units of Glanbia’s responsible nutrition strategy.

Within the organisation the delivery of our Environmental and Health and Safety programmes 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 work programme is coordinated by the Heads of Sustainability and Quality & Safety. 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.



Our Governance

Our Corporate Responsibility Framework

Our Corporate Responsibility framework, encompasses various policies including:

- Group Code of Conduct
- Environmental, Health & Safety Policy
- Human Rights Policy
- Diversity and Inclusion (D&I) Policy
- Anti-Slavery and Human Trafficking Statement
- Anti-Bribery and Corruption Policy
- Food Safety Policy

How we Report

The Global Reporting Initiative (GRI) guidelines have determined the Glanbia sustainability focus since we commenced formal reporting in 2015. In 2019 we conducted a materiality assessment, which now determines the boundaries of our reporting. In the next phase of our strategy, we are committed to evolving our reporting to meet the GRI core standard.

EU Non-Financial Reporting Directive

We recognise that we can only meet our long term strategic goals if we operate in a sustainable manner. We are committed to complying with the requirements of the EU Non-Financial Reporting Directive and to align with developing best practice in sustainability frameworks. This led us to focus on issues that are material at a Group level. We emphasise on pages 10 and 11 how important it is that we address issues that matter to our stakeholders and strengthen our business, deepening our connections with consumers, customers, suppliers, investors and communities. We will continue to evolve our business model and practices in line with societal expectations and best practice in sustainability.

By showing leadership and by working with others, we aim to contribute to the delivery of the UN Sustainable Development Goals (SDGs) in the critical decade of action leading up to 2030, while giving our business a platform for sustained quality growth. At Glanbia, we’re focusing on the goals that are most relevant to our business, working on meeting them in the best way we can, and measuring our progress. Glanbia has adopted goals 2, 3, 12 and 13 as the most relevant areas where we can meaningfully contribute (Page 12).

- Goal 2:** Zero hunger
- Goal 3:** Good health and wellbeing
- Goal 12:** Responsible production and consumption
- Goal 13:** Climate action

Ethical business behaviours

Glanbia’s Anti-Bribery and Corruption policy is published on our Group website and describes our zero tolerance approach to bribery or any other form of corrupt practice. This policy, along with our Group Code of Conduct, our Whistle blowing policy and our Procurement Policy supports Glanbia’s efforts to ensure that our business is conducted in a manner that does not involve corrupt practices. Where employees have concerns about business conduct, the Group provides clear guidance on how to report these. All policies can be viewed on www.glanbia.com.

UK Corporate Governance Code (2018)

This is the first year in which Glanbia is required to report on its governance under the latest Corporate Governance Code, published by the UK Financial Reporting Council (FRC) in July 2018 (the ‘Code’). The Code was updated to help build trust in business by forging strong relationships with key stakeholders. It called for companies to focus on long-term sustainability by aligning purpose, strategy and culture, promoting integrity and valuing diversity.

Our corporate governance report, published in the 2020 Annual Report (page 64), explains the governance structure, processes and procedures that are in place at Glanbia and how we have applied the principles and complied with the provisions of the Code during 2020.

Stakeholder Engagement is detailed in Section 1 (Page 11).

Board composition, Board renewal and Committee changes.

There were a number of changes in the composition of the Board and Committees during 2020 and early 2021 which are to be found in the Glanbia Annual Report (pages 90 to 93.)

Our Governance

EU 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. Many of our policies can be viewed on www.glanbia.com.

Reporting Requirement	Policies and standards which govern our approach	Risk management and additional information
Environmental Matters	Environmental Sustainability Supply Chain, Responsible Sourcing & On-farm Sustainability	Our new 2030 Sustainability Strategy - pages 17-20 Site Compliance Risk & Environmental, Health & Safety Regulation Risk Management - pages 27-28 Corporate Responsibility Council - page 51 Supply Chain - page 39
Employee Matters	Culture & Engagement Group Code of Conduct Whistleblowing Policy Diversity and Inclusion (D&I)	Employee Engagement Survey - page 29 Group Code of Conduct - page 51 and www.Glanbia.com UK Corporate Governance Code - www.Glanbia.com Diversity and Inclusion (D&I) - page 30
Social Matters	Education Initiatives Community Support	GPN Sports Nutrition School - page 46 Community & Charity Support - page 47
Human Rights	Anti-Slavery & Human Trafficking Statement	Available on www.Glanbia.com
Anti-Bribery & Corruption	Group Code of Conduct, Anti-Bribery & Corruption Policy	Available on www.Glanbia.com
Description of Principal Risks & Impact of Business Activity		Glanbia Annual Report
Description of the Business Model		Business Model – Glanbia Annual Report
Non-Financial KPIs		Key Performance Indicators – Glanbia Annual Report



SUSTAINABILITY REPORT 2020

AUGUST 2021

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