



Here for Good

Blue Skies 2024-2025 Sustainability Report



BLUEPRINT

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A message from our CEO

At Blue Skies, we believe that business can be a force for good. Not only for today, but for generations to come. *Inspiring a Legacy for the Future* reflects our determination to lead with purpose and act with urgency.

In 2024, we made meaningful progress: advancing our living wage project, launching impactful biodiversity and waste initiatives, piloting emissions reduction tools, and strengthening our support for communities through education, health, and entrepreneurship.

But there is still much to do. We must now turn ambition into action: embedding Net Zero pathways, deepening our supply chain engagement, and championing fairer, more inclusive trade.

This report captures both our achievements and our ongoing journey. I am incredibly proud of the passion and integrity shown across our business, and I look forward to continuing this work together, building a more sustainable, resilient, and human future.

Hugh Pile
Chief Executive Officer
Blue Skies

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The report covers the relevant and significant social, environmental and governance issues for the period 1 January 2024 to 31 December 2024 and aims to provide our stakeholders with an overview of our performance in these areas. For more information, contact: fleur.dewitt@blueskies.com



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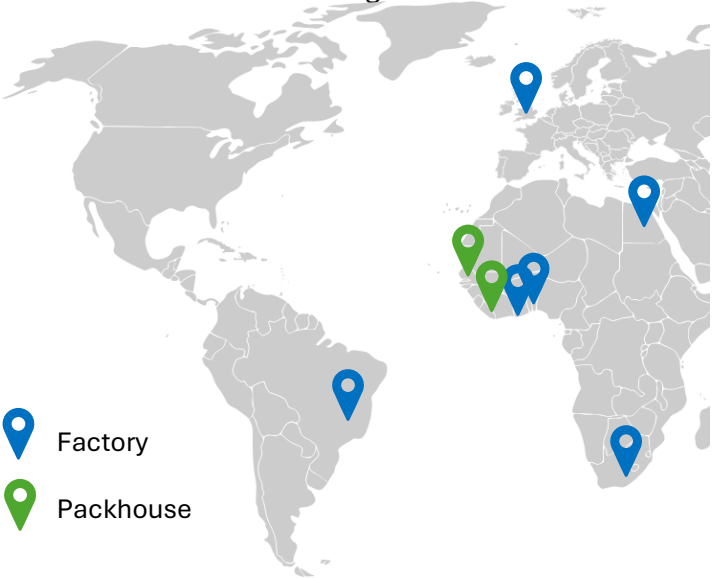
Sustainable Sourcing

Our mission is to build together a profitable enterprise where people respect each other, care for the environment and inspire a legacy for the future.

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.

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 employee 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.



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OUR PRIORITIES

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As part of our ongoing commitment to responsible business practices, we reviewed our priorities by undertaking a structured Double Materiality Assessment to identify the most relevant sustainability topics for our business and stakeholders. This exercise was carried out using a process informed by recognised best practices and aligned with leading frameworks such as the Global Reporting Initiative (GRI).

Our Approach

The assessment considered two key dimensions:

- Financial Materiality** — evaluating the risks and opportunities that sustainability issues may pose to our financial performance. This included potential transition risks, such as emerging regulations and evolving market expectations, as well as physical risks linked to environmental and social factors within our sector and supply chain.
- Impact Materiality** — assessing how our operations may affect people and the environment, both directly and indirectly across our value chain.

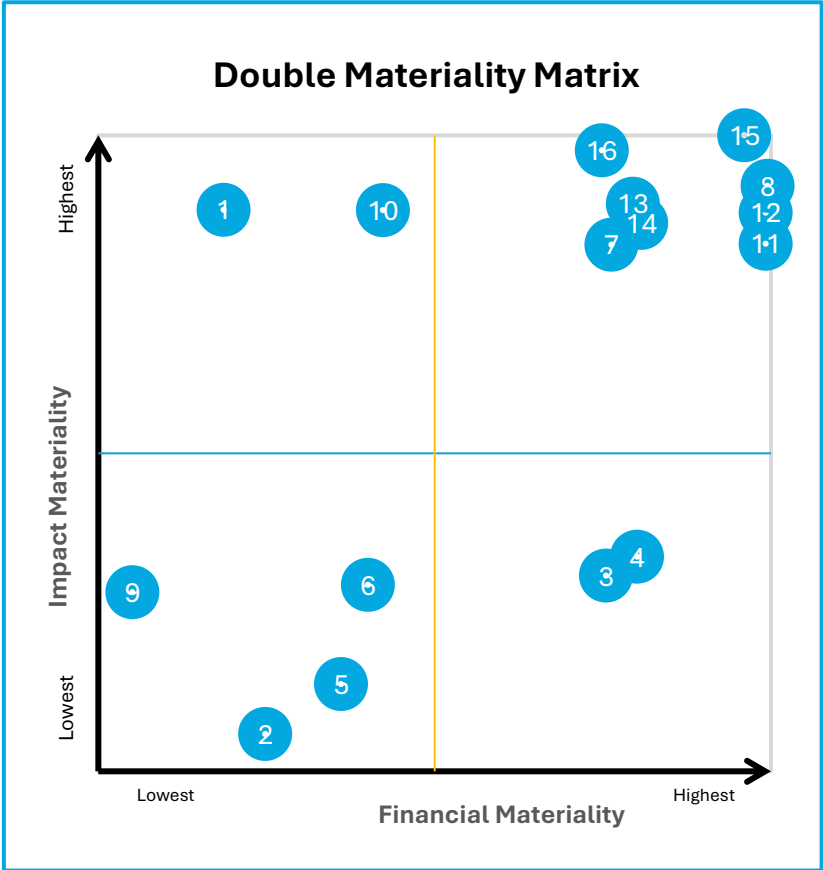
This process was informed by desktop research, sector-specific analysis, and internal insights.

Our Key ESG Priorities

The results of the assessment are shown in the Double Materiality Matrix opposite. These areas will form the foundation of our ESG reporting and strategy going forward, helping us focus our efforts on the issues that matter most to our business, our people, and the wider environment.

Below are the topics we included in our double materiality assessment. Corresponding numbers are shown in the matrix to the right. The most material topics—those appearing in the top-right quartile, where both impact and financial relevance are highest—are shown in bold.

1	Fraud and Corruption	9	Diversity and Equality
2	Data Privacy	10	Local Communities
3	Modern Slavery	11	Energy
4	Labour Practices	12	Emissions
5	Employee Representation	13	Water and Effluents
6	Training and Development	14	Waste
7	Fair Compensation	15	Materials
8	Health and Wellbeing	16	Biodiversity





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Our Sustainability Blueprint

Our Blueprint is our plan for a better planet. It is centred around four goals which encompass our priorities and align to the world’s most pressing challenges; poverty, biodiversity loss, resource depletion and climate change. Our Blueprint reflects our purpose to enable happy and healthy people, living in harmony with nature, conserving our resources and protecting the climate.

To ensure our Blueprint 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 4) 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 Senior Sustainability Manager oversees the monitoring and reporting of social and environmental impacts, lead our stakeholder engagement and facilitate the implementation of sustainability action plans through the group sponsors.

							
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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

THIRD-PARTY STANDARDS

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		✓	✓		✓	✓
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		✓	✓			✓

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We are committed to buying fairly and professionally, and to support local suppliers with strong social and environmental standards.

Our Targets

- ➔ 90% Tier 1 suppliers screened for social and environmental impacts by 2025
- ➔ All programmed fruit suppliers to be LEAF certified by 2028



By Joe Revell, Fruit Technologist.
Group Sponsor for Sustainable Sourcing.

Our Approach

Our target is to procure fresh fruit ingredients from sustainably farmed sources. The challenges of sustainability vary across the globe and by crop. We aim to identify the key challenges to sustainability in each region and by each crop. Then through a collaborative approach with all stakeholders in the supply chain from grower to end retailer, work towards solutions that ensure security of supply, now, and for generations to come.

Action Plan

Our action plan is to achieve > 90% response rate to our Blueprint supplier survey to hear directly from our fresh fruit suppliers what their key sustainability challenges are, what plans they currently have in place to address them, and where they have gaps that project an unsustainable future. It is through identifying these gaps that we can provide a focused approach to finding the appropriate sustainable solution. Blue Skies has aligned itself with LEAF (Linking Environment And Field) Marque to have a rounded and consistent approach to tackling the various sustainability gaps within our fresh produce supply chains.

How we are doing...

Disclosure	2022	2023	2024
Tier 1 suppliers screened for social and environmental impacts *	69%	51%	TBC
% of programmed fruit suppliers that are LEAF certified	Target launched in 2024		30%

* The proportion of suppliers screened in 2023 is lower due to a change in scope, shifting from Primary Marketing Organisations (PMOs) to individual farms. As of August 2025, data collection for the 2024 Supplier Survey is still ongoing, therefore the 2024 figure is not yet available.



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Strengthening sustainable agriculture through LEAF



By Joe Revell, Fruit Technologist
Group Sponsor for Sustainable Sourcing

Blue Skies has long championed ethical, environmentally responsible sourcing. In 2024, this commitment was renewed as 27 Ghanaian growers achieved LEAF Marque recertification across six crops. The momentum spread to Benin, where five growers were certified for the first time. With new audits planned across West Africa and other global supply origins, Blue Skies is scaling verified sustainable agriculture across its value chain.

Blue Skies Ghana became the first to achieve LEAF Marque “Option 2” certification in 2008, setting a precedent for group certification. After a pandemic-related pause, 2024 marked a significant revival, with 27 growers recertified in Ghana across pineapple, mango, coconut, papaya, passion fruit, and lime.

In Benin, five growers gained certification for the first time, supported by the West Africa agronomy team. Preparations have begun for future audits in Burkina Faso, Côte d’Ivoire, and Senegal, with further expansion in Ghana and Benin targeted for 2025.

LEAF Marque sourcing extended beyond Africa. In the UK, all locally grown fruit and EU-imported melons used at the UK site were sourced exclusively from certified producers.

Globally, audit preparations continued through 2024, covering mango from Brazil and South Africa, and pomegranate from Egypt, India, and South Africa. These efforts reinforce Blue Skies’ commitment to responsible sourcing in every region.

By expanding LEAF Marque certification, the company strengthens its leadership in delivering traceable, independently verified fruit that meets high environmental standards.





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OUR APPROACH TO HAPPY, HEALTHY, PEOPLE

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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.





HIGHLIGHTS

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Providing Meaningful Work

2024 saw the business surge forward in providing our people with the best possible place to work, as we trained more people than ever before, held development conversations with almost all our people and launched a wealth of new wellbeing initiatives.



Supporting our Local Communities

The Blue Skies Foundation supported projects in Brazil, Egypt, South Africa, Senegal, and Ghana, improving education, healthcare, clean water access, and livelihoods. From school upgrades to community farms and water infrastructure, these initiatives delivered lasting impact and strengthened local communities.



Paying our people a ‘Fair Salary Plus’

We are accelerating our living wage work, developing a site-specific calculator based on the Anker method. This enabled us to complete our first full assessment in Brazil ahead of new audit requirements — marking a major step toward ensuring fair, locally appropriate pay for all Blue Skies employees.



Championing Diversity and Equality

In 2024, Blue Skies reinforced its commitment to diversity as a core part of its Joint Effort Enterprise. By fostering inclusive spaces, fair pay, and a culture of mutual respect across global teams, the company demonstrated how diversity drives strength, unity, and shared success across its operations.

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We are committed to providing the best possible place to work, where everyone is equally valued and respected and where everyone can fulfil their potential.

Our 2030 Targets

- ➔ Average of 24 hours of training per person per year
- ➔ 100% permanent staff receiving annual development review



By Hugh Pile, CEO
and Meaningful Work Group Sponsor.

At Blue Skies, we are committed to three core priorities: first, ensuring each and every person receives a meaningful appraisal (what we call our ‘Together We Grow’); second, we want everyone to have access to personalised training and development so that they can fulfil their potential; and third, we invest in fostering an environment where our people can thrive, achieve their personal and professional goals, live balanced lives and ultimately be happy and healthy.

Action Plan

- We accelerated our drive to ensure 100% of our people receive a developmental review. These TWGs give people the opportunity to discuss objectives, strengths, development areas, future careers and training needs. In 2024, we reached 96% of our permanent staff.
- We continued our global training drive, with staff completing an average of 23.3 hours of training each and we began developing an online hub of Blue Skies training materials, accessible to everyone in their own language.
- Our ‘Happy Healthy’ initiative continued at pace, with sites empowering ‘social and wellbeing committees’ to run events, celebrations, health drives and awareness programmes – from Ramadan breakfasts to weekly aerobics, peaceful garden spaces and more!

How we are doing...

Disclosure	2022	2023	2024
Proportion of permanent staff receiving development reviews	55%	88%	96%
Average hours of training per year per employee	4.08	9.93	23.3
Ratio of Entry-Level Factory Wage Above the Minimum Wage (Average)	166%	154%	126%
Staff Satisfaction Net Promotor Score	7.78	8.04	8.02



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Case Study

Celebrating five years of unity at Blue Skies Benin



By Ronald Jossou, Blue Skies Benin.
Meaningful Work Site Lead.

Blue Skies Benin may be our youngest site, but it’s quickly becoming one of the most spirited. Every February, the team comes together to mark their founding through activities that connect people and celebrate progress. This year’s anniversary included a football tournament with cross-functional teams, a 5km walk through Allada with leaders walking side by side with colleagues, and a special open day for employees’ children. It’s more than a celebration; it’s a powerful expression of what it means to be part of Blue Skies.

Each year, the anniversary celebration has become a cornerstone of Blue Skies Benin’s identity and a key part of our Meaningful Work initiative.

The 2024 football tournament introduced a new format that brought people together in fresh ways. Teams were made up of colleagues from different departments and supported by managers, creating bonds across roles and functions. The final match was full of energy and symbolised something deeper: collaboration and togetherness as core values.

The 5km walk, from Allada Crossroad to the factory, is open to everyone. This year, General Manager Elisée walked side by side with staff, capturing the spirit of shared leadership.

A new addition for the 5th anniversary was an open day for employees’ children. For many, it was the first time their families saw where they worked. The pride was clear and lasting.

From sports and shared footsteps to family connections, Blue Skies Benin is growing not just as a business, but as a community.





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Plans for 2025

Unlocking potential through the TWG Academy



By Louise Lawrence, Human Resources Business Partner, Blue Skies Holdings

At Blue Skies, investing in people means more than just training. With the launch of the TWG Academy and our new learning platform, LearnUpon, we’ve created a space where everyone can access the tools they need to grow. Whether it’s in-house courses, accredited programmes, or self-paced learning, this initiative supports every individual’s journey. It’s about connection, innovation, fairness, and continuous development.

LearnUpon, our new learning management system, acts as the backbone of the TWG Academy. It gives people control over their development, with access to essential training, policies, and a growing catalogue of optional learning. The platform is flexible and easy to use, allowing individuals to tailor learning to their own pace and interests.

The Academy creates a shared learning space that brings people together across countries and roles. Our vision is to have a platform available for all our sites, accessible within their own languages, where the very best content is uploaded from all over the world. Over 100 modules are planned for the coming year, with feedback shaping what comes next.

This is the beginning of something much bigger: a long-term investment in people and culture, built to grow with us.





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Pride and purpose through Meaningful Work in Egypt



By Hussein El Shinnawy, Blue Skies Egypt Health and Safety Site Lead

In Egypt, Blue Skies brings its values to life through the Meaningful Work initiative: a programme designed to strengthen trust, belonging, and pride. Sports tournaments, sustainability campaigns, and celebrations like Mother’s Day are all part of a bigger effort to support wellbeing, teamwork, and appreciation. It’s how the team creates a culture where people feel valued, included, and inspired to do their best.

Sport has become a vibrant part of Blue Skies Egypt’s culture. Regular football tournaments give staff a chance to bond, unwind, and build team spirit.

These events invite participation from across the business, encouraging both players and supporters to engage in a shared, energetic experience that goes beyond work.

Mother’s Day is another special moment, marked with heartfelt gestures that recognise the balance working mothers manage every day. The event creates a warm, respectful environment that highlights the company’s care for people as individuals.

Environmental sustainability is also taking root through creative engagement. A recent water conservation challenge combined education and action, with staff offering real ideas to reduce consumption on site. It was a practical example of how shared purpose can lead to real change.

Across these activities, the emphasis is not just on what people do, but how they feel doing it; proud, connected, and seen.





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Taking Action

Healthier and Happier – A culture of care at Blue Skies Ghana



By Emily Addo Boateng, HR Manager Ghana
Meaningful Work Site Lead

At Blue Skies Ghana, the Healthier and Happier initiative supports physical and mental wellbeing for all staff. From routine screenings to awareness campaigns, the focus is on prevention, early action, and ongoing care. It’s a practical and people-first way of showing that health matters — not just for productivity, but for dignity, safety, and shared strength.

The initiative is designed to evolve, with a growing impact on the workforce. Its foundation is proactive care: early detection, referral, and education. Routine screenings for blood pressure, glucose, and hemoglobin help identify risks before they become serious.

Where needed, staff are referred to trusted medical providers for further diagnosis and treatment. This early intervention gives people better control over their health.

Targeted awareness campaigns address key health risks, including:

- October focusses on breast cancer education, screening, and referrals for female staff, supported by a quiz.
- November on prostate cancer awareness with information and screening for male staff.
- December brings HIV awareness sessions, voluntary on-site testing, and confidential counselling with healthcare professionals.

Other important activities include regular malaria testing and specialist-led eye screenings, ensuring timely care and long-term wellbeing.

Healthier and Happier is more than a program. It reflects who we are: a company where care and wellbeing are part of how we work together.



We are committed to providing a safe working environment and to promote health for all our people.


Our 2025 Targets

- ➔

100% staff receiving training on health and safety and covered by health and safety management system
- ➔

All sites reporting on leading indicators





By Stephan Morris, Group Technical Manager and Health and Safety Group Sponsor

A robust health and safety risk assessment system operates at each site. Risks, control measures, and residual risks are documented. If the residual risk exceeds a threshold, further controls are implemented until an acceptable level is achieved. Work-related injuries and absences are reported monthly to the UK office. The executive committee reviews the health and safety report, specifying actions or devoting resources as needed.

Action Plan

Leading indicators such as sports and social events, training and auditing activities and medical facilities have been defined and a reporting system to the executive each month will be developed. Areas of improvement will thereby be identified and actioned for each site. Health and safety risk assessments for all sites will be reviewed and more clearly define risks and hazards. Control of food safety for our people will be improved by building a new canteen in Benin. There will be new staff facilities built in Brazil and South Africa. There will be larger and safer car and motorcycle parks in Benin and Corby


How we are doing...

Disclosure	2022	2023	2024
Injury rate per million hours worked	27	23	19
Absence Hours	1.3%	1.5%	1.3%
Proportion of factory staff receiving training on health and safety	98%	100%	100%

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Developing Leading Indicators



By Stephan Morris, Group Technical Manager and Health and Safety Group Sponsor

Leading indicators are activities in a business that help people stay healthy, free of injuries, and in a strong state of mind. They include things like a good diet, social connection, sporting activities, training, and preventive care.

At Blue Skies, we’re shifting focus toward these proactive behaviours, rather than just tracking what went wrong. A new colour-based system helps sites assess their wellbeing activities, identify gaps, and share good practice — building a healthier and more supportive workplace.

Measuring leading indicators proved challenging. Many activities were already happening on site but weren’t clearly identified or easy to track. We also needed a method that worked across all six main sites, despite differences in culture and context.

Initially, we tried scoring projects from 1 to 10, but this quickly felt too subjective and demotivating. Instead, we developed a four-colour system focused on self-assessment and improvement, not ranking.

We grouped activities into nineteen categories and described what good looks like for each one. Sites then used the colour system to reflect their current status. The first status report will be shared with the Executive in May 2025, alongside traditional lagging indicators. From there, monthly updates will help us monitor progress and strengthen wellbeing across the group.



	Not applicable: This topic does not need to be included as it is not a local issue nor employee request
	Doing well: performing well on this leading indicator and comes close to the description in ‘what is perfect’
	Needs improvement: some progress is needed in the future to enhance performance in this area.
	Priority for 2025: this needs improvement and is a focus area to develop based on local needs.

HUMAN RIGHTS

We prevent human rights infringements in our operations and supply chain.

Our 2025 Targets

- ➔ Report on gender pay equality
- ➔ Roll out company culture document
- ➔ All sites to complete human rights risk assessment

Action Plan

We will assess the level of a living wage in all the locations where we operate and put in place a plan to pay our employees that assessed level in a defined period of time. We will review how we calculate the gender pay gap, being dissatisfied with standard methodology. We will complete human rights risk assessments at all our sites and generate control measures according to levels of risk identified. We will map human rights in our supply chain. We will train people on financial management in South Africa and Benin as a method of reducing financial difficulties.



How we are doing...

Disclosure	2022	2023	2024
Mean Hourly Gender Pay Gap (Group Average)*	9.8%	9.2%	TBC
Total reported incidents of discrimination	2	0	2

* As of August 2025, data collection for the 2024 Gender Pay Gap reporting is still ongoing; therefore, the 2024 figure is not yet available.



By Stephan Morris, Group Technical Manager and Health and Safety Group Sponsor

At Blue Skies, we respect all our people's dignity, equality, and freedom. Our policies ensure fair treatment, safe working conditions, no discrimination, equality, and freedom of association. We prevent human rights transgressions like forced or child labour and exploitation. Through leadership, training, and stakeholder engagement, we foster a culture of respect and accountability. Monitoring occurs via internal and external social audits, system policies, confidential communication channels, and second and third-party supplier audits.



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Paying our staff a ‘Fair Salary Plus’



By Ethel Offei Kwakye,
Internal Social Auditor, Blue Skies Ghana.

At Blue Skies, we believe that how people are rewarded for their work is not just a matter of fairness, it's a foundation for living well and thus essential to achieving our goal of Happy and Healthy People. We are committed to fair pay and in-kind benefits that reflect real-life costs, such as food, housing, and education. That’s why we’ve developed a site-specific approach to calculating ‘Fair Salary Plus’.

Fair Salary Plus goes beyond basic pay. It captures the full picture of what’s needed to live well, including wider support like meals, transport, and healthcare, all shaped by real local conditions.

We explored several methodologies, but many proved inconsistent due to assumptions around household size, income earners, and cost of living. To overcome this, we developed a tailored approach using the Anker living wage methodology as a foundation, supported by our own calculator. This tool is updated annually and adapted to reflect each site’s cost of living.

We compare calculated needs with actual earnings, factor in in-kind benefits, and benchmark findings against third-party data to validate them.

With new audit requirements, such as SMETA 7.0, now in place, we fast-tracked implementation. Our first full assessment was completed in Brazil ahead of the April 2025 audit, setting the tone for wider adoption across all Blue Skies sites.





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Diversity and Equality at Blue Skies



By Fleur De Wit,
Senior Sustainability Manager

At Blue Skies, diversity is more than a value. It’s a foundation of the business model itself. As part of the Joint Effort Enterprise model, we believe strength comes from diversity. Across more than 8,000 people and three continents, we work to create inclusive environments where everyone is respected and supported. From equal opportunities and shared spaces to fair pay and open communication, this approach is not just policy.

The Equal Opportunities Policy ensures employment decisions are based solely on merit and ability, without discrimination on religion, race, gender, disability, marital status, sexual orientation, or political affiliation. This applies to recruitment, promotion, and training.

But policy alone is not enough. Blue Skies actively fosters a culture of mutual respect, where hierarchy and job titles do not define how people are treated. Whether someone is packing fruit, managing a team, or driving logistics, they are first and foremost seen as people.

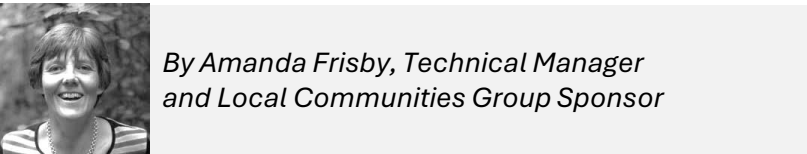
This ethos is visible across daily life. Shared spaces for rest, worship, and recreation are designed to be welcoming to all. Pay is fair, above legal minimums, and linked to performance rather than position. Local cultures are not only respected but integrated into a shared company culture that values openness and connection.

To reinforce this, staff associations and leadership teams at each site are encouraged to identify and address inclusion-related issues. Through training, dialogue, and example, Blue Skies builds a workplace grounded in dignity, equality, and shared purpose.



LOCAL COMMUNITIES

We are committed to ensuring we have a positive impact on our local communities.



By Amanda Frisby, Technical Manager and Local Communities Group Sponsor

We operate in communities often lacking basic services like education and clean drinking water. Our business provides stable employment, regular income, improving quality of life, reducing unemployment. We commit to engaging communities, understanding needs, and supporting them within our means. Our approach, underpinned by our Foundation, partners with local stakeholders to deliver impactful projects. We monitor activities to assess social impact, ensuring operations respect and benefit the communities we rely on.

Our Targets

- ➔ Every site to be incorporated within the Foundation or adopting dedicated local charity partner by 2025

Action Plan

Our plan is to ensure that every site is either incorporated into the Blue Skies Foundation or supports a dedicated local charity. To strengthen our impact, we also plan to carry out a social impact assessment at each site, helping us better understand local needs and opportunities. We are also implementing an updated monitoring and evaluation system to improve how we track and report outcomes. A safeguarding policy will be introduced across all Foundation-supported sites to protect the wellbeing of those we work with. In addition, we will continue to make annual contributions to the Foundation to help fund critical community projects.



How we are doing...

Disclosure	2022	2023	2024
Total number of Foundation projects in the year	12	15	12
Number of sites incorporated into the Foundation or adopting dedicated charity partner*	5/7	5/7	7/7

* Indicates number of sites out of the total number of factories that are in the Foundation or support a local charity partner.



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The Blue Skies Foundation



By Simon Derrick, Sustainability Specialist.
Blue Skies Foundation Coordinator.

The Blue Skies Foundation is a unique partnership between Blue Skies, Waitrose & Partners, and Albert Heijn, focused on supporting the communities behind our fruit products. In 2024, the Foundation funded projects in five countries, improving schools, clinics, water access, and livelihoods. These efforts reflect a long-term commitment to dignity, resilience, and inclusion; building stronger communities, one project at a time.

The Foundation is a collaboration between Blue Skies and two retail partners: Waitrose & Partners in the UK and Albert Heijn in the Netherlands. Together, we focus on supporting the communities involved in producing our fresh-cut fruit.

This year, we delivered community projects across Brazil, Egypt, South Africa, Senegal, and Ghana, targeting education, healthcare, and infrastructure.

In Brazil, schools received IT upgrades, new uniforms, and creative programmes in robotics and graffiti art. In Egypt, we supplied ophthalmology equipment to serve 120,000 people and brought clean water to 100 families. In South Africa, kitchen and walkway upgrades improved hygiene and safety in two schools. In Senegal, a six-hectare vegetable farm will support seasonal staff through food, income, and skill-building. In Ghana, projects included a borehole serving 1,500 people, water tanks for schools, and infrastructure to improve classroom access.

These projects respond to urgent needs while fostering long-term community pride. They show how targeted support can unlock opportunity and strengthen the connections between people, business, and place. More stories and impact summaries are available in our latest Foundation report which can be accessed [here](#).





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Improving health and water access in communities in Egypt



By Ahmed Nabil, Blue Skies Egypt Local Communities Site Lead

In Egypt’s Al-Sananiah village, daily life is shaped by limited access to clean water and healthcare. With support from the Blue Skies Foundation, the Lamset Khair Charity Association delivered two major projects to meet these urgent needs. In 2023, vital medical equipment was installed in the local clinic. In 2024, 100 homes began receiving direct water connections. Together, these changes have improved health, reduced burdens on families, and strengthened community resilience.

Al-Sananiah is a densely populated village where low-income families and commuting workers often struggle to access basic services. In response, the Lamset Khair

Charity Association, with support from the Blue Skies Foundation, launched two targeted projects to improve health and wellbeing.

In 2023, the village medical centre was equipped with a defibrillator for cardiac emergencies, a high-quality medical bed, a laryngoscope, and a hospital-grade monitor to track vital signs. These tools support early detection and better outcomes, especially in a setting with limited access to specialist care.

In 2024, focus shifted to clean water. The Water Line Connections to Homes Project began installing direct access for 100 households. This has reduced disease, improved hygiene, and eased the burden on families who previously made long daily journeys to fetch water.

These changes have improved everyday life in lasting ways — restoring dignity, improving health, and helping the community move forward.





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Empowering entrepreneurs through the Enable Programme



By Alistair Djimatey, Blue Skies Ghana Foundation Manager

The Enable Programme is a new initiative from the Blue Skies Foundation, designed to support young people in Ghana to develop business ideas with social and environmental impact. By equipping aspiring entrepreneurs with training, mentorship, and seed funding, the programme aims to tackle youth unemployment while fostering homegrown solutions. Ten finalists pitched to a panel in July 2025, with winning ideas receiving support to turn vision into reality.

Enable was launched to respond to high levels of youth unemployment and the need for locally driven change. Open to staff at Blue Skies Ghana, the programme received over 100 applications.

A shortlist was invited to join a training phase in early 2025, covering business fundamentals, sustainability, and social value creation.

This phase helps participants develop practical skills, refine their ideas, and strengthen their business models. Ten finalists will be selected to pitch their ventures in July, with winners receiving seed funding and ongoing support from the Foundation.

The programme puts values at its core, encouraging young entrepreneurs to think beyond profit and focus on wider community and environmental benefit. It reflects the Foundation’s long-term commitment to inclusive development and belief in the potential of young people to drive positive change.

Enable will serve as a pilot for future roll-out in other countries, creating a platform for the next generation of leaders across Blue Skies communities.



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REGULAR EMPLOYMENT

Disclosure	2021	2022	2023	2024
Total number of employees	5,352	5,984	7,033	8,405
Staff retention rate	93%	91%	87%	85%

FAIR PAY AND RENUMERATION

Disclosure	2021	2022	2023	2024
Ratio of Entry-Level Factory Wage Above the Minimum Wage (Average)	125%	166%	154%	126%

TRAINING AND DEVELOPMENT

Disclosure	2021	2022	2023	2024
Proportion of permanent staff receiving development reviews (%)	25%	55%	88%	96%
Average hours of training per year per employee	5.85	4.08	9.93	23.3

STAFF SATISFACTION

Disclosure	2021	2022	2023	2024
Staff Satisfaction Net Promotor Score	7.79	7.78	8.04	8.02

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DIVERSITY AND EQUALITY				
Disclosure	2021	2022	2023	2024
Mean hourly gender pay gap (Group average)*	9.8%	9.2%	10.7%	TBC
Number of people in governance bodies by age and gender				
Under 30 years old	1	1	1	1
30-50 years old	39	46	42	42
Over 50 years old	8	7	22	23
Male	33	37	47	47
Female	15	17	18	19
Total	48	54	65	66

NON-DISCRIMINATION				
Disclosure	2021	2022	2023	2024
Total reported incidents of discrimination	1	2	0	TBC

* As of August 2025, data collection for the 2024 Gender Pay Gap reporting is still ongoing; therefore, the 2024 figure is not yet available.

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HEALTH AND SAFETY

Disclosure	2021	2022	2023	2024
Proportion of factory staff receiving training on health and safety	54%	98%	100%	100%
Proportion of permanent factory staff covered by a health and safety management system (%)	100%	100%	100%	100%
Number of work-related fatalities	0	0	0	0
Number of work-related high consequence injuries	0	0	0	0
Number of work-related recordable injuries	267	257	268	240
Injury rate per million hours worked	29	27	23	19

ETHICAL BEHAVIOUR

Disclosure	2021	2022	2023	2024
Percentage of governance body members who have received training on the organisation's anti-corruption policies and procedures (%)	98%	100%	96%	96%

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Disclosure	2021	2022	2023	2024
Number of sites incorporated into the Foundation or adopting dedicated charity partner*	5/7	5/7	5/7	7/7
Social Responsibility spend by sites	£80,171	£2,589	£434,060	£398,006
Total number of Foundation projects in the year	11	12	15	12
Total funds disbursed by the Blue Skies Foundation (inclusive of all partner contributions)	1.63m GHS (£200 k at £0.123/GHS)	2.48m GHS (£235 k at £0.095/GHS)	4.30m GHS (£297 k at £0.069/GHS)	3.03m GHS (£166 k at £0.055/GHS)

SUSTAINABLE SOURCING

Disclosure	2021	2022	2023	2024
Number of suppliers screened for social and environmental impacts**	71	76	73	TBC
% of programmed fruit suppliers that are LEAF certified	Target launched in 2024			30%

* Indicates number of sites out of the total number of factories that are in the Foundation or support a local charity partner.

** In 2024, supplier screening expanded to include individual farms rather than PMOs. Data collection for the 2024 Supplier Survey is still ongoing (as of Aug 2025), so the final figure is not yet available.



OUR APPROACH TO WORKING IN HARMONY WITH NATURE

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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



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Tree planting and Reforestation

Blue Skies expanded its tree planting efforts across multiple sites in 2024. Ghana, Egypt, and Benin planted indigenous and climate-resilient species, while South Africa tackled invasive eucalyptus. These initiatives improve biodiversity, support reforestation, and contribute to greener environments, with targets for continued planting in 2025 and beyond.



Biodiversity Zones and Monitoring

Four biodiversity zones are now active in Ghana, while Brazil, Benin, and South Africa established new monitoring areas. Biannual or monthly checks are in place, with mapping and dedicated staff to track improvements. These zones help protect local ecosystems and provide long-term environmental data to inform conservation strategies.



Education and Engagement

Sites across the group engaged staff through Earth Day training (Egypt), educational signage (Brazil), planting clubs (Corby), and creative contests (Benin). These activities raise awareness of biodiversity, strengthen employee connection to sustainability goals, and foster a culture of shared environmental responsibility at every level of the organisation.



Supporting nature through innovation

Innovative steps were taken across several sites to enhance local biodiversity. Brazil installed birdhouses and stingless bee baits with monthly monitoring. Egypt introduced water recycling for irrigation, while Benin used recycled furniture in eco-rest areas. Corby plans a staff-led biodiversity nursery. These creative solutions support nature in diverse environments.

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We are committed to achieving net biodiversity gain every year.

Our 2030 Targets

- ➔ Plant 150,000 trees
- ➔ Zero deforestation
- ➔ Agree target to measure soil health



By Olivier Banon, European Business Development Director and Biodiversity Group Sponsor.

Biodiversity is central to our sustainability mission. Our 2030 strategy focuses on achieving zero biodiversity loss and striving for net biodiversity gain annually. Each site develops its own Biodiversity Action Plan aligned with the group targets, including habitat creation, species monitoring, and tree planting. We also aim to plant 50,000 trees by 2030 and integrate biodiversity into staff training and local community engagement. Through consistent measurement, staff-led initiatives, and local adaptation, we ensure our impact is both meaningful and measurable.

Action Plan

In 2024, each factory implemented or updated its biodiversity action plan. Ghana maintained four species-monitoring plots and enhanced its herb garden. Egypt increased tree numbers to 67, with a goal of 100 by year-end, and introduced tree identification signage. Brazil initiated a native bee project and permanent biodiversity zones. South Africa formalized biodiversity zones around a borehole and planned a vegetable garden. Corby focused on staff training and a biodiversity nursery. Branded Factory achieved over 98 trees and began biannual biodiversity tracking across three zones. All sites are aligning with the Group-wide 2030 net biodiversity gain strategy.

How we are doing...

Disclosure	2023	2024
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%	100%

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Protecting pollinators to preserve biodiversity in Brazil



By Fernanda Melquiades Renzi, Blue Skies Brazil. Biodiversity Site lead.

As part of its Biodiversity Strategy, the company launched a conservation project for the Jataí bee, a stingless species native to Latin America and vital for pollination. Five colonies were safely relocated to protected hive boxes, alongside staff education and regular monitoring. The project has improved pollination, sparked curiosity among employees and visitors, and strengthened the link between sustainability and daily operations.

The Jataí bee (*Tetragonisca angustula*) is a stingless, native species crucial for pollinating local flora. To support their conservation, the company set up a project in its permanent preservation area.

Five bait traps were placed to attract wild bees into custom-built boxes, creating safe conditions for colony formation. Informative signs nearby explained bee behaviour, honey properties, and their harmlessness, helping to raise awareness among staff and visitors.

Monthly monitoring by pest control and health and safety teams ensures consistent tracking of hive formation, bait maintenance, and attractant use. The project is supported across departments, linking it to wider sustainability goals.

The impact has been clear. Pollination has improved, biodiversity is better supported, and staff and visitors have shown strong interest. Many now engage more actively with environmental topics and pollinator protection.

This initiative highlights how practical, small-scale efforts can contribute to ecosystem health and deepen respect for nature in everyday working life.



Pictured: Informative signage for bees (left) and bait for capturing Jataí bees (right)

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The Great Green Games – Building a Culture of Care for Nature



By Agnieszka Kubasik, Blue Skies Pitsford.
Local Communities Site Lead.

Biodiversity loss is a global crisis, with over one million species at risk of extinction. Many of Blue Skies’ sites are in developing countries such as Ghana, Benin, Egypt, South Africa, and Senegal, where awareness of biodiversity is often very low. In some areas there is not just a lack of passion, but a disregard for the importance of protecting natural ecosystems — from littering and hunting rare animals to felling ancient trees or illegally stripping fertile land for sand extraction (“sandwinning”).

To help address this, Blue Skies launched the Great Green Games in 2021 — a global challenge designed to connect people working at Blue Skies with nature through movement, discovery, and friendly competition.

Teams across 60 departments in 12 countries track walking, running, swimming, cycling, or rowing distances, aiming to collectively “travel” between all global sites. Along the way, participants spot and record species, making biodiversity tangible in everyday life.

Each site is supported by a Biodiversity Lead, and progress is tracked via online dashboards and WhatsApp groups. The Games have engaged over 1,000 staff, covering more than 30,000 km in eight weeks, and enthusiasm continues to grow. The initiative has become a unifying tradition, fostering friendly rivalries, building team spirit, and encouraging participation from colleagues who might not usually engage with sustainability activities.

By blending physical wellbeing with biodiversity awareness, the Games have fostered healthier lifestyles, inspired curiosity, and helped shift mindsets. It demonstrates that cultural change is as vital as policies in protecting the natural world — and that practical, people-focused initiatives can embed sustainability into everyday behaviour.



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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 and Ghana. 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 minimise environmental impact



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Conserving Water

Blue Skies has made strong progress in water sustainability across its factories, achieving reduced usage, improved recycling, and enhanced water quality in line with compliance. New measurement and management systems have increased awareness and accountability, embedding water-saving practices into daily operations and reinforcing the commitment to responsible water use at all sites.



Packaging Progress

We have reduced plastic and paper packaging weights, confirmed paper-based packaging suppliers are sourcing from FSC certified sources and launched a packaging innovation plan to set the pace for our journey to comply with new EU regulations.



Reducing Plastics

In 2024, Freshppact launched Ghana's first field trial comparing plastic and alternative mulches. Early results show biodegradable options hold promise, supported by new monitoring tools and machinery innovations. Alongside fieldwork, a major policy event spotlighted sustainable alternatives — laying the groundwork for scalable, climate-smart solutions for smallholder farmers.



Minimising Waste

We have strengthened waste management across global sites through better segregation, expanded recycling, and organic waste diversion. New tracking systems, biogas trials, and infrastructure upgrades supported this progress, while partnerships and staff engagement helped embed lasting change — with particular focus on reducing plastic waste and recovering value from organics.

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We are committed to reducing waste through innovation, collaboration, education, and responsible resource recovery practices.

Our 2030 Targets

- ➔ Zero organic waste to landfill
- ➔ 90% of our waste is being reused, recycled or recovered.



By Hella Lipper-Morse, Head of Technical and Waste Group Sponsor

Waste management is critical due to diverse organic/non-organic by-products generated across our produce sites. We focus on segregation, recycling, and organic waste diversion, aiming to minimise environmental harm and maximise resource recovery. This includes composting, animal feed, and biogas trials for fruit waste. Plastic waste remains a key challenge; we are exploring material alternatives. Initiatives are supported by policies, partnerships, and training. Measurement systems track progress, and cultural change is fostered through awareness campaigns and infrastructure improvements to embed sustainable practices.

Action Plan

To improve our waste impact, we are taking practical steps across all sites. We are consolidating data through tracking systems, enhancing waste segregation infrastructure, and expanding recycling to include PPE where feasible. Plastic remains a challenge; trials are underway to identify viable alternatives. Organic waste diversion is being scaled through composting and food-to-farm initiatives. Biogas production from fruit waste is under feasibility review, with pilot projects showing promise. Awareness campaigns and training continue to support behavioural change. Responsibility lies with site teams, supported by partnerships with universities and recyclers. Our next step is standardising reporting and scaling successful pilots.

How we are doing...

Disclosure	2022	2023	2024
% of organic waste to landfill	27%	20%	28%
% of all waste that is reused, recycled or recovered	72%	75%	70%

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Advancing Waste Management across our operations



By Hella Lipper-Morse, Head of Technical and Waste Group Sponsor

In 2024, Blue Skies strengthened waste management across its global operations, with a focus on segregation, recycling, and organic waste recovery. New systems, staff training, and infrastructure upgrades supported behavioural change, while trials in biogas and partnerships with universities drove innovation. Though challenges remain with plastics, the year marked clear progress in turning waste into value and building a more resource-conscious culture.

Blue Skies focused on waste segregation, recycling, and resource recovery across its international sites in 2024. Colour-coded bins, visual disposal guides, and updated staff training improved participation.

Recycling expanded to include paper, plastics, and selected PPE. Although plastics make up less than 0.5% of total waste, challenges remain due to limited recyclability, and alternatives are being explored.

Organic waste diversion continued, with food waste redirected to canteens or farms where possible. Biogas trials using pineapple and mango waste showed promising results and are under review for future scale-up.

Innovation efforts included partnerships with universities and recyclers. Some ideas, like mango butter extraction, were discontinued due to technical constraints, while others are ongoing.

Awareness campaigns and infrastructure improvements, such as new bin areas and signage, supported cultural change. Waste measurement improved with new scales and tracking systems now informing site-level planning and identifying areas for further progress.



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We are committed to raising awareness of the importance of water conservation and encouraging responsible water use.

Our 2030 Targets

- ➔ Recover 100% of Wastewater
- ➔ 30% reduction in water intensity (from 2020 baseline)



By Riaan DeKlerk, Blue Skies South Africa Water Group Sponsor

Blue Skies will focus its approach to reducing water footprint on education, innovation, metering, monitoring, and management. The company will educate its teams to promote water-saving behaviours and awareness. It will invest in innovative technologies to minimise water use in production processes. Accurate metering will track water consumption in real time, while continuous monitoring will identify inefficiencies and potential leaks. Effective water management strategies will be applied to optimize usage and ensure sustainability. The aim is to reduce water use from fresh sources by 25%, supporting long-term environmental responsibility in all operations

Action Plan

Blue Skies will implement a targeted action plan to reduce its reliance on fresh water sources by 25%. In 2025, water metering systems will be installed across all key production sites to monitor and track usage accurately. Training programs will be delivered by December 2025 to educate staff on water conservation practices and build a culture of sustainability. By July 2025, opportunities for recycling and reusing water will be identified through thorough assessments. Innovative water recycling technologies will be implemented by December 2025, enabling the business to recycle at least 25% of its water usage across operations.

How we are doing...

Disclosure	2022	2023	2024
Total water withdrawn (m3)	256,929	247,700	410,589
Water withdrawal intensity (m3/tonne)	9.76	8.98	11.40

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Boosting water recycling through metering in South Africa



By Yolisa Mbie, Blue Skies South Africa

Water Site Lead

In 2024, Blue Skies South Africa made major progress on water sustainability by installing meters across key production areas. For the first time, the team could track exactly where water was being used, lost, or reused. This led to the successful recycling of 75% of water from the ozone washer — reducing freshwater demand and wastewater and setting the stage for future savings. The project showed how accurate data and focused action can deliver measurable environmental impact.

Previously, the factory lacked reliable water use data, limiting efforts to improve efficiency or identify reuse opportunities.

In 2024, new meters were installed across major water-using processes, enabling real-time tracking and analysis. The result was a water mass balance with 98% accuracy, showing how water moved from intake to discharge. This revealed where water was used most, where losses occurred, and where recycling could be introduced. One key finding was Factory 1’s ozone washer, used for fruit sanitisation and consuming high volumes of water.

A treatment system was installed to capture, filter, disinfect, and reuse this water for non-potable processes. Now, 75% of washer water is recycled, reducing both water use and wastewater, while supporting compliance.

The project also raised staff awareness and encouraged other teams to explore similar improvements. Expansion of metering and additional reuse options are already in planning, including upgraded treatment systems.

This shows how accurate data, and practical action can deliver meaningful sustainability outcomes.



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Taking Action

Restoring effluent treatment for water reuse at Blue Skies Benin



By Afoussatou Amadou and Andy Morou. Blue Skies Benin

In 2024, Blue Skies Benin restored its effluent treatment plant, marking a key step in improving water efficiency and reducing environmental impact. Rather than replacing the system, the engineering team carried out targeted repairs. The result: clean, reusable water for non-critical uses like irrigation and cleaning. This project strengthens local sustainability and shows the power of investing in existing infrastructure.

The restoration followed years of inactivity due to failed pumps and worn machinery. With water conservation a key priority, the engineering team began with a full assessment and identified the main issues: broken pumps, underperforming filters, and aged components.

Rather than replace the system entirely, they focused on repairing and upgrading. Damaged pumps were swapped for energy-efficient models, control systems recalibrated, and worn mechanical parts overhauled. Once the plant was restored, it was rigorously tested.

Its main role is to treat wastewater from fruit washing. Treated water must meet safety standards before being reused in non-critical areas like irrigation, external cleaning, and potentially cooling. Initial results showed all quality benchmarks were met.

Staff were trained on new procedures, and monitoring protocols introduced to ensure continued performance and early issue detection.

The plant is expected to be fully operational soon, with monitoring in place. This project not only solves immediate needs but lays a strong foundation for future water reuse at the Benin site.



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Overcoming challenges in water management in Brazil



By Flademir Vieira, Blue Skies Brazil

Water Site Lead

In 2024, the Brazil factory focused on completing and stabilising its new effluent treatment plant; a critical step in reducing environmental impact and meeting local standards. Though construction finished on time, post-installation challenges required weeks of technical adjustment. The team also reduced water use through simple upgrades like control valves and ran exploratory trials to find new efficiency opportunities. The year brought challenges, but also clear progress and valuable learning.

After completing construction of the new effluent treatment plant, the main challenge was achieving stable, reliable operation.

Early test results were inconsistent, prompting several weeks of adjustments. The team recalibrated sensors, fine-tuned flow rates, and modified biological stages to improve performance.

Once stabilised, the plant delivered strong results, especially in reducing Biological Oxygen Demand (BOD), helping the site exceed internal environmental targets.

The factory also took steps to reduce water use. Control valves were installed on High Care hoses to regulate flow and cut unnecessary consumption. These hygienic valves, designed for food-safe areas, made an immediate impact.

Additional trials explored reusing Low Risk tank water in the cooling tower and testing steam washers. Although these didn't yield viable solutions, they provided useful learning and reinforced the value of ongoing innovation.


2024 showed how resilience, practical upgrades, and experimentation can drive real environmental progress.




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Transforming Water Management Through Metering at Blue Skies Ghana





By Mary Aka, Prince Gokah
and Mawali Dogbo

Blue Skies Ghana

Blue Skies Ghana made major progress in 2024 by installing water meters across key processes to better track and manage consumption. These upgrades allowed the team to identify inefficiencies, increase recycled water use and cut demand for fresh water. The project highlights how better data, cross-team collaboration, and practical reuse strategies can deliver measurable sustainability gains.

Manual estimates had previously limited visibility into water use across the factory. In 2024, meters were installed at critical control points, enabling the site to build a water balance with 98% accuracy.

This revealed high-use areas and showed where water could be recovered instead of discharged.

Targeted recovery systems were introduced for low-risk processes like irrigation and external cleaning. These changes helped raise recycled water use from 2% to 9%, reducing fresh water demand, cutting wastewater, and supporting compliance with environmental regulations.

The project was driven by collaboration between engineering, quality, sustainability, and operations teams. Staff received training to use the data effectively, helping embed a culture of water responsibility across the site.

Encouraged by the results, the site plans to expand metering, automate more tracking points, and explore advanced treatment to further increase recycling.



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We are committed to all packaging being recyclable, reusable or home compostable by 2030.

Our 2030 Targets

- ➔ All packaging to be recyclable, reusable, or home compostable by 2030
- ➔ Eliminate unnecessary plastics



By Tom Pile, Senior Procurement Manager and Materials Group Sponsor.

Although most of our packaging is already recyclable, some components are not and that needs to be addressed. In particular, we are exploring ways to improve the recyclability of our lidding film which is necessary to meet with EU regulations for 2030.

We are also striving to reduce and ideally eliminate other single use plastic items used in the production process.

Action Plan

Near the start of this year, we conducted a cross-department workshop to identify packaging priorities for the next 4-5 years, particularly in relation to the new EU regulations. Sites have also made good progress with a range of locally-focused projects such as investigations into local label sourcing in Ghana, Benin and Egypt as well as using more soluble adhesive labels in RSA, starting a process for recycling waste plastic bags from the Ghana Branded factory, improving recycling of single use plastic workwear in the UK and reducing plastic glove wastage in Brazil.

How we are doing...

Disclosure	2022	2023	2024
100% packaging recyclable, reusable or home compostable by 2030	94%	98%	94%
Eliminate unnecessary plastics	Target launched in 2024		

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Innovating alternatives to plastic mulch in Ghana



By Dorothy Duodu, Agronomist

Blue Skies Ghana

Plastic mulch helps retain moisture and improve crop yields, but its environmental impact is under growing scrutiny. Through FRESHPPACT, a research hub led by the University of Northampton, trials began in Ghana to find practical, scalable alternatives. Field testing on pineapple farms compared plastic mulch with biodegradable and natural materials. Early results show promise, and further research is underway to support smallholder farmers with more sustainable solutions.

One key focus for FRESHPPACT is identifying alternatives to plastic mulch that work for smallholder growers. In March 2024, field trials began on pineapple farms.

Four treatments were tested: plastic mulch, coconut coir, biodegradable mulch (BDM), and bare ground. Each plot included 5,000 plants across four replicated blocks. The first harvest was completed in April 2025 during a FRESHPPACT team visit.

Field data were captured using Agmatix software, improving on-site monitoring. Trained field teams tracked indicators like yield, weed biomass, soil conditions, and maturity.

Initial results show plastic mulch still leads in crop performance. Coconut coir has potential but needs adjustments to reduce weed growth. BDM performs well but degrades more quickly. Monitoring will continue, supported by new funding to refine materials and assess scalability. A mulch lifter tool was also trialled, performing well on both new and used plots. It operates without hydraulics or electricity. Improvements are underway to enhance reliability and prepare for wider use.

On policy, Blue Skies supported the University of Northampton’s recent report launch on mulch alternatives.



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Taking Action

Developing seaweed-based packaging to reduce plastics



By Mark Moody
UK Sales Director, Blue Skies Holdings.

Blue Skies is partnering with UK biotech company Kelpi to trial seaweed-based packaging as a sustainable alternative to single-use plastics. Supported by the UK Government, the initiative aims to reduce fossil fuel-based materials and improve recyclability in the fresh fruit sector. Field trials will test how the new packaging performs across real supply chains, with input from partners including Waitrose.

This collaboration forms part of a wider push to reduce the environmental impact of packaging in global supply chains. Kelpi’s seaweed-based material uses a bio-based coating designed to preserve freshness while offering a sustainable alternative to plastic.

The packaging aims to support circular economy goals by reducing fossil fuel use and improving recyclability. If successful, it could offer a practical way to reduce plastic waste in the fresh produce sector without compromising shelf life or quality.

Blue Skies is contributing operational expertise and conducting trials across real logistics conditions to assess commercial viability. The project also includes partners from across the supply chain, including Waitrose, to ensure practical application.

Supported by the Sustainable Manufacturing and Environmental Pollution (SMEP) Programme, field trials will evaluate performance with different fruit types and transit scenarios.

This initiative reflects Blue Skies’ commitment to sustainable innovation and finding real-world solutions that reduce reliance on conventional plastics.



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WASTE				
Disclosure	2021	2022	2023	2024
Total waste generated (tonnes)	44,788	43,844	50,714	55,213
Total waste reused or redistributed (tonnes)	14,882	17,801	22,321	18,882
Total waste recycled (tonnes)	14,958	13,644	10,851	12,307
Total waste recovered (tonnes)	261	261	4,833	7,537
Total waste to landfill (tonnes)	14,688	12,129	12,709	16,445
Proportion of waste to landfill (%)	33%	28%	25%	30%

WATER				
Disclosure	2021	2022	2023	2024
Ground water withdrawal (m3)	112,058	144,903	125,748	178,957
Third-party water withdrawal (m3)	116,734	112,020	110,188	231,632
Total water withdrawn (m3)	228,792	256,929	247,700	410,589
Water withdrawal intensity (m3/tonne)	9.21	9.76	8.98	11.40

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RAW MATERIALS

Disclosure	2021	2022	2023	2024
Total volume of raw materials purchased (tonnes)	77,491.157	72,853.685	84,962.829	88,311.346

PACKAGING MATERIALS*

Disclosure	2021	2022	2023	2024
Volume of packaging materials purchased (tonnes)	4,307.74	4,765.42	6,621.76	6,691.02
Proportion of packaging material from renewable sources (%)	29%	32%	45%	60%
Proportion of packaging material from non-renewable sources (%)	71%	68%	55%	40%
Proportion of packaging material from >30% recycled content (%)	59%	17%	25%	67%
Proportion of packaging material that is 100% recyclable (%)	80%	94%	98%	94%

* Figures from 2021 through to 2024 have been recalculated to include all materials purchased both centrally and by individual sites.



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OUR APPROACH TO PROTECTING THE CLIMATE

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

Our Zero Emissions Pillar 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 2030 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.



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Investing in renewable energy

In 2024, key energy initiatives included solar plant installation in South Africa, advanced energy monitoring in Egypt, and refrigeration upgrades in Corby. Widespread training and awareness efforts further strengthened energy efficiency across the business.



Setting Science Based Targets

In 2024, we developed and refined emissions reduction targets aligned with the Science Based Targets initiative. We modelled pathways to significantly cut emissions by 2030 and reach Net Zero, identifying priority actions across scopes. We aim to submit our targets for validation by the end of 2025.



Ensuring a fair approach to Net Zero

In 2024, Fairmiles spotlighted the human impact of cutting airfreighted produce. It commissioned research into livelihood risks, hosted a landmark workshop at Aston University, and published a position paper challenging flawed emissions methods — laying foundations for just, inclusive climate action in global food and flower trade.



Engaging with suppliers

We have developed calculators to measure supply chain emissions, including on-farm activities. We have worked with airlines to access primary data and co-develop strategies to reduce emissions, including future use of Sustainable Aviation Fuels (SAFs), supporting a more accurate, collaborative approach to scope 3 emissions reduction.

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We are committed to efficient energy use and a transition to renewable power.

Our 2030 Targets

- ➔ 100% energy from renewable sources
- ➔ 30% reduction in energy intensity (from 2021 baseline)



By Andre Veldsman, Group General Manager.
Energy Group Sponsor.

Our approach prioritises running sites efficiently. We're implementing energy measurement systems in phases across all locations to understand current consumption. This data-driven insight helps identify key improvement areas, focusing efforts for greatest impact. Maximising energy efficiency first ensures future sustainable energy investments, like solar, are well-informed and cost-effective. This staged approach avoids overcapitalisation while supporting our long-term goal: reducing energy use and increasing renewable reliance.

Action Plan

We are rolling out energy monitoring progressively across sites to track usage trends, with phased implementation continuing through 2026. This data will guide targeted efficiency actions, starting with quick wins. Key projects include a refrigeration system upgrade in Corby, solar installation in South Africa, and roof insulation in Egypt. We've introduced energy teams, launched training and awareness campaigns, and begun temperature optimisation in cold rooms. Where feasible, we are procuring green energy from the grid. Heat recovery systems are being deployed to maximise energy reuse. Together, these actions form a practical, data-driven roadmap to improve efficiency and reduce carbon impact.

How we are doing...

Disclosure	2022	2023	2024
Electricity intensity (kWh/tonne)	780	640	535
Percentage of energy from renewable sources	14%	22%	28%

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Reducing grid dependence through solar energy at Blue Skies South Africa



By China Mokoena, Blue Skies South Africa.
Energy Site Lead.

In South Africa, rising energy costs and frequent outages pushed Blue Skies to invest in solar power. After boosting efficiency and forming a dedicated energy team, the site commissioned a solar array in late 2024. The system now supplies clean energy during peak hours and supports operations during load-shedding. It has reduced fuel costs, improved energy security, and sparked strong staff engagement in energy management.

With grid power in South Africa mostly fossil-fuel based and prone to disruption, Blue Skies launched a solar energy project to reduce reliance and improve resilience.

The first phase focused on efficiency. Systems were optimised, awareness campaigns rolled out, and an energy team formed to monitor performance. Only after setting a solid baseline did the team move to install a solar PV system tailored to site needs.

Commissioned in November 2024, the array now supplies a significant share of daytime energy. While battery storage is not yet in place, the system works alongside diesel generators, cutting fuel use during grid failures.

The project has lowered dependence on the grid, reduced diesel costs, and protected cold chain operations during outages. It also cut emissions by tapping into local, renewable energy.

High staff engagement reinforced energy awareness across departments. Key lessons included sequencing improvements before investment and recognising that solar requires continued monitoring and local ownership to succeed.



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Taking Action

Improving energy efficiency through roof insulation at Blue Skies Egypt



At Blue Skies Egypt, rooftop temperatures over 50°C were damaging equipment and driving up energy use. In response, the team installed thermal insulation panels to reduce heat transfer. The impact was immediate — roof temperatures dropped by 20°C, and electricity use fell even after equipment expansion. The project highlights how small, targeted upgrades can deliver major gains in high-demand environments.

Uninsulated rooftop surfaces had led to compressed air line deformation and premature wear on plastic components, putting strain on cooling systems and increasing energy consumption.

To solve this, the team replaced roof sheets with thermal insulation panels designed to reduce heat transfer and protect heat-sensitive systems.

The result: a 20°C reduction in rooftop surface temperature. Despite a 2024 expansion that added 70 kW of new equipment, the site still achieved a 100,000-kWh reduction in electricity use compared to 2023.

The project revealed that over 80% of the site’s electrical load is cooling-related. Improving insulation proved to be a simple yet effective way to cut energy use without major infrastructure changes.

Building on this success, the team is now implementing further upgrades, including high-efficiency chillers, heat recovery, and a centralised control system. Data-led energy management will remain a core focus.



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We are committed to minimising the emissions produced in the way we grow, manufacture and distribute our products.

Our 2030 Targets

- ➔ 42% Scope 1 and 2 emissions reduction (from 2023 baseline)
- ➔ 52% Scope 3 intensity reduction (from 2023 baseline)



By Simon Derrick. Sustainability Specialist.
Emissions Group Sponsor.

We supply fresh-cut fruit products that are grown, processed at source, and transported to global markets by sea or air. We recognise that our operations generate greenhouse gas emissions at every stage—from farming and manufacturing to logistics. That’s why we are committed to minimising our emissions across the value chain. This includes improving energy efficiency, reducing on-farm emissions, and making informed decisions about transportation and sourcing. We regularly monitor and report our emissions and have developed a long-term strategy to achieve Net Zero by 2050, with near- and medium-term targets already in place.

Action Plan

We will submit our emissions reduction strategy for SBTi validation in 2025, setting near-term and Net Zero targets. While absolute emissions have seen limited change, emissions intensity is starting to fall. We expect further reductions as we adopt renewable energy, eliminate landfill waste, use sustainable aviation fuel, and switch to renewable fuels. We’re also working with suppliers to collect primary data and cut emissions across the value chain, including via our new farm emissions calculator. Finally, we are engaging with industry to ensure airfreighted produce remains viable—supporting livelihoods and enabling a just transition to Net Zero for developing countries.

How we are doing...

Disclosure*	2022	2023	2024
Scope 1 Emissions (Tonnes Co2e)	14,539	12,291	15,022
Scope 2 Emissions (Tonnes Co2e)	7,348	6,654	7,439
Scope 3 Emissions (Tonnes Co2e)	112,170	134,151	159,810
Emissions Intensity (Tonnes Co2e per tonne of finished product)	3.6	3.9	3.7
Scope 3 Intensity	3.1	3.4	3.2

*2024 figures are provisional. 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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Taking Action

Fairmiles: Putting livelihoods at the centre of airfreight sustainability



By Simon Derrick. Sustainability Specialist.
Emissions Group Sponsor.

Fairmiles has been formed by an alliance of organisations representing fresh produce businesses, academia and the international development sector. Its aim is to establish a just and equitable strategy, consistent with the principles of Climate Justice to ensure we achieve Net Zero without creating barriers to trade for producers in low-income countries. Our partners include ODI, Aston University, University of Exeter, COLEAD, Beanstalk.Global and Blue Skies.

In 2024–2025, Fairmiles commissioned research to understand how emissions-based procurement strategies might affect rural livelihoods, particularly in African fresh produce supply chains.

The findings estimate that over 18 million livelihoods in low-income countries benefit from trade opportunities enabled through airfreight — highlighting the importance of taking a balanced approach when reducing emissions related to food miles and airmiles.

To explore solutions, Fairmiles convened a high-level workshop in March 2025. Participants from across the value chain discussed how Net Zero policies can better account for social impacts and promote fairer trade-offs between emissions and equity.

Fairmiles has also published a position paper challenging current approaches to modelling airfreight emissions. It calls for more accurate, context-aware calculations — particularly for bellyhold freight.

Further workshops are planned for 2025 to co-develop guidance for buyers and policymakers. By advancing this conversation, Fairmiles is building momentum toward more inclusive, evidence-led climate action in global trade.



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EMISSIONS*

Disclosure	2021	2022	2023	2024
Scope 1 Emissions (Tonnes Co2e)	11,682	14,539	12,291	15,022
Scope 2 Emissions (Tonnes Co2e)	6,969	7,348	6,654	7,439
Scope 3 Emissions (Tonnes Co2e)	125,068	112,171	134,151	159,782
Scope 1&2 Emissions Intensity (Tonnes Co2e per Tonne of Finished Product)	0.55	0.60	0.48	0.45
Scope 3 Emissions Intensity (Tonnes Co2e per Tonne of Finished Product)	3.7	3.1	3.4	3.2

ENERGY

Disclosure	2021	2022	2023	2024
Total electricity consumption (kWh)	19,020,407.9	20,534,686.6	17,661,721.7	19,260,593.6
Electricity intensity (kWh/tonne)	766	780	640	535
Diesel consumption (Litres)	591,158	683,718	873,851	1,249,004
Proportion of energy from renewable sources	12%	14%	22%	28%

*2024 figures are provisional. Due to updated methodologies and new data availability, we have recalculated the baseline and historic emissions data for the period 2021-2022.

In Memory of Ernest Abloh

This year we were deeply saddened by the loss of our Chief Agronomist in Ghana, Ernest Abloh, a formidable yet softly spoken figure whose influence on farmers, colleagues, and the wider horticulture industry in West Africa has been profound.

Ernest's dedication and expertise helped transform Ghana's fresh produce sector. He was instrumental in enabling Blue Skies to become the first in the world to achieve LEAF accreditation for a group of farmers, and the first in Africa to secure EurepGAP (now GlobalGAP) certification for a farmer group. His deep knowledge of mango cultivation, understanding of weather patterns, and practical, hands-on support to farmers have left a lasting legacy.

Beyond his professional achievements, Ernest was admired for his warmth, humility, and generosity of spirit. He inspired those around him, offering guidance, encouragement, and humour in equal measure. His contribution to Blue Skies and to the many farmers he supported will endure for generations to come. He will be sorely missed by us all.

We dedicate this report to the memory of our dear friend, Ernest.



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