



HERE FOR GOOD



HERE FOR GOOD

2023-2024 Sustainability Report



A message from our CEO

I am delighted to present Blue Skies' 2023/2024 Sustainability Report, highlighting our commitment to positive environmental and social impact. This year, we have made great progress in reducing our Scope 1 and 2 carbon footprint, supporting our local communities, and providing meaningful work for our people.

Our report showcases key achievements and the innovative solutions we've implemented to address pressing issues, aligning with the United Nations Sustainable Development Goals (SDGs). We prioritise transparency and accountability, providing a clear overview of our progress and areas for improvement.

Sustainable growth is central to Blue Skies' mission. This report reflects our dedication to creating long-term value for our customers, employees, shareholders, and communities. I am proud of our team's dedication and passion in driving our sustainability agenda forward.

Thank you for your continued support. Together, we can achieve a brighter, more sustainable future.

Hugh

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This report covers the relevant and significant social, ethical and environmental issues for the period 1 January 2023 to 31 December 2023

It aims to provide our stakeholders with an overview of our performance in these areas. For more information, contact Simon Derrick, our Head of Sustainability: simon.derrick@blueskies.com





About Blue Skies

Blue Skies was founded in 1997 and makes prepared fruit, freshly squeezed juice and dairy-free ice cream for retailers around the world. We believe in 'Adding Value at Source', this means we aim to make the finished product where the fruit is grown. By doing this we return more benefits to the communities that produce our fruit, and we can deliver products that are 'Fresh from Harvest'. The company is a celebrated market leader and supplies leading supermarkets in all our key markets.

Our fresh-cut assortment includes mango, pineapple, pomegranate, coconut, melon and berry mixes. We also produce fresh fruit and vegetable juices and dairy-free, vegan ice-cream amongst others.



We are the market Leader in Europe

Blue Skies has the largest share in the UK cut-fruit market. It is also likely to have the largest share in Europe. This achievement has only been possible because of the business model of using Ghanaian and other African products which have been freshly harvested.



Our Global Operations

To provide a year-round supply of fresh from harvest fruit, Blue Skies operates a network of facilities. These include processing facilities in Ghana, Egypt, South Africa, Brazil, Benin and the UK. We also have packing facilities in Senegal and Ivory Coast and farming operations in Ghana. In total, we employ over 7,000 people at our peak and source from over 150 farms. Blue Skies supply over 200 customers in 14 countries. We are renowned for our high service levels and market leading quality which have enabled the business to grow.



Ghana



Benin



SA



UK

SCALE OF THE ORGANISATION

Disclosure	2020	2021	2022	2023
Total number of employees	4,243	5,352	5,984	7,033
Total finished products (tonnes)	19,041	24,841	26,322	27,576



Our Approach to Sustainability

Sustainability is at the heart of the Blue Skies mission to build together a profitable enterprise where people respect each other, care for the environment and inspire a legacy for the future. This mission reflects our Joint Effort Enterprise model which recognises *diversity, culture* and *profit* as the key drivers of success.

Our Joint Effort Enterprise model

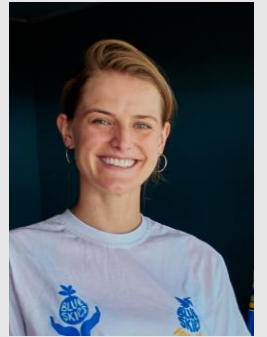
Diversity	Equality	Profit
Our diversity gives us dynamism and versatility	Our culture of respect binds us towards a common goal	Profit is the oxygen that keeps us alive

To ensure sustainability is truly embedded within our operations, it is our Executive Committee and our General Managers, and not a separate sustainability department, who are responsible to the Board for the oversight of our sustainability objectives. Priorities are determined through a materiality assessment (see page 5) which guides the evolution of our strategy across the group.

Responsibility for key areas of our strategy is led by site leads with relevant expertise in areas such as energy, waste or human rights. They are guided by group sponsors who coordinate action plans across the business and ensure that they are aligned to the core strategy. Our Head of Sustainability and Sustainability Programme Manager oversees the monitoring and reporting of social and environmental impacts, lead our stakeholder engagement and coordinate the implementation of sustainability action plans through the group sponsors.

Driving action where it is needed most

At the beginning of 2024 we appointed a Sustainability Programme Manager to help the business develop and implement action plans across our global sites. Fleur de Wit (pictured) comes with an impressive background in management consultancy and is already making a big impact by supporting our group sponsors and site leads to identify and implement solutions that will help us to meet our sustainability goals.



Group Sponsors

Energy	Andre Veldsman, Group General Manager
Emissions	Simon Derrick, Head of Sustainability
Waste	Hella Lipper, Group Technical Manager
Water	Hella Lipper, Group Technical Manager
Materials	Tom Pile, Senior Procurement Manager
Biodiversity	Guy Murfitt, Procurement Director
Sustainable Sourcing	Joe Revell, Fruit Technologist
Human Rights	Stephan Morris, Group Technical Manager
Health and Safety	Stephan Morris, Group Technical Manager
Meaningful Work	Hugh Pile, CEO
Local Communities	Simon Derrick, Head of Sustainability





Identifying our priorities

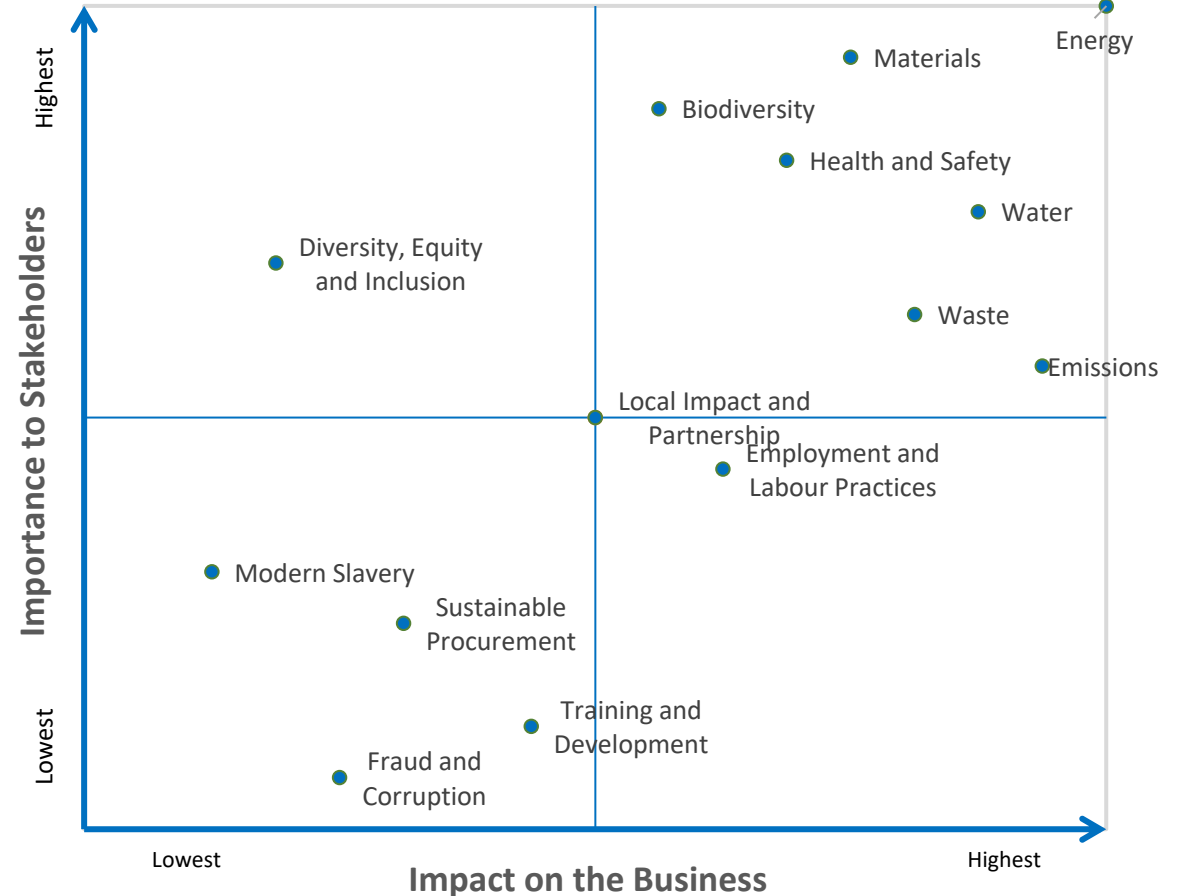
To help us determine our priorities, we conduct what is called a 'Materiality Assessment' every five years. This helps us to understand the areas where we need to focus our attention based on what is most important to our stakeholders and what issues have the greatest impact on the business. We conduct this assessment by engaging key stakeholders including staff, customers, suppliers and representatives of the local community through surveys, workshops and by participating in independent research. The results of the assessment conducted in 2024 are shown in the matrix on the right of the page. Topics shown in the top right-hand quadrant of the matrix indicate those that are most material to the business and which are therefore prioritised within our sustainability strategy



Understanding the Risks and Opportunities

To enable us to identify key risks and opportunities across different sustainability topics, we conducted an internal review based on the TCFD risk assessment approach. This approach requires us to examine transitional and physical risks and opportunities considering financial and liability impacts from areas such as changing policy and legal requirements, business reputation, market conditions and technology needs as well as chronic and acute physical risks. The results of the assessment were used to rate impacts on the business, as shown in the materiality matrix on the right.

Double Materiality Matrix





Third-Party Standards

Blue Skies are audited by third-party organisations to a number of different standards. These include GlobalGAP, BRC and FSSC 22000 for food safety, SMETA and Fairtrade for social and ethical practices and LEAF for environmental practices. We also have a supply-chain second-party social auditing system in Ghana and Egypt which is third-party verified.

Blue Skies have been pioneers in many of the audits we host. For example, we were the first in the world to certify farms to the LEAF group standard (option 2), and we were the first GlobalGap option 2 group to be certified in Africa.



EXTERNAL AUDITS							
Standard	Type	Brazil	Egypt	Ghana	RSA	UK	Benin
GlobalGAP	Food Safety	✓	✓	✓	✓	✓	✓
LEAF	Environment		2024	✓			2024
Fairtrade	Social		✓	✓			
BRC Global Standards	Food Safety	Grade AA+	Grade AA+	Grade AA+	Grade AA+	Grade AA+	Grade AA+
SMETA	Social	✓	✓	✓	✓	✓	✓
ICS	Social						✓
FSSC22000	Food Safety		✓	✓			
Second Party Social Audit	Social		✓	✓			✓





Our Blueprint Goals

H E R E F O R G O O D

Happy and Healthy People		In Harmony with Nature		Conserving our Resources		Protecting the Climate	
We will benefit communities and give people the opportunity to reach their potential		We will protect natural habitats and create opportunities for nature and wildlife to thrive		We will ensure nothing is wasted and whatever is left is either reused or recycled		We will reduce our impact on the climate and follow a path that leads us towards net zero emissions	
How we will get there		How we will get there		How we will get there		How we will get there	
✓	Protecting Human Rights	✓	Raising Awareness	✓	Eliminating waste	✓	Sourcing renewable energy
✓	Promoting health and wellbeing	✓	Nature friendly farming	✓	Reducing water consumption	✓	Increasing energy efficiency
✓	Developing our people	✓	Creating natural habitats	✓	Feeding into the circular economy	✓	Upgrading our refrigeration
✓	Supporting communities	✓	Preventing deforestation	✓	Using sustainable materials	✓	Supplier engagement





The Masterplan

Our Masterplan is a summary of our key targets and objectives across all the Blueprint topics, mapped against the relevant United Nation’s Sustainable Development Goals (SDGs). These targets provide focus for all each of our site action plans and over time will all be incorporated into our internal and external reporting.



Topic	Targets	SDGS
Energy	<ul style="list-style-type: none"> 50% energy from renewable sources by 2030 20% reduction in energy intensity by 2030 (from 2021 baseline) 	SDG 7
Emissions	<ul style="list-style-type: none"> SBTI Net Zero by 2050 and near-term target of 30% reduction by 2030 Farm footprint measurement plan to be agreed by end 2023 Define in-setting strategy by end 2024 	SDG 13
Waste	<ul style="list-style-type: none"> Zero food waste to landfill by 2030 Investigate and set a zero waste to landfill target for all waste types 	SDG 12
Water	<ul style="list-style-type: none"> 100% factory wastewater recovered by 2030 Investigate and introduce efficiency target 	SDG 6, 12
Materials	<ul style="list-style-type: none"> Eliminate unnecessary plastics and all non-packaging problem plastics by 2030 100% packaging to be recyclable, reusable, or home compostable by 2030 100% paper and board from FSC-certified or equivalent sources All plastic packaging from at least 30% recycled content by 2030 	SDG 12
Biodiversity	<ul style="list-style-type: none"> Zero deforestation Plant 50,000 trees by 2030 Protect habitats, by establishing biodiversity zones and a habitat protection plan 	SDG 14,15
Sustainable Sourcing	<ul style="list-style-type: none"> Investigate and set SBTI supplier engagement target for key scope 3 suppliers Implement farm assessment strategy to monitor ESG status of all farm 90% Tier 1 suppliers screened for social and environmental impacts 	SDG 12, 17
Human Rights	<ul style="list-style-type: none"> Review and define group social policies for supply chains Set up Gender Pay Gap reporting across all sites and improve transparency and engagement Introduce Blue Skies Culture document setting out our approach to diversity and equality 	SDG 5,10
Meaningful Work	<ul style="list-style-type: none"> 100% permanent staff receiving development review by 2030 Achieve average of 24 training hours per person per year by 2030 Conduct living wage feasibility study by end 2025 Wellbeing and social committees to be introduced across all sites by 2025 	SDG 4,8,3
Local Communities	<ul style="list-style-type: none"> Every site to be incorporated within the Foundation or support local charity partners. Investigate and introduce Community Impact Assessments target for all sites 	SDG 1





HAPPY, HEALTHY PEOPLE GOOD

We will benefit communities and give people the opportunity to reach their potential

The Zero Poverty pillar aims to uplift people and their communities and provide opportunities for growth. We ensure fair treatment and protect human rights through social audits. Health and wellbeing are promoted via clinics, programs, and support apps for mental health and dental care. We invest in training and development to foster leadership and personal growth. The Blue Skies Foundation, with Waitrose & Partners and Albert Heijn, has funded over 160 projects, including water and healthcare facilities and teacher accommodations. The School Farm Competition has benefited over 30,000 students, promoting agricultural skills and entrepreneurship.



How are we doing?

● Achieved ● On Track ● Not on track

The table below indicates our progress against some of our key targets in this area.

Progress against our Targets	2021	2022	2023	Status
100% permanent staff receiving development review	25%	55%	88%	●
Achieve average of 24 training hours per person per year	5.85	4.08	9.93	●
Every site in the Foundation or support local charity partners by 2025*	5/7	7/7	7/7	●
90% Tier 1 suppliers screened for social and environmental impacts **	62%	69%	51%	●

* Indicates number of sites out of the total number of factories that are in the Foundation or support a local charity partner.
** The proportion of suppliers screened in 2024 is lower as the scope changed to include individual farms rather than Primary Marketing Organisations (PMOs)





HAPPY, HEALTHY PEOPLE

HIGHLIGHTS

Protecting Human Rights



- Our culture of respect puts people first and provides a strong foundation to ensure human rights are protected.
- We conduct due-diligence and have third-party social audits to identify and mitigate the risk of issues such as modern slavery.
- We have grievance mechanisms and whistleblowing systems in place.
- We have staff representative bodies at all our sites and we provide external training where needed.

Promoting Health and Wellbeing



- We provide health care facilities such as our clinic in Ghana which offers treatment, counselling and advice for staff.
- We have kitchens gardens which grow fresh vegetables for our canteen and promote healthy eating among staff.
- Our Healthier, Happier wellbeing programme offers structured support to enhance the physical and mental health of our staff at all our sites. Our Action Hour at Blue Skies Benin encourages staff to participate in sports, learn about the world around them and look after the environment.

Developing our People



- We have rolled out a global training drive including a staff leadership programme and we are launching a new Blue Skies academy.
- 88% of staff received a development review in 2023 through our appraisal system.
- We provide amenities designed to meet the needs of our people such as canteens, libraries, internet cafes, clinics and multi-use games areas.
- We celebrate cultural events and festivals at each of our sites.

Supporting our Communities



- Working together with Waitrose & Partners and Albert Heijn, the Blue Skies Foundation has funded over 160 projects in Africa and South America including the provision of schools and health care facilities.
- Our School Farm Competition has benefited over 30,000 students by teaching skills in agricultural and entrepreneurship and awarding winning schools with educational resources and IT equipment.
- We are conducting a social impact study in Benin to understand how our business impacts farmers and the local community.





HAPPY, HEALTHY PEOPLE

INITIATIVES

A Healthier, Happier best place to work

We strive to create the best place to work by offering excellent amenities, competitive pay, and comprehensive benefits. We provide sports facilities, gym sessions, and keep-fit clubs to promote physical wellbeing. Our commitment to diversity and equality fosters an inclusive and respectful working environment. We support professional growth through extensive development and wellbeing programs, such as our 'Healthier Happier' initiative. Additionally, we celebrate cultural events across all our sites such as International Women's Day, Mother's Day and Earth Day. Our focus on these areas ensures that our employees feel valued, supported, and motivated in their role.



Benefits and Amenities

We provide amenities to ensure a supportive and engaging workplace. Our facilities include clinics for healthcare, multi-use games rooms, sports facilities, libraries, and internet cafes. These amenities are designed to meet the diverse needs of our employees, promoting their overall wellbeing and creating a conducive environment for both work and relaxation

Training and Development

Our approach to training and development is comprehensive and supportive. We offer various courses and training programs, and we provide vocational training and outright sponsorship for talent education. We are also creating a training academy to enhance the skills of our employees and have a target to provide staff with an average of 24 training hours per year by 2030.

Our "Together We Grow" appraisal program has been widely adopted across the business with 88% of permanent staff now receiving a regular review. We aim to increase this to 100% by 2030. This structured approach supports continuous improvement and career advancement for our team members, reflecting our commitment to personal and professional growth.





HAPPY, HEALTHY PEOPLE

INITIATIVES

Promoting health and wellbeing

At Blue Skies, the health, safety, and wellbeing of our people are our top priorities. All our sites have comprehensive health and safety management systems. We focus on supporting the wellbeing of our staff through various initiatives, including the appointment of an ergonomics specialist and the introduction of occupational gymnastics in Brazil. We encourage sports and fitness across our locations, with facilities in Ghana and South Africa, a gym in Egypt, and keep-fit clubs in Ghana, Senegal, and Benin. We also run occupational gymnastics in Brazil (pictured) and we run ergonomics and physiotherapy sessions for staff in Egypt.



Sports and Fitness

We promote sports and fitness by providing various amenities across our sites. In Ghana and South Africa, we have sports facilities, while our Egypt factory features a gym (pictured). We also organise gym sessions in Brazil and run keep-fit clubs in Ghana, Senegal, and Benin. These initiatives encourage physical activity, supporting the overall health and wellbeing of our staff.



Providing health care for staff

We prioritize the health of our people by providing essential healthcare facilities. Our clinic in Ghana offers treatment, counseling, and advice for staff and their families. We have also introduced wellbeing apps to support mental health and dental care, and we are rolling out comprehensive wellbeing programs across all our sites such as a physiotherapy clinic in Egypt (pictured). Additionally, we organise initiatives such as blood donation drives and awareness programs on issues such as malaria, HIV and stress management.





HAPPY, HEALTHY PEOPLE

INITIATIVES

Embracing Diversity and Equality

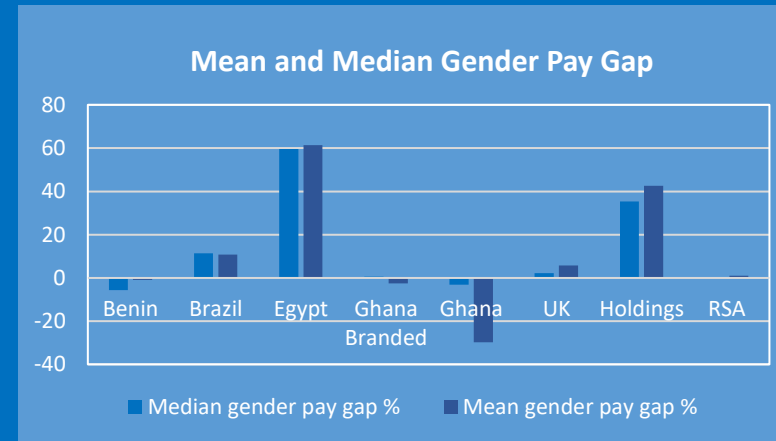
At Blue Skies, our approach to diversity and equality is rooted in our belief in a "seamless society," where no social hierarchy distinguishes between different roles within the organisation. We treat everyone with the same level of respect and provide equal opportunities for all to thrive. To achieve this, we actively avoid symbols, titles, or privileges that might imply social status, and we encourage everyone to eat, work, and socialise together.

Our workforce is diverse, with over twenty nationalities represented and a significant number of women in senior management positions. We are committed to providing equal opportunities for professional development and fund necessary training and education to support our team members' growth. This culture of respect and inclusivity is fundamental to who we are and how we operate.



Facts and Figures

Indicator	2021	2022	2023
% of female staff	64%	62%	58%
% of female staff in governance bodies	31%	31%	35%



What is the difference between the median and mean figures?
The median pay gap is the difference between the midpoints of hourly pay of all men and women. The mean gender pay gap is the difference in average hourly pay between men and women. In both instances, we aim to achieve the lowest possible pay gap.



HAPPY, HEALTHY PEOPLE

INITIATIVES

Protecting Human Rights

At Blue Skies, we protect human rights through comprehensive measures, including robust policies against modern slavery. We ensure 99% of our staff work at sites covered by third-party social audits and have a whistleblowing system for grievances. We maintain staff representative bodies to support collective bargaining and extend second-party social auditing to our supply chain. Additionally, we offer external training and provide healthcare facilities, such as our clinic in Ghana, to support our employees' wellbeing



Addressing modern slavery

Blue Skies addresses modern slavery through stringent policies and proactive measures. We conduct regular audits to ensure compliance with anti-slavery standards across our operations and supply chains. Training programs raise awareness about modern slavery among employees and suppliers. Our supplier screening processes ensure adherence to ethical labour practices. A confidential whistleblowing system allows employees to report concerns related to modern slavery, ensuring swift action.



Ensuring our people have a voice

Blue Skies empowers staff by establishing active staff associations and welfare committees at all sites. These bodies ensure employee concerns and suggestions are heard and addressed. Through regular meetings and open communication channels, we enable participation in decision-making and collective bargaining. We have also social committees to organise events for staff. This inclusive approach fosters a supportive, collaborative, and engaging working environment.





HAPPY, HEALTHY PEOPLE

INITIATIVES

Working closely with our suppliers

Blue Skies works closely with farmers, by providing significant support to overcome technical and commercial barriers. Our procurement and agronomy teams assist farmers with training, access to finance through soft loans, and covering certification costs for standards like GlobalGAP, LEAF, and Fairtrade. We actively help farmers tackle threats such as anthracnose, fruit fly, and bacterial blackspot. Additionally, we prioritize supporting suppliers near our facilities to promote local economic growth and sustainability



Second Party Auditing

Blue Skies have pioneered a second-party ethical auditing system for our fruit suppliers which seeks to actively recognise and encourage progress and identify the root causes of challenges, rather than merely ensuring compliance.

Supplier Screening

To support our ongoing due-diligence and sustainable sourcing strategy, Blue Skies conducts an annual survey with its tier 1 suppliers on a range of social, environmental and governance issues. The aim of the survey is to help us raise awareness of our values and expectations when it comes to sustainability and ascertain how far our suppliers are in alignment with our objectives. The table on the right shows what proportion of our suppliers have policies or initiatives covering each of the listed topics. The results will help us to understand where we may need to do more to support suppliers in certain areas in order to achieve our Blueprint goals.

Category	Alignment
Enabling Equality and Diversity	89%
Ensuring Freedom of Association	88%
Preventing forced labour and trafficking	90%
Preventing child labour	97%
Preventing discrimination	93%
Providing regular employment	91%
Providing Fair pay and remuneration	89%
Opportunities for training and development	86%
Supporting local communities	82%
Ensuring health and safety at work	90%
Preventing bribery, fraud and corruption	89%
Protecting biodiversity	83%
Reducing Greenhouse Gas Emissions	69%
Using sustainable materials	81%
Conserving energy	82%
Reducing waste	87%
Conserving water	83%





The Blue Skies Foundation



It has been another hugely successful year for the Blue Skies foundation. In 2023 we embarked on 14 projects. These included water systems local communities, new classroom blocks and computer facilities for schools, and support for health centres and educational charities. It never ceases to amaze me how much we can do with the little resource we have. As our foundation approaches 15 years we can be immensely proud of what we have achieved since 2009. Over 160 projects completed and more than 200,000 people benefiting from the projects we have funded, there can be no doubt that we helping to give people a brighter future.

But there are only so many schools and toilets that we can build to meet the great level of need within many of the countries where we operate. We cannot do everything, and we certainly cannot do the job of governments. And so, as we commence our projects in 2024, we are relooking at how we go about selecting projects and asking ourselves how we might build yet more resilience, impact and enterprise within the communities that are so important to our business.

Anthony Pile, Chairman of the Blue Skies Foundation



Our Unique Cooperation

The Blue Skies Foundation is a cooperation between the fresh fruit company Blue Skies, and two retailers, Waitrose & Partners in the UK and Albert Heijn in the Netherlands. Through this unique and progressive cooperation, the Foundation seeks to support the communities which participate in the production of fresh-cut fruit products that are made by Blue Skies.

The Foundation is structured in a way that enables projects to be chosen by the people living within the communities where Blue Skies operates in Ghana, South Africa, Senegal, Egypt and Brazil.

Our Board of Directors



Anthony Pile
Chairman
Blue Skies Foundation



Jemima Jewell
Director
Waitrose Foundation



Erik Vorenkamp
Director
Albert Heijn Foundation



Abena Antwi
Advisory Director
Independent



TOGETHER FOR GOOD

Our 2023 Foundation Projects

Our Projects

We supported 14 projects in 2023 which can be seen over the next couple of pages. Since 2009 we have funded 160 projects. These are made up of:

56 Water and Sanitation Projects

21 Health and Wellbeing projects

79 Education projects

4 Community Enterprise Projects



2022 School Farm of the Year Competition

The seventh year of our competition to reinvigorate interest in agriculture among young



Damang Junior High School Project

The provision of a three classroom Junior High School block for a farming community in Ghana.



Kpong Community Vocational School

The provision of a water storage tank for a school in a mango growing area in Ghana.



Polytank for JTL School

The provision of a water storage tank for a school in a mango growing area in Ghana.



Nanabin Junior High School Project

The provision of a three classroom Junior High School block for a pineapple farming community in Ghana.



Ghana Education Service roof

Installation of a new roof for the Ghana Education Service local municipality offices.



Adu Kofi Teacher Accommodation

The provision of teachers' accommodation to retain trained teachers within a farming area in Ghana.



Prisons Day Care Project

The provision of a Day Care Centre for children of inmates and officers at a women's prison in Ghana. This project will be completed in 2024.



Mechanised Borehole for Mboubo Community

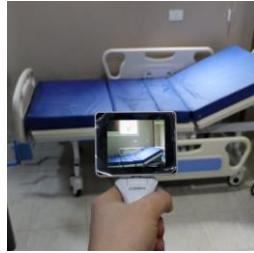
Provision of solar powered mechanised borehole for a farming community in Senegal.



Our 2023 Foundation Projects



Maria Mbhele
Installation of a new roof for a creche at Maria Mbhele in South Africa.



Lamst khire
Medical devices and furniture for the medical centre of Lamst Khir Charitable Society in Egypt.



Vusumuzi Primary school
Construction of a new school hall at a Primary School in South Africa.



Ebad Al Rahman
Medical devices and furniture for Ebad Al Rahman medical centre in Egypt.



Associação Missão Intensidade
Provision of computers and furniture for an education and employability charity in Brazil.

Did you know?

2024 marks 15 years of the Blue Skies Foundation



Farming for the Future

The annual School Farm Competition project, designed to ignite youth interest in agriculture, has been scaled up over the past 10 years, now reaching over 200 schools and 13,000 students per year. Schools grow crops and share progress updates, evidencing good agricultural practices, community engagement and sustainability plans for the chance to win awards at the end of each school year. Due to the successful growth and wider interest in the programme, last year it was handed over to a start-up incubation hub to further scale the initiative.



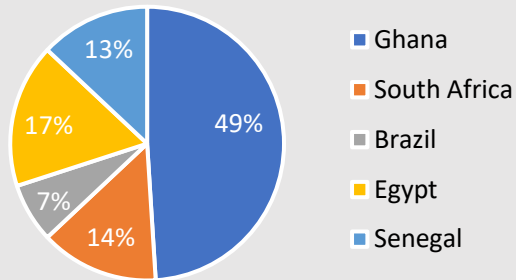


Monitoring and Evaluation

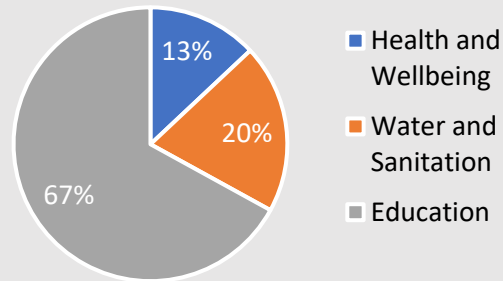
How our Foundation funds were spent

In 2023, the Blue Skies Foundation collectively raised over GHc 2.9m. This was made up of contributions from Waitrose & Partners, Albert Heijn and Blue Skies. The charts below show how these funds were spent by country and project category. Funding is proportioned based on a number of factors, including sales turnover from each country, fruit origin, local needs and macro social and economic indicators.

Funding split by country



Funding split by project category



Our Impact

Below are some of the highlights of our 2023 evaluation report.

35,700

Number of girls and boys (0-18) with improved access to education services

32,800

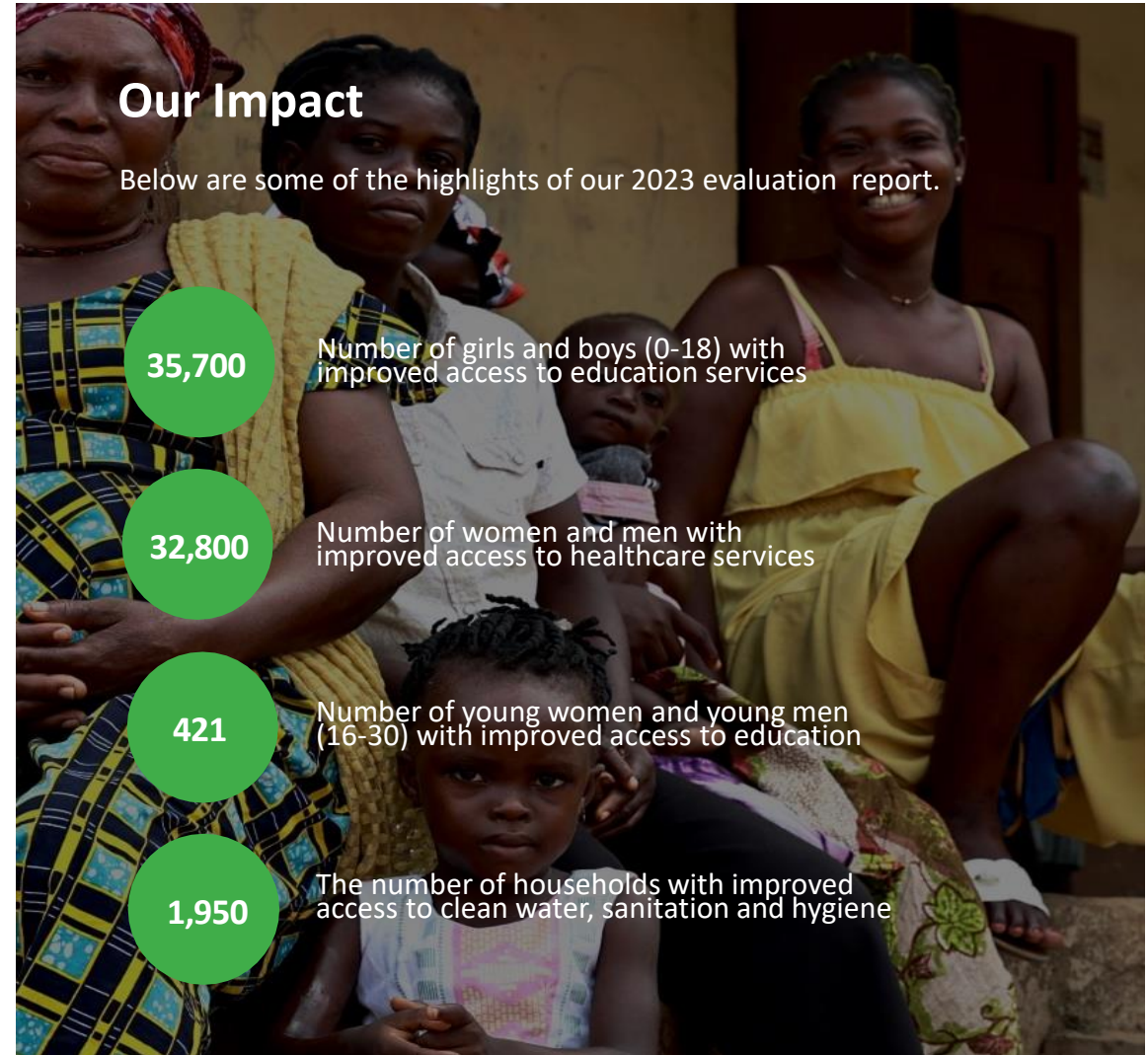
Number of women and men with improved access to healthcare services

421

Number of young women and young men (16-30) with improved access to education

1,950

The number of households with improved access to clean water, sanitation and hygiene





HAPPY, HEALTHY PEOPLE

DATA TABLES

REGULAR EMPLOYMENT

Disclosure	2021	2022	2023
Total number of employees	5,352	5,984	7,033
Staff retention rate	93%	91%	87%

FAIR PAY AND RENUMERATION

Disclosure	2021	2022	2023
Ratio of entry level wage above the minimum wage (average)	125%	166%	154%

TRAINING AND DEVELOPMENT

Disclosure	2021	2022	2023
Proportion of permanent staff receiving development reviews (%)	25%	55%	88%
Average hours of training per year per employee	5.85	4.08	9.93

STAFF SATISFACTION

Disclosure	2021	2022	2023
Staff Satisfaction Net Promotor Score	7.79	7.78	8.04





HAPPY, HEALTHY PEOPLE

DATA TABLES

DIVERSITY AND EQUALITY

Disclosure	2021	2022	2023
Mean hourly gender pay gap (Group average)	9.8%	9.2%	10.7%
Median hourly gender pay gap (Group average)	Not Reported	9.4%	11.4%
Number of people in governance bodies by age and gender			
Under 30 years old	1	1	1
30-50 years old	39	46	41
Over 50 years old	8	7	22
Male	33	37	47
Female	15	17	17
Indigenous	40	47	42
Non-indigenous	8	7	7
Total	48	54	49

NON-DISCRIMINATION

Disclosure	2021	2022	2023
Total reported incidents of discrimination	1	2	0





HAPPY, HEALTHY PEOPLE

DATA TABLES

LOCAL COMMUNITIES

Disclosure	2021	2022	2023
Proportion of products and services purchased from suppliers located in the local area	Not Reported	Not Reported	11.3%
Proportion of products and services purchased from suppliers located in the same country	Not Reported	Not Reported	94.9%
Proportion of managers hired from the local area	82%	82%	87%
Amount spent on local community projects through the Blue Skies Foundation (£)	£53,000	£53,000	£53,000
Total amount spent on non-Foundation CSR projects implemented during the reporting period	Not Reported	Not Reported	£69,159
Value of in-kind support including staff costs and donated products provided for local projects and good causes	Not Reported	Not Reported	£150,723

SUSTAINABLE SOURCING

Disclosure	2021	2022	2023
Number of suppliers screened for social and environmental impacts*	71	76	73

ETHICAL BEHAVIOUR

Disclosure	2021	2022	2023
Percentage of governance body members who have received training on the organisation's anti-corruption policies and procedures (%)	98%	100%	96%

* The number of suppliers screened in 2024 increased as the scope changed to include individual farms rather than Primary Marketing Organisations (PMOs)





HAPPY, HEALTHY PEOPLE

DATA TABLES

HEALTH AND SAFETY

Disclosure	2021	2022	2023
Number of staff receiving training on health and safety	54%	98%	100%
Proportion of permanent staff covered by a health and safety management system (%)	100%	100%	100%
Number of work-related fatalities	0	0	0
Number of work-related high consequence injuries	0	0	0
Number of work-related recordable injuries	267	257	268
Injury rate per million hours worked	29	27	23





IN HARMONY WITH NATURE GOOD

We will protect natural habitats and create opportunities for nature and wildlife to thrive

Through our biodiversity pillar, we are dedicated to protecting natural habitats and promoting wildlife. We raise awareness through initiatives like the annual Great Green Games and we're creating ways to measure biodiversity across all our sites. We support nature-friendly farming standards such as LEAF, being the first in Africa to achieve this accreditation. Our efforts include tree planting, installing bat boxes and beehives, and ensuring our paper and board are FSC certified. We also actively campaign against unlawful tree felling and land degradation. These measures collectively aim to prevent biodiversity loss and foster thriving ecosystems



How are we doing?

● Achieved ● On Track ● Not on track

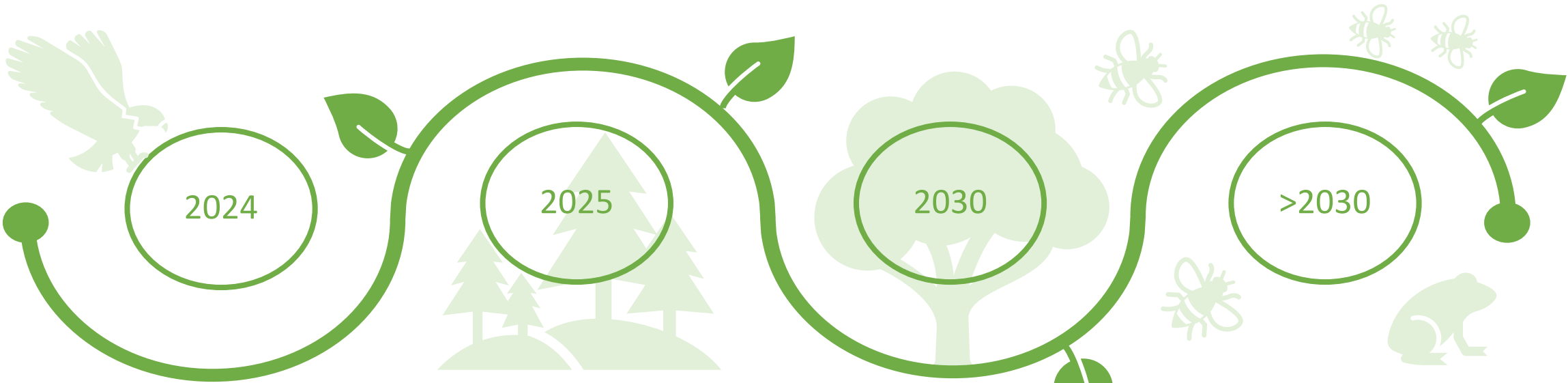
The table below indicates our progress against some of our key targets in this area.

Progress against our Targets	2023	Status
Plant 50,000 trees by 2030	Target launched in 2024	●
Establish protected biodiversity zones at each site	Target launched in 2024	●
100% paper and board from FSC certified or equivalent sources by 2024	100%	●



IN HARMONY WITH NATURE

ROADMAP



Our 2030 strategy is launched

2030 strategy introduced and measurement approach and site plans defined across the business

Biodiversity zones established

Establish biodiversity zones at all sites, increased staff engagement through biodiversity clubs. Biodiversity farms plan created.

50,000 trees planted

Our goal to plant 50,000 trees by 2030 has been realised and we are able to demonstrate zero deforestation within our supply chain.

Looking beyond Blue Skies

Increased focus on biodiversity outside of Blue Skies operations including suppliers and farms.





IN HARMONY WITH NATURE

HIGHLIGHTS

Nature friendly farming



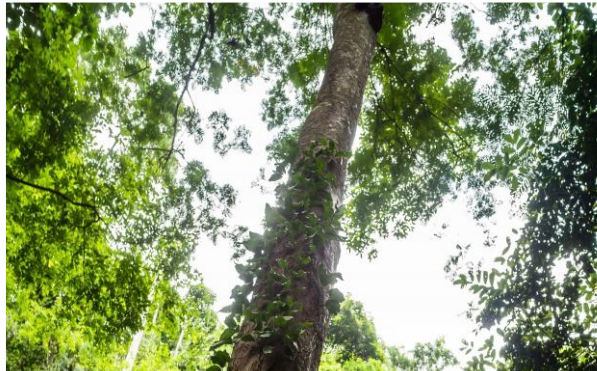
- We help farmers work to environmental standards such as LEAF (Linking Environment and Farming) which ensures sustainable farming practices while conserving and enhancing biodiversity.
- Blue Skies was the first company in the world to achieve LEAF in Africa.

Creating natural habitats



- We engage in tree planting programmes across many of our sites and on our farms and implement measures to promote biodiversity, such as installing bat boxes and beehives.
- As part of our new biodiversity strategy, we are aiming to plant 50,000 trees by 2030.

Preventing deforestation



- All the paper and board we buy is FSC or equivalent certified.
- We campaign for and promote the conservation of nature and wildlife. We have fought to prevent unlawful tree felling in Ghana and stood up against damaging land degradation.

Raising Awareness



- We run programmes across our business to raise awareness of biodiversity. This includes our annual Great Green Walk where we collectively walk, run, cycle or swim 30,000 km in 8 weeks and training programmes for staff at our factory in Benin.
- We have introduced Biodiversity training for sites and some sites celebrate biodiversity day by planting trees.



IN HARMONY WITH NATURE

INITIATIVES

Supporting Nature Friendly Farming

Blue Skies was the first company in the world to achieve LEAF marque accreditation for a group of farmers. LEAF is a charity which is committed to encouraging viable agriculture which is environmentally and socially acceptable and ensures the continuity of supply of wholesome, affordable food, while conserving and enhancing the fabric and wildlife of the countryside for future generations.



Nature Friendly Farming	2021	2022	2023	2024
Number of LEAF certified farms	0	0	40	80

LEAF elapsed during the COVID-19 pandemic and was only re-instated in Ghana in 2023 with 40 farms. This has now increased to 80 farms in 2024 and will rise to 100 farms in 2025

Creating Natural Habitats

We are embarking on a programme to create biodiversity zones at our factories and protecting habitats on our farms. We implement tree planting programs, install bat boxes and beehives, and prevent unlawful tree felling.

50k
The number of trees we will plant by 2030



Nature friendly factories

We are designing our future factories to embrace biodiversity. In addition to introducing biodiversity zones, we are establishing parkland or gardens to provide a pleasant environment for staff to relax. We also plan to install features such as living walls and bug hotels, and creating windows that allow staff in factories to look out into natural habitats.



IN HARMONY WITH NATURE

INITIATIVES

Measuring our impact on biodiversity

Blue Skies is implementing a program to measure and improve biodiversity across all sites using a biodiversity measurement framework based on the Simpsons Index. This includes a methodology and training scheme for surveying flora and fauna, and an Excel tool for calculating biodiversity indices. Initial results have helped us understand biodiversity levels at different locations and identify measures to enhance biodiversity. This framework enables us to monitor, report, and continuously improve our impact on biodiversity.



Staff in an exercise to measure biodiversity in Benin



Raising Awareness

We engage staff on biodiversity through the Great Green Games, where staff compete in sports activities aimed at increasing biodiversity awareness. We also provide training sessions and place informative signs by trees to help people identify and learn about different species (as pictured at our Egypt site).

Campaigning against illegal land degradation

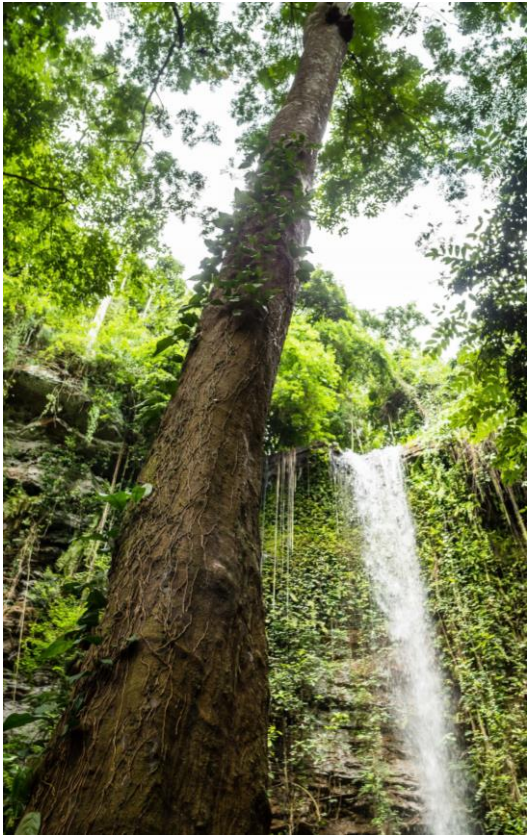
Blue Skies is actively campaigning against illegal land degradation in Ghana, specifically targeting the destructive practice of 'sand winning', which removes sand and topsoil, destroying natural habitats and making land unusable for farming. We raise awareness, advocate for regulatory enforcement, and work with local communities to stop this practice. Recently, a 100-acre project site belonging to Blue Skies was severely affected, damaging cedar plants and farms. We are collaborating with police and traditional leaders to seek justice and prevent further devastation.





CONSERVING OUR RESOURCES

We will ensure nothing is wasted and whatever is left is either reused or recycled



Through our Zero Waste pillar we aim to ensure that nothing is wasted, with any leftovers reused or recycled. We have achieved zero food waste at several sites, including the UK, Ghana, and Benin. We implement water efficiency measures and recycle wastewater. Our compost sites turn organic waste into soil, which is used on farms. We donate surplus fruit to charities and supply organic waste for animal feed. Additionally, we have introduced packaging innovations to reduce plastic use and increase recyclability. Our initiatives contribute to a circular economy and minimize environmental impact

How are we doing?

● Achieved ● On Track ● Not on track

The table below indicates our progress against some of our key targets in this area.

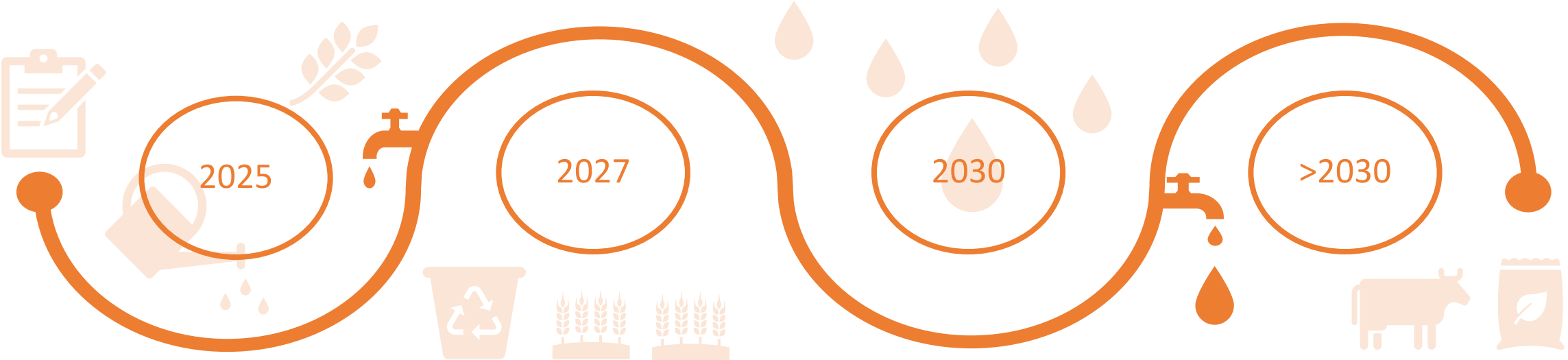
Progress against our Targets	2021	2022	2023	Status
Zero food waste to landfill by 2030	32%	27%	20%	●
100% factory wastewater recovered by 2030	Monitoring system in development			●
100% packaging recyclable, reusable or home compostable by 2030	91%	91%	90%	●
All plastic packaging from at least 30% recycled content by 2030	87%	88%	89%	●





CONSERVING OUR RESOURCES

2030 ROADMAP



Waste management systems improved

Improved training, sorting and measurement introduced .

60% food waste recycled, recovered or redistributed

Across all our sites, over 60% of food waste is recycled recovered or redistributed.

Zero food waste to landfill and 100% water recovered

No food waste is sent to landfill and all factory wastewater is recovered.

Looking beyond Blue Skies

Increased engagement with suppliers on waste and water,





CONSERVING OUR RESOURCES

HIGHLIGHTS

Eliminating Waste



- We have achieved zero food waste at some sites including the UK, Ghana and Benin.
- We aim to optimise operational efficiency and reduce waste in production and distribution ensuring minimal residues from fruit, packaging and other materials.
- We have introduced new technology to double the shelf life of fresh-cut pineapple, helping to reduce waste and emissions.

Reducing Water Consumption



- We are introducing water monitoring and efficiency measures across all our sites.
- We are investing in improved effluent systems to increase our water recovery rates.
- Water recycling through reverse osmosis in Benin has helped to save 1,000 plastic bottles of drinking water a month.
- Water mapping in Brazil has helped us to identify where water is being used.

Feeding the Circular Economy



- We compost food waste in Ghana, Benin and Brazil, turning organic waste back to soil.
- In the UK, we have achieved certification through the FEMAS schedule so that we can supply organic waste for animal feed.
- We donate surplus fruit to charities through organisations like the Felix Project.
- We repurpose materials, such as in Benin where we turn wooden crates into benches!
- We have started a programme to recycle all our workwear in the UK.

Using sustainable materials



- We are looking to reduce plastic weight for several high-volume trays.
- We are working on a project to reduce the weight of cardboard boxes used.
- We are rolling out a plan to eliminate problem plastics.
- We are testing new innovations to mitigate plastic pollution from packaging and mulch (see page 32).





CONSERVING OUR RESOURCES

INITIATIVES

Working towards zero waste to landfill

We are dedicated to achieving zero waste to landfill by 2030 through various initiatives. We optimize operational efficiency to minimize waste, recycle organic material into compost at our Ghana and Benin sites, and donate surplus fruit to charities. In the UK, all food waste is now sold to produce animal feed after successfully achieving FEMAS certification. Additionally, we seek to valorize waste by transforming it into new revenue streams, such as using mango stones for cosmetics. These efforts ensure all materials are either reused or recycled.



Redistributing surplus fruit

Blue Skies has partnered with a number of organisations including the Felix Project in the UK to redistribute surplus fruit to charities and schools so they can provide healthy meals and help the most vulnerable in our society. In 2023, 34 tonnes of surplus fruit was donated to local charities.

Recycling our waste

By making finished products in the countries where our fruit is grown, we can recycle the residual organic material to that it can be used by farmers to reduce the need for chemical fertilisers. For this reason, we run our own composting operations in Ghana and Benin which transforms left-over materials such as pineapple crowns and mango skins back into nutrient rich soil within around eight weeks.



Our recycling efforts extends beyond organic material. At every site, we are improving efforts to sort and recycle materials such as paper, board, plastics, metals and wood. In Benin, we are even upcycling wooden crates into public seating and other furniture (see picture).





CONSERVING OUR RESOURCES

INITIATIVES

Leading innovation to reduce plastics

In 2022, Blue Skies launched The Fresh Produce Impact Hub (FRESHPPACT) which has brought together organisations working in the food industry to define shared sustainability challenges, and work with research partners to identify, test and implement solutions. Its first focus has been on finding solutions to mitigate pollution from plastic used in fresh produce supply chains.



FRESHPPACT is being funded with support from a UK International Development grant which has been made via the Sustainable Manufacturing and Pollution Programme (SMEP). The SMEP programme is funded by the UK Foreign, Commonwealth and Development Office (FCDO) and is implemented in partnership with the United Nations Conference on Trade and Development (UNCTAD).



Removing plastic in agriculture

The FRESHPPACT agricultural mulch project aims to reduce plastic pollution by testing sustainable mulch alternatives. Key solutions include biodegradable mulch from coconut coir (Coco360) and a mechanical mulch lifter that can be attached to tractors and assembled on farms. In collaboration with the University of Northampton FRESHPPACT will conduct extensive trials in Ghana over three years to integrate compostable mulch materials and create a comprehensive approach to mitigating plastic pollution in agriculture.



Reducing plastics in packaging

The FRESHPPACT packaging project with Kelpi develops biobased polymer coatings and films from seaweed and plant materials. These materials are compostable, recyclable, and marine-safe. The project collaborates with multiple organizations to test and create sustainable alternatives to traditional plastic packaging, aiming to reduce plastic pollution.





CONSERVING OUR RESOURCES

INITIATIVES

Working towards 100% water recovery

At Blue Skies, we are committed to recovering 100% of factory water by 2030. To achieve this, we are developing a comprehensive monitoring and reporting system. We have implemented water efficiency measures like new tray washes, automatic taps, and improved leak maintenance. In Benin, we recycle water through reverse osmosis, significantly reducing the need for bottled drinking water. Our efforts ensure we use water resources efficiently and sustainably.



In Ghana, we celebrated international Water Day by opening new community boreholes.



Water recycling

We are improving water recycling rates through innovative methods like reverse osmosis in Benin and rainwater harvesting systems and our water recycling system in Egypt (pictured). These efforts help us minimize water waste and utilize sustainable water sources, supporting our goal of recovering 100% of factory water by 2030

Managing our Effluent

Blue Skies manages effluent through comprehensive water treatment processes and strict environmental standards. We treat wastewater on-site to ensure it meets local and international regulations before discharge. In Benin, we employ reverse osmosis systems for water recycling, significantly reducing effluent volume. We also use new technology, such as ozone treatment, to minimize chemical use and maximize water efficiency throughout our operations. By continuously monitoring and improving our effluent management practices, we protect local water bodies and ecosystems.



Pictured: Work on our factory wastewater system in Brazil has led to significant improvements in effluent quality.



CONSERVING OUR RESOURCES

DATA TABLES

WASTE			
Disclosure	2021	2022	2023
Total waste generated (tonnes)	44,788	43,844	50,714
Total waste reused or redistributed (tonnes)	14,882	17,801	22,321
Total waste recycled (tonnes)	14,958	13,644	10,851
Total waste recovered (tonnes)	261	261	4,833
Total waste to landfill (tonnes)	14,688	12,129	12,709
Proportion of waste to landfill (%)	33%	28%	25%

WATER			
	2021	2022	2023
Ground water withdrawal (m3)	112,058	144,903	125,748
Third-party water withdrawal (m3)	116,734	112,020	110,188
Total water withdrawn (m3)	228,792	256,929	247,700
Water withdrawal intensity (m3/tonne)	9.21	9.76	8.98





CONSERVING OUR RESOURCES

DATA TABLES

RAW MATERIALS

Disclosure	2021	2022	2023
Total volume of raw materials purchased (tonnes)	77,491.157	72,853.685	84,962.829

PACKAGING MATERIALS*

Disclosure	2021	2022	2023
Volume of packaging materials purchased (tonnes)	1,245.41	1,228.93	1,296.98
Proportion of packaging material from renewable sources (%)	11%	7%	5%
Proportion of packaging material from non-renewable sources (%)	88%	93%	95%
Proportion of packaging material from >30% recycled content (%)	87%	88%	89%
Proportion of packaging material from 100% recycled content (%)	28%	26%	11%
Proportion of packaging material that is 100% recyclable (%)	91%	91%	90%

* These figures include materials that are procured centrally through Blue Skies Holdings and supplied to sites.





PROTECTING THE CLIMATE GOOD

We will reduce our impact on the climate and follow a path that leads us towards net zero emissions

Our Zero Emissions focuses on reducing our environmental impact and achieving net zero emissions by 2050. We aim to source 100% of our energy from renewable sources by 2040 and reduce energy intensity by 30% by 2030. Our initiatives include installing solar panels, switching to green energy tariffs, and improving refrigeration efficiency. We are also exploring sustainable aviation fuels and partnering on the development of zero-emissions airships. Additionally, we work closely with suppliers to reduce their emissions. These efforts are part of our commitment to protect the climate and transition to more sustainable practices.

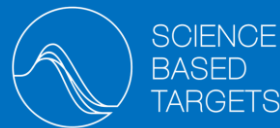


How are we doing?

● Achieved ● On Track ● Not on track

The table below indicates our progress against some of our key targets in this area.

Progress against our Targets	2021	2022	2023	Status
50% energy from renewable sources by 2030	12.12%	13.50%	21.59%	●
30% reduction in energy intensity by 2030 (from 2021 baseline)	-	+1.8%	-16%	●
SBTi Net Zero by 2050	197,841 Tonnes Co2e	213,948 Tonnes Co2e	236,038 Tonnes Co2e	●



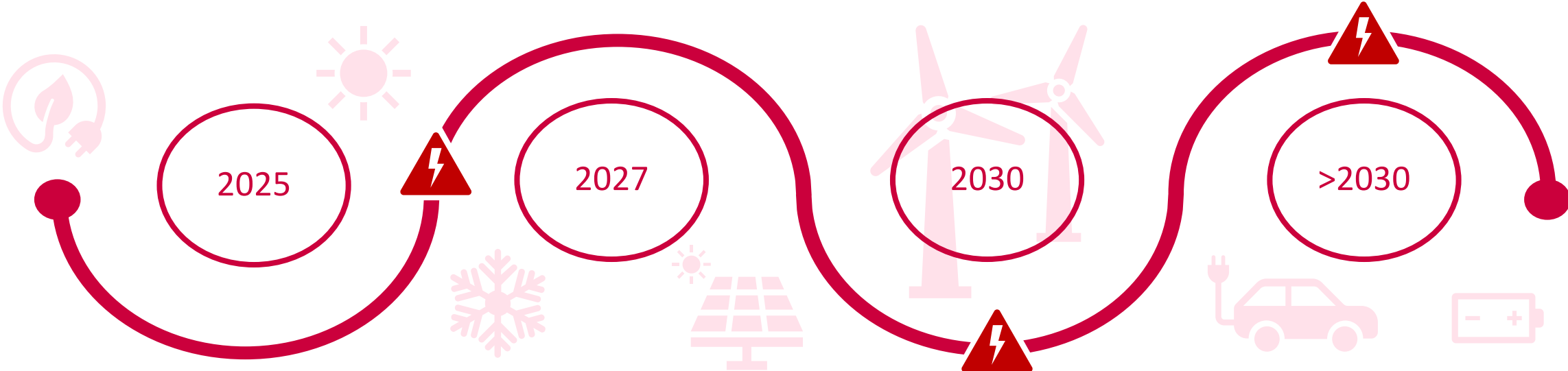
In 2023, we committed to the Science Based Targets initiative and plan to submit near term and Net Zero targets for approval by SBTi by June 2025.





PROTECTING THE CLIMATE

ROADMAP



Management systems improved

Increased education on energy management. Insetting strategy agreed and SBTi Net Zero target approved.

Refrigeration plan implemented

Improved measurement of energy use and implementation of our sustainable refrigeration plan begins.

50% energy from renewables

At least 50% of our energy is from renewable sources and intensity reduces by 30% from 2021 baseline.

Net Zero emissions by 2050

30% reduction in emissions by 2030 and Net Zero achieved by 2050.





PROTECTING THE CLIMATE

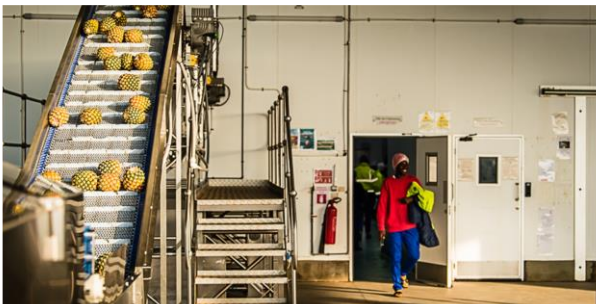
HIGHLIGHTS

Sourcing Renewable Energy



- We have switched to green energy tariffs at our factories in UK and Brazil, ensuring 100% renewable energy supply.
- We have installed solar panels on to the roof of our factory in Egypt (pictured) and we are investing in a new solar power plant at our factory in South Africa.
- We have developed a sustainable energy roadmap to guide us on how we will achieve 50% energy from renewable sources by 2030

Increasing Energy Efficiency



- We are installing remote energy monitoring and have increased reporting on key energy metrics which has enabled us to improve efficiency and reduce energy intensity.
- We've installed heat recovery systems to capture heat from refrigeration to create hot water.

Upgrading our Refrigeration



- We are seeing reduced refrigerant rates in 2023 due to improved monitoring and maintenance.
- We are developing plans to switch to more sustainable refrigeration systems, for example using natural refrigerants.
- Energy usage and breakdowns dropped substantially at our UK factory after we replaced outdated refrigeration systems.

Engaging our Suppliers



- We are conducting a farm emissions assessment in Benin to improve our data on farm impacts in West Africa.
- We are working with Tier 1 suppliers to understand and reduce their emissions in line with our Net Zero goal.
- We plan to use Sustainable Aviation Fuels (SAF) to carry airfreighted cargo, which can reduce emissions by up to 80%.
- We are development partners of Hybrid Air Vehicles in their Airlander 50 project to pioneer the introduction of zero emissions airships to transport our fruit.





PROTECTING THE CLIMATE

INITIATIVES

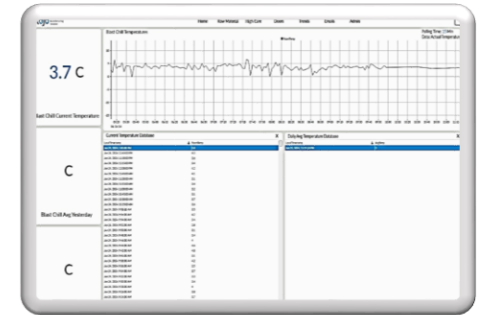
Investing in Renewable Energy

Blue Skies is committed to adopting renewable energy to achieve sustainability. We have switched to green energy tariffs at our UK and Brazil factories, ensuring a 100% renewable energy supply. We also plan to install solar energy at more of our sites over the coming years and have developed a sustainable energy roadmap to achieve 50% renewable energy by 2030, incorporating remote energy monitoring and increased reporting on key energy metrics to identify efficiency improvements .



Increasing energy efficiency across our operations

Blue Skies is committed to increasing energy efficiency across its operations through several initiatives. We have developed the Low Energy Ambient Factory (LEAF) system in Benin, utilizing multi-layer conveyors, rapid cooling tunnels, and smart monitoring to reduce auxiliary refrigeration. Heat recovery systems capture heat from refrigeration to create hot water. Remote energy monitoring and increased reporting on key energy metrics have enabled us to identify efficiency improvements.



Sustainable Refrigeration

Our sustainable refrigeration plan involves switching to low GWP refrigerants and improving monitoring and maintenance to reduce leakage. Replacing outdated systems at our UK factory has significantly reduced energy usage and breakdowns and we have recently installed new cooling units in Egypt which has helped stabilise temperatures, optimize efficiency and reduce emissions.





PROTECTING THE CLIMATE

INITIATIVES

Ensuring a fair approach to Net Zero

Fairmiles was launched by Blue Skies in 2023 and is a consortium of organisations committed to climate justice through trade. The initiative represents fresh produce businesses, academia and the international development sector and aim is to establish a just and equitable strategy, consistent with the principles of Climate Justice to ensure we achieve Net Zero without stopping vital market access for developing world producers. Founding partners include ODI, University of Northampton, University of Exeter, COLEAD, Beanstalk.Global and Blue Skies.



The social impact of airfreight

The latest research conducted by Fairmiles estimates that around 18 million people in developing countries benefit from fresh produce exported to European markets by airfreight. The research also highlights other significant sustainability benefits linked to airfreight that are not typically represented in Lifecycle Assessments (LCA).

The future of aviation

Blue Skies is dedicated to the future of sustainable aviation with a goal of achieving Net Zero by 2050. To help us achieve this, we plan to use Sustainable Aviation Fuels (SAF) to reduce aviation emissions by up to 80%. Additionally, we are official partners in the Hybrid Air Vehicles Airlander 50 Development Partner Programme, contributing to the specification of the Airlander 50—a low-emissions airship for future transport. New technologies, such as hydrogen aircraft and hybrid airships, are expected to be commercialized from 2035. Increased efficiencies are already helping to reduce aviation emissions intensity.





PROTECTING THE CLIMATE

DATA TABLES

EMISSIONS*

Disclosure	2021	2022	2023
Scope 1 Emissions (Tonnes Co2e)	11,669.27	14,539.13	12,340.89
Scope 2 Emissions (Tonnes Co2e)	7,253.61	7,587.57	5,934.62
Scope 3 Emissions (Tonnes Co2e)	178,918.76	191,820.88	217,762.75
Scope 1&2 Emissions Intensity (Tonnes Co2e per Tonne of Finished Product)	0.6	0.6	0.5

ENERGY

Disclosure	2021	2022	2023
Total electricity consumption (kWh)	19,020,407.9	20,534,686.6	17,661,721.7
Electricity intensity (kWh/tonne)	766	780	640
Diesel consumption (Litres)	591,157.877	683,718.049	873,851.281
Proportion of energy from renewable sources	12.12%	13.50%	21.59%

*Due to updated methodologies and new data availability, we have recalculated the baseline and historic emissions data for the period 2021-2022.



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HERE FOR GOOD