



DAWN MEATS GROUP
www.planfourzero.com

PLAN FOUR ZERO

WORKING TOGETHER FOR A BETTER FUTURE



CORPORATE SUSTAINABILITY REPORT 2024/25


DAWN MEATS


dunbia



WELCOME

Our company purpose is to provide consistent quality meat products from sustainable sources to support our rural communities, human health and nature's ecosystem.

Our fifth Corporate Sustainability Report details our progress and activities from January 2024 to June 2025.

➔ Find out more at: <https://www.planfourzero.com/>


EXECUTIVE SUMMARY





30,000

REGULAR FARMER SUPPLIERS



8,000

EMPLOYEES

72 Nationalities / 30 Sites



€3 Billion

TURNOVER

50 Markets

Chief Executive Officer,
Niall Browne and Sustainability
Director, Gill Higgins reflect
on the progress made in
2024 and 2025.

At Dawn Meats and Dunbia, we recognise that our future relies on the resilience of our natural resources, the wellbeing of our communities and the stability of our economies and markets. Environmental, Social and Economic Sustainability has been central to our business plan for over 45 years and we collaborate with others to reach shared goals.

Around the world, governments, producers, businesses and consumers face significant pressures from, the rising cost of living,

uncertainty in global trade and a rapidly evolving landscape of legislation and regulation, all of which is exacerbated by climate change, extreme weather events and water scarcity. Feeding the global population sustainably to 2050 and beyond will require significant cooperation and coordination to produce nutritious food in optimum conditions, scaling up protein production to meet the needs of future generations.

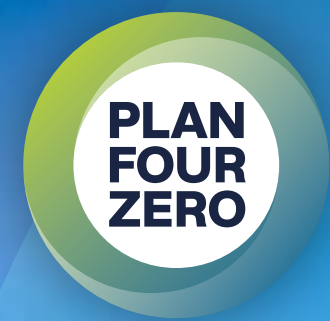
Grass-based livestock production systems in Ireland and the UK are amongst the most sustainable in the world, where cattle and sheep convert non-edible biomass into highly nutritious, naturally produced protein, often making use of land which is not suitable for crop production, as well as providing valuable ecosystem services such as nutrient cycling, carbon sequestration, and biodiversity conservation.

Beyond the environment and nutrition, the red meat sector is intrinsic to the social fabric of rural communities in Ireland and the UK, contributing significantly to local employment and economic activity and providing confidence for farms, businesses and skills to be passed down from one

generation to the next. Our quality meat products make a valuable contribution to human nutrition and as extreme weather events impact global supply chains with greater frequency, demand for regionally sourced, nutritious food and livestock protein is expected to increase.

Our Sustainability Executive continuously develops our strategy, Plan Four Zero, to ensure we are doing everything we can to address the most pressing challenges and members of the Sustainability Team, who are our subject matter experts, work to implement it. As a business, we are proud of the exceptional teamwork and collaboration, which has helped us to execute our sustainability strategy and deliver against our goals.

As we have done for many years, we will continue to work together with industry and supply chain partners to further improve the sustainability of our products and remain competitive in the global marketplace. To maintain business resilience and deliver the right impact, we will also continue to review, adapt and invest in our strategy, Plan Four Zero, ensuring it is fit for the future.



Plan Four Zero is our blueprint for building a more sustainable food system, working together for a better future.

Grounded in science, the plan outlines how we will reduce emissions within our operations and across supply chains, protect nature and restore biodiversity, inspire sustainable farming and support communities.

Our group-wide plan is governed by Three Values and founded on Four Pillars, which describe how we will achieve our sustainability commitments and how our actions contribute to the United Nations Sustainable Development Goals. We follow science when setting targets and making decisions and will continue to scale up the right solutions to deliver long-term sustainability, helping others along the way.

Our Three Values

The Right Measure

We will be guided by data and science when setting targets, developing plans and making decisions.

The Right Solution

We will collaborate to scale up the right solutions and innovations for a more sustainable food system.

The Right Balance

We will focus on areas of greatest impact, taking a balanced approach to bring our communities along with us.

Our Four Pillars

Environment

We will protect and restore nature and biodiversity and work towards the development of a circular economy, powered by renewable energy.

Farming

We will inspire sustainable farming to foster better animal health and welfare, enhance meat quality and restore biodiversity, soil health and water quality.

Food

We will continue to provide high quality, natural, delicious food, rich in protein, essential vitamins and minerals, to support human health and wellbeing.

Society

We will promote and support fairness, equality and inclusion with our people and communities, working with them to build a more resilient and sustainable future as we adapt to a changing climate.





HIGHLIGHTS 2024



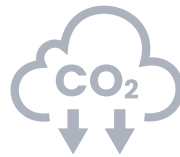
63%



ABSOLUTE EMISSIONS REDUCTION

63% reduction in Scope 1 and 2 operational emissions

9%



EMISSIONS INTENSITY REDUCTION

9% Reduction in Emissions Intensity from Purchased Goods and Services

3.17 MILLION



CUBIC METERS WATER SAVED

1,268 Olympic size swimming pools of water saved since 2016, equivalent to 3.17 million meters cubed



CATTLE EMISSIONS
MONITORING PROGRAMMES

60%

CATTLE SUPPLIERS

60% of cattle suppliers are covered by emissions monitoring programs, representing more than 500,000 cattle annually

>500K

CATTLE ANNUALLY



>214K

HOURS TRAINING

>214k hours of employee training completed



All factories and sites powered by 100% Renewable Electricity



Volume of waste recycled, reused and recovered reached 75% by end of 2024



HIGHLIGHTS 2024

22,274



HOMES

Saved enough energy to power 22,274 homes for a year

65



BIODIVERSITY INITIATIVES

65 biodiversity initiatives supported on our sites and in our communities

>3,000



TONNES

3,000 tonnes of plastic removed from supply chains

>€1.4M



CONTRIBUTED

€1.4 million contributed to not for profits, community groups and charities

>6,900



VOLUNTEER HOURS

6,900 volunteer hours undertaken by employees

BORD BIA
IRISH FOOD BOARD

Sourced 98% of cattle and 65% of lambs from farms who are members of SBLAS

98%



65%



Sourced 99% of cattle and 92% of lambs from Red Tractor Assured Farms

99%



92%



<1%

FOOD WASTE



Food waste from production as a percentage of finished product is consistently below 1%



Awarded an EcoVadis Bronze Sustainability Rating in 2025



Achieved Origin Green Gold Membership in 2025



Approved Science-Based Targets aligned to 1.5°C



All production sites ISO14001 and ISO50001 Certified

42%

SOIL TESTING



42% of farmer suppliers undertaking soil testing, with actions to improve soil health increasing every year

OUR COMMITMENTS

PLAN
FOUR
ZERO

2025

- » Reduce Scope 1 and 2 Absolute Emissions by 38%.
- » Source 100% FSC Certified cardboard packaging.
- » Ensure 100% of our plastic is reusable, recyclable or compostable.
- » As part of the UK Soy Manifesto, all soya entering the UK to be from deforestation and conversion free sources.

2030

- » Reduce scope 1 and 2 Absolute Emissions by 59%.
- » Reduce Scope 3 emissions intensity of Purchased Goods and Services by 28%.
- » Replace f-gas refrigeration systems with net zero systems.
- » Switch 100% of our company fleet to zero emissions powered vehicles.
- » All production sites will be evaluated against a variety of initiatives such as rainwater harvesting and greywater reuse, with suitable projects rolled out by 2030, and water usage intensity will reduce year on year.

2040

- » Net Zero Operational Emissions.
- » Switch to renewable and carbon neutral sources of thermal energy generation.
- » Continue building a climate-smart, sustainable business and supply chain.
- » Increase the volume of waste recycled, reused and recovered (excluding refuse derived fuel) to 70%.
- » Eliminate problematic or unnecessary single use plastic.
- » As part of the UK Food and Drink Pact, reduce food waste in the UK by 50%.
- » Source 100% of our lambs from Bord Bia or Red Tractor assured Farms.
- » Source 100% of our cattle from Bord Bia or Red Tractor Assured Farms.



ENVIRONMENT



OPERATIONAL EMISSIONS

Our Environment Pillar outlines our plans to reduce Scope 1 and 2 operational emissions, improve water efficiency and quality, optimise energy use and increase recycling.

Our packaging plan focuses on increasing recycled content and recyclability, while reducing waste volumes.

To support biodiversity we have installed beehives, planted trees and permitted areas to go wild.



Target

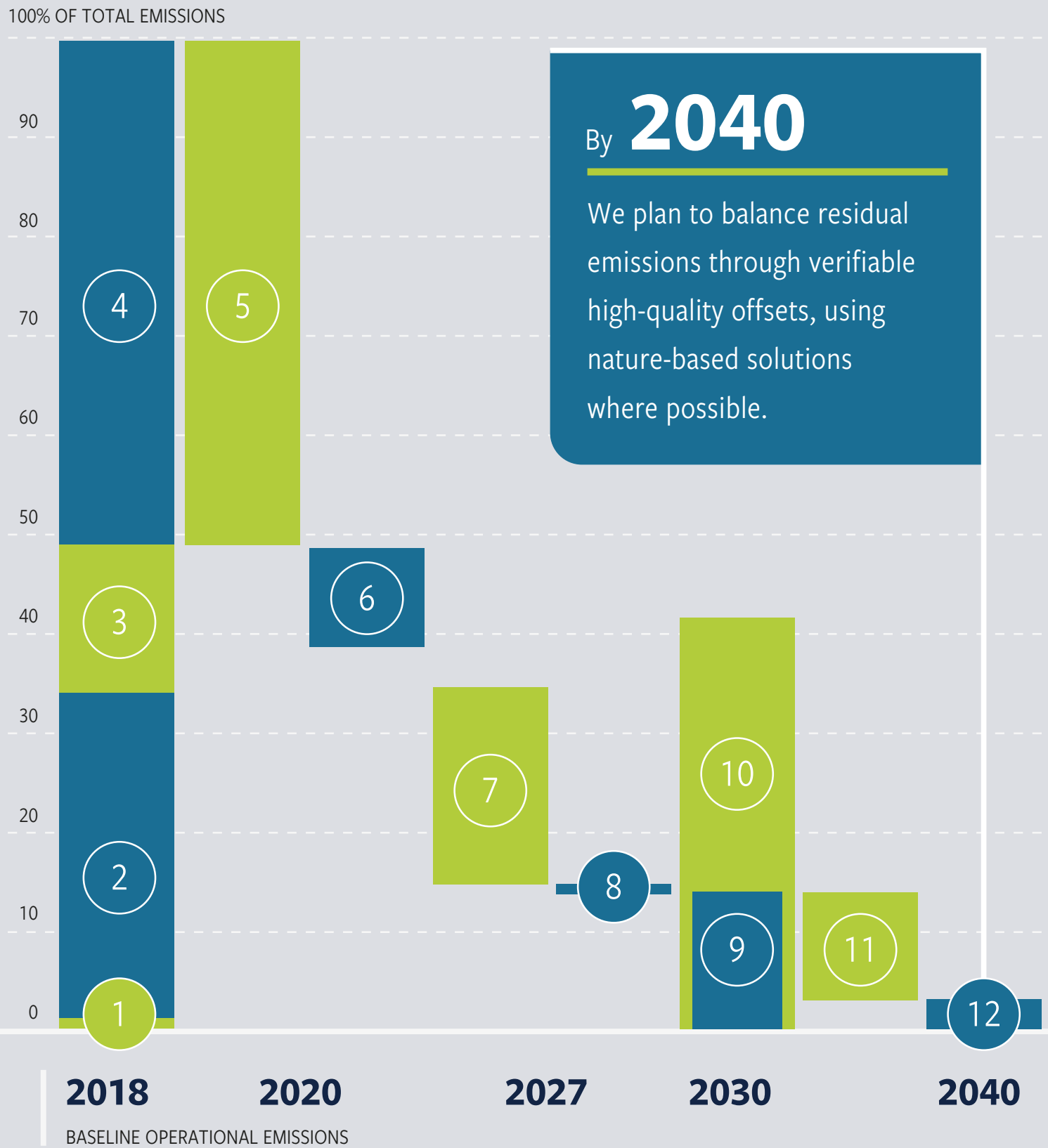
We have a science-based target aligned with 1.5°C to reduce Scope 1 and 2 absolute emissions by 59% by 2030 and to Net Zero by 2040.

Progress

In the period 2018 to 2024, we achieved a 27% and 63% absolute reduction in Scope 1 and 2 emissions following the location-based and market-based approach, respectively.

EMISSIONS MEASURES 2018-2024

- » Procuring 100% of electricity requirements across our sites in the UK and Ireland from renewable sources.
- » Progressing on-site renewable energy generation across our production sites with the first installation of solar PV panels completed at our headquarters in Waterford, Ireland and other projects underway.
- » Upgrading refrigeration systems and reducing fugitive emissions.
- » Upgrading equipment and boilers to burn lower carbon fuels.
- » Switching to renewable sources of thermal energy generation to heat water and renewable sources of heat recovery such as heat pumps.
- » Employing lean management principles in daily operations.
- » Leveraging ISO14001 certification for environmental management and ISO50001 certification for energy management across the site network.



- | | |
|------------------------------------|--|
| 1 Our Fleet | 7 Renewable Thermal Energy |
| 2 Thermal Energy for Heating Water | 8 Zero emission powered vehicles |
| 3 F-gases from Refrigeration | 9 Estimated Remaining Emissions |
| 4 Electrical Energy | 10 Science Based target |
| 5 Renewable Electricity | 11 Drive down remaining emissions as close to zero as possible |
| 6 Upgrade Refrigeration Systems | 12 Residual Emissions |

ENERGY & WATER

Moving to low and zero emission sources of energy is crucial to achieving our target by 2040.

Electrical energy is used to power a range of activities at our facilities, including refrigeration systems, wastewater treatment, mechanical services, water pumping, processing equipment and general services such as lighting. Natural gas, oil and liquid petroleum gas (LPG) and other fuels are used to produce energy for hot water and steam generation.

All production sites are ISO14001 and ISO50001 certified for environmental and energy management and real-time performance is observed through our Energy Management System, with metering systems in place on the main users of water, electricity and fuel.

Target

Since 2020 we have sourced 100% renewable electricity to power our sites and as we further electrify thermal energy generation into the future, we will continue to procure or generate from renewable sources.

Progress

In 2024 we implemented 26 capital expenditure projects and system upgrades which saved 5.8m kWh per year. Since 2016, we have saved enough energy to power 22,274 homes for a year.



Water is critically important for all food processing, where it is primarily used for sterilisation, washing and general hygiene.

As part of our meat production process, water is accessed through wells on our sites, the public water supply and by harvesting rainwater.

We are signatories to WRAP's Food and Drink Pact and the Water Roadmap, which sets out pathways to address collective challenges in protecting water for food supply, nature and communities. The food industry vision is for 50% of the UK's fresh food to be sourced from areas with sustainable water management.

Target

All production sites will be evaluated against a variety of initiatives such as rainwater harvesting and greywater reuse, with suitable projects rolled out by 2030, and water usage intensity will be reduced year on year.

Progress

In 2024, through capital expenditure projects completed and system upgrades we saved 18,800m³ per year. Since 2016, we have saved enough water to fill 1,268 Olympic size swimming pools, equivalent to 3.17 million meters cubed.



CASE STUDIES

CASE STUDY

Solar Panels at Headquarters

► GRANNAGH | IRELAND

The Grannagh site was selected as the first to have solar panels installed as its southern location offers optimal sunlight exposure, and using the roof space did not require additional planning permission.

The project demonstrates the use of renewable energy to reduce costs, displace emissions and reliance on supply from the national grid, ensuring uninterrupted operations and strong financial returns.

It is a key milestone on our Plan Four Zero roadmap to maximise renewable energy generation at our sites, with similar solar facilities planned for other sites in Ireland and the UK.



Invested €1.5 million in a solar panel project at our Grannagh site in Co. Waterford, Ireland.



18 month project, involved installation of 3,500 solar roof panels covering 8,397m².



Panels produce 1,560,000 kilowatt hours (kWh) annually, the equivalent of 40% of electricity usage at the site.



Energy generated is enough to power 210 homes for a year and is expected to deliver a return on investment in 4.5 years.

CASE STUDY



Ammonia Liquid Feedline

► CARDINGTON | ENGLAND

To improve the operational efficiency of the refrigeration system at our Cardington site, we installed a liquid feed modulating valve into our main ammonia refrigeration system in 2024.

The run time of large compressors was reduced, saving 572 MWh per year, equivalent to 118 tCO₂e per year.

CASE STUDY

Refrigeration System Upgrade

► HALESOWEN | ENGLAND

Halesowen is undergoing a large-scale upgrade of its refrigeration system.

As a dedicated cold store, it is possible to achieve significant energy and carbon savings by upgrading its older f-gas refrigeration systems for a dedicated modernised ammonia system. This project is projected to make an energy saving of 24%.

In addition to the carbon saved by reducing energy consumption, Halesowen will also make a direct reduction in emissions by the removal of f-gases, equivalent to a reduction of 800 tCO₂e per year.

CASE STUDIES

CASE STUDY

Greywater Reuse and Rainwater Harvesting

► WEST DEVON | ENGLAND

The site's effluent plant cleans incoming water to a level high enough for reuse in certain areas of the site, such as lorry washes, lairages, and yard areas. Reused water saves on natural resources, reducing treated water use from the mains supply or from abstracted sources.

Rainwater harvesting commenced at the site in 2024, with existing guttering redirected and new downspouts fitted to additional water storage, reducing the sites reliance on new incoming water.

Annual energy and water savings equate to over 1.2 MWh and to over 5,400 m³ respectively.



CASE STUDY

Water Cooling Circuit for Thermoformers

► CROSS HANDS | WALES

Retail sites such as Cross Hands use packing machines which use a direct flow of water to cool them to the right temperature, so that they continue to work efficiently and effectively. Water flows through the machine and exits via a drain.

A new water-cooling circuit was installed on site, allowing water which has been used for cooling to be circulated back into a dedicated system, and from there sent back to cool more machines, such as thermoformers and sealing machines, in a closed cooling loop.

Connecting equipment to a single central cooling system is more energy efficient than individual machines running their own dedicated cooling systems.

Annual energy and water savings equate to over 100 MWh and to over 10,000 m³ respectively.

WASTE

By adopting a LEAN approach, we have been a zero waste to landfill business since 2016.

We have a streamlined site waste reporting system where Key Performance Indicators are agreed and progress shared through monthly calls, site reports and site operations meetings. This communication strategy provides insights into opportunities for improvement across our sites. As part of this management system, each site completes waste audits to ensure good segregation, adherence to the waste hierarchy and to identify opportunities for waste reduction.

Target

Increase the volume of waste recycled, reused and recovered (excluding refuse derived fuel) to 70% by 2030.

Progress

In 2024 we implemented 21 initiatives, including capital expenditure and employee engagement projects, resulting in the volume of waste recycled, reused and recovered reaching 75%.



EMPLOYEE TRAINING & ENGAGEMENT

As part of our ongoing commitment to achieving our Plan Four Zero environmental targets and objectives, we make significant investments in employee training and engagement to enhance operational sustainability across our sites in the UK and Ireland.

OUR TRAINING PROGRAMME INCLUDES:

- » Emergency spillage response training to ensure rapid and effective containment of environmental incidents.
- » Effluent operation training to support responsible wastewater management.
- » Refrigeration efficiency training to reduce energy consumption and emissions.
- » ISO 14001 and ISO 50001 Lead Auditor training, which equips key personnel with the expertise to uphold and audit against globally recognised standards in environmental and energy management.
- » ISO 14001 and ISO 50001 Training, which equips new starters on the environmental team to gain an understanding of the requirements for the standards.
- » EPA Licensing Training, which equips new starters on the environmental team to understand the requirements of the EPA licence for the site which they are managing.



BIODIVERSITY

Given the nature of our business, we are intrinsically linked to the environment and the eco-systems in which we operate.

We support biodiversity at our sites and in our communities. Depending on the size and the location of our sites, the scope for biodiversity projects varies. A consultant ecologist was engaged to develop Biodiversity Actions Plans for our sites, with initiatives being adopted since 2023. To date we have installed beehives, planted trees and permitted areas to go wild to help sustain pollinators, and manage water ways close to our sites.

We are members of the All-Ireland Pollinator Plan and support initiatives such as Tidy Towns Ireland and Keep Britain Tidy, which are key partners in local community projects, improving landscapes and biodiversity and reducing the incidence of litter.

We partner with Rivers Trusts which support projects to restore nature and biodiversity, and protect water quality within our communities and catchments.

Target

Increase the number of community biodiversity initiatives supported to 30 per year by 2025.

Progress

In 2024, we supported 65 initiatives on our sites and in our communities across Ireland and the UK surpassing our target of 30 per year.

Biodiversity at Sites

Raising Awareness

- » As part of Environmental Week 2024, we hosted a talk with the Ribble Rivers Trust who spoke to employees about river water quality and how to protect the biodiversity around our rivers.
- » A biodiversity champion has been nominated to lead biodiversity plans and later in 2025 a biodiversity team will be established with representatives from each of our sites.
- » Photography competitions have been initiated to increase awareness around biodiversity and wildlife cameras have been installed to monitor the impact of sites' activities on biodiversity.



Supporting Habitats & Pollinators

- » Our sites have planted vegetation such as trees, wildflowers and clover, created ponds and continued to manage and conserve native hedgerows.
- » Sites have kept areas free for short flowering meadows and long flowering meadows.
- » Reduced pesticide use and aim to phase out the use of pesticides on all our sites.
- » Completed projects to support pollinators such as creating insect hotels, installing beehives and planting pollinator friendly trees, shrubs and bedding plants in containers and baskets.
- » Continued to manage and conserve habitats through pollinator friendly cutting and maintenance regimes.
- » Tussocky grass has been preserved on one site to provide a nesting habitat for bumblebees.

BIODIVERSITY

Biodiversity in the Community

Raising Awareness

Engaging with schools to provide support and sponsorship for biodiversity initiatives and community projects in implementing biodiversity actions.

FOR EXAMPLE:

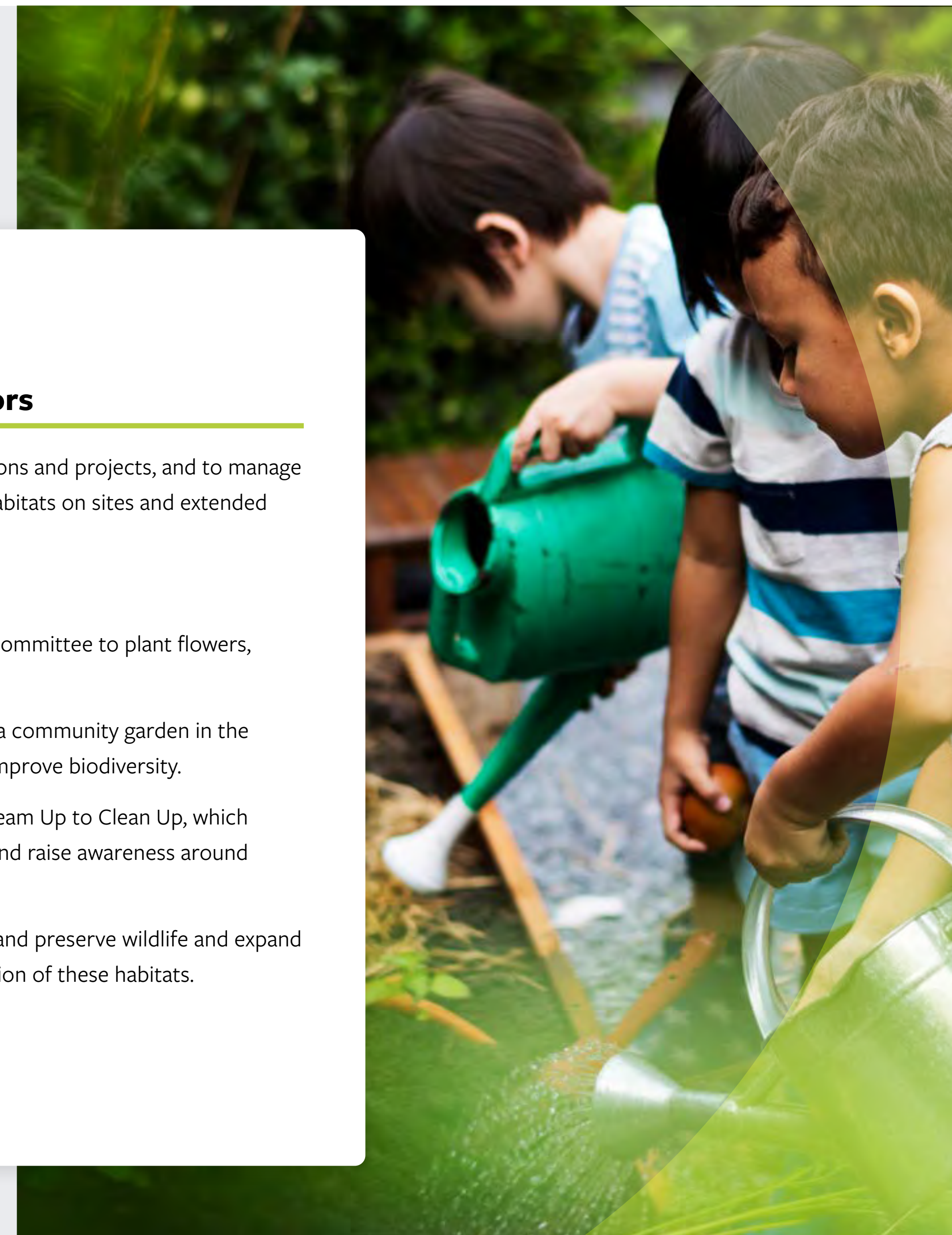
- » In Kilbeggan, we supported a school to carry out pollinator friendly planting activities to help them achieve a Biodiversity Green Flag.
- » In Cross Hands, we supported a school to rejuvenate their garden with new plants and a shed, encouraging pupils to garden and take an active interest in biodiversity.
- » In Cardington, we supported a school to purchase wildflowers, gardening tools and soil, encouraging pupils to take an interest in gardening and biodiversity.
- » In Sawley, we supported a school's wellbeing garden.
- » In Slane, we sponsored a sensory garden in a primary school.
- » In Grannagh we supported the Grow at School Programme, working with primary schools to provide curriculum-linked lessons that support school gardens and teach students to "Grow it Yourself".

Supporting Habitats & Pollinators

We continued to sponsor pollinator friendly actions and projects, and to manage and conserve native hedgerows and pollinator habitats on sites and extended protected areas.

FOR EXAMPLE:

- » In Ballyhaunis, we supported the Tidy Towns Committee to plant flowers, trees and shrubs and build bird and bat boxes.
- » In Rathdowney, we supported the creation of a community garden in the town to provide seating for residents and to improve biodiversity.
- » In Kilkenny, we sponsored the initiative Let's Team Up to Clean Up, which brings volunteers together to clean up areas and raise awareness around environmental issues.
- » We supported four Wildlife Trusts to protect and preserve wildlife and expand habitats, and run campaigns for the conservation of these habitats.



BIODIVERSITY

CASE STUDY

Bees at Work

► SAWLEY | ENGLAND

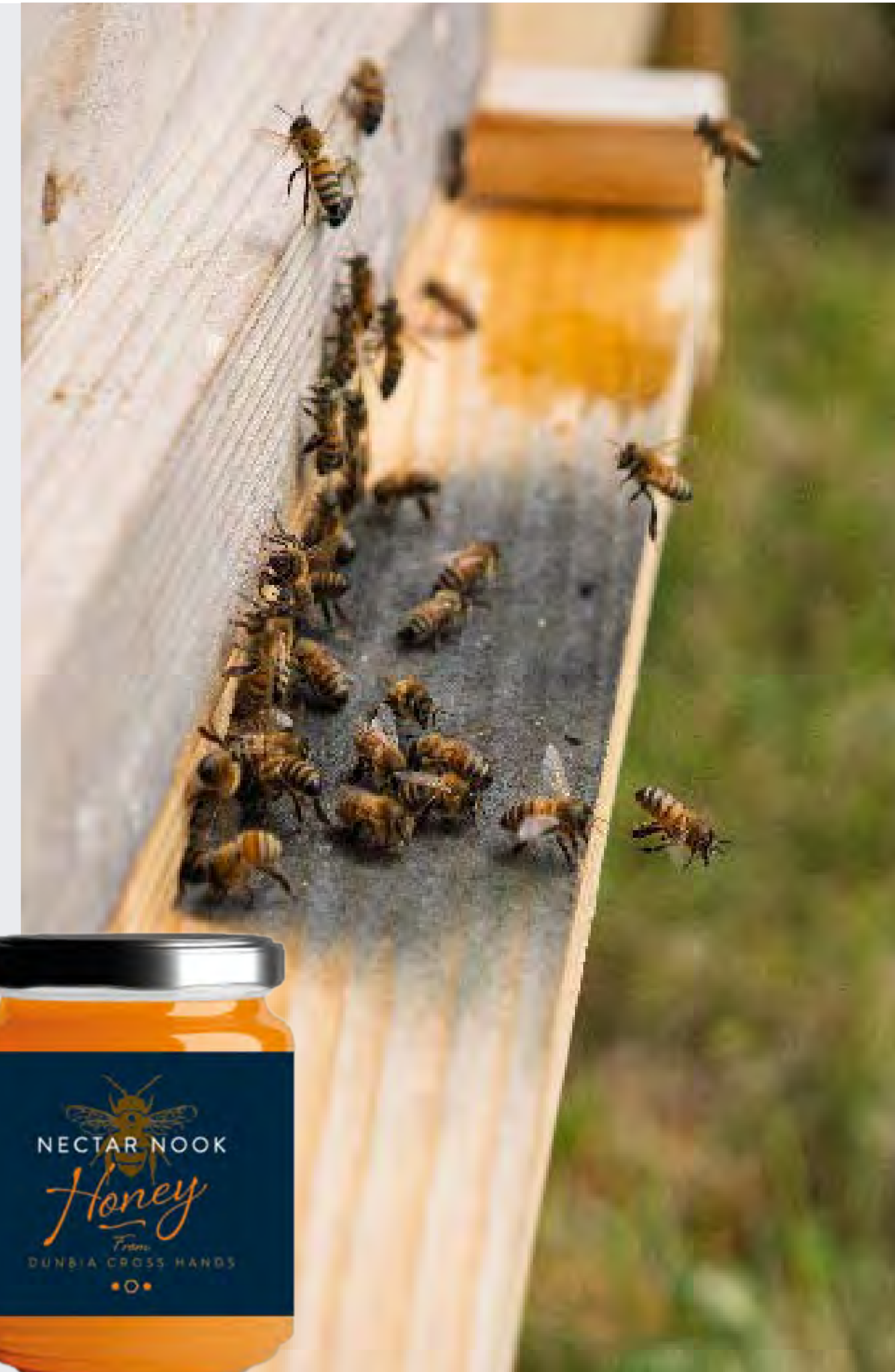
► CROSS HANDS | WALES

Bees are essential pollinators, playing a critical role in global food production and ecosystem health.

In response to the growing need to protect these vital insects, we established beehives at both sites, providing safe, sheltered environments where local bee colonies can thrive under the expert care of a dedicated beekeeper.

The honey harvested from the hives is used as an ingredient in the site canteens and is also available for purchase by employees.

In 2024, the Sawley bees produced an impressive 113 jars of honey, raising £760 through employee sales. All proceeds were donated to the British Beekeeping Association, supporting national efforts to protect and promote bee health across the UK.



BIODIVERSITY

CASE STUDY

Planting 900 Trees

► KILBEGGAN | IRELAND

We completed a landscaping project to the front of our site surrounding the employee car park which will significantly enhance the biological diversity and the aesthetic of the front of the factory.

We planted over 900 native Irish trees including Sessile Oak, Pedunculate Oak, Silver Birch, and Downy Birch.

Employees took part in the planting process, helping to raise awareness and engagement and learning about native tree species and how to plant them. Our landscaper gave a live demonstration showing best practice when planting trees to ensure survival and optimal growth.

We will signpost the trees to distinguish different species and highlight how much carbon they may sequester over their lifetime and the biological benefits they will bring.



PACKAGING

Packaging is essential for safely storing and transporting food.

- » Creating and manufacturing fit for purpose packaging requires sophisticated innovation and engineering so that food stays fresh, quality is maintained, and food waste is minimised.
- » Our strategy focuses on removing unnecessary plastic, increasing recyclability and recycled content and removing complexities in support of a circular economy.
- » Strong partnerships with our packaging suppliers allows us to work in collaboration making sure any new solutions rolled out will have long-term sustainability benefits.
- » We are members of REPAK and WRAP's UK Plastics Pact, working to achieve the collective industry targets for 2025 to eliminate problematic plastics, stimulate innovation and new business models and help build a stronger recycling system.
- » With changes to packaging regulation and different incentives driving change, these national targets will be reviewed and updated in 2026.
- » Once the targets have been confirmed and the industry has agreed a collective way forward, we will update our Plan Four Zero packaging plan, and continue working to deliver the best in sustainable solutions for our products and for our customers.



PACKAGING

TARGET ONE

Target

100% of our plastic to be re-usable, recyclable, or compostable by 2025.

- » Over the last 7 years, we have made significant changes to make rigid plastic packaging easier to recycle, by moving to mono materials and clear options.
- » However, the target is not without challenges when considering flexible packaging. In the UK, infrastructure to recycle flexible films has yet to be established at scale and we continue to seek sustainable solutions.



Progress

- » We have moved a significant amount of our rigid plastics from carbon black, multi laminate materials containing no recycled content into a clear, mono solution with up to 100% recycled content. These new structures will support a circular economy in tray to tray recycling.
- » While the infrastructure is not yet available at scale to recycle these trays, we are making the relevant changes in our supply chains to reduce complexities across our packaging where possible, to ensure the packaging will not be a barrier for recycling.
- » We introduced a vacuum packaging solution for mince in a recycle ready flexible pack, delivering up to 63% less plastic as well as increasing shelf life by 25%, helping to reduce food waste.

Innovation

We are collaborating with industry partners as part of a Horizon EU funded project, to investigate and lead a business use case for re-usable skin pack meat trays. Known as BUDDIE-PACK, the project is due to finish in Q1 2026, with a potential commercial food service trial in Q4 2025.



PACKAGING

TARGET TWO

Target

30% average recycled content across all plastic packaging by 2025.

- » Where possible we have included at least 30% recycled content back into materials, supporting circularity.
- » More complex structures are more challenging when trying to include recycled content such as vacuum skin web and vacuum bags.
- » We are investigating and challenging how recycled content can be included in future design and will be ready to trial materials when solutions are found, to understand if application and functionality remains the same.

Progress

- » All our rigid trays contain minimum 50% recycled content and, in some cases up to 100% recycled content is possible.
- » Our modified atmosphere packaging lidding film contains 30% recycled content.
- » Liners and pallet wrap also include a minimum 30% post-consumer recycled content.



PACKAGING

TARGET THREE

Target

Prioritise the prevention of plastic packaging waste, eliminate problematic or unnecessary single use plastic by 2025.

- » We understand that plastic is an important material for our products, delivering food safety, maintaining quality and reducing waste.
- » Our strategy is to remove plastic where possible and reduce overall packaging and plastic usage. Through a range of value engineering projects, we have performed strongly in this area.

Progress

- » Reducing the weight of plastic used as far as possible while maintaining pack and product performance is our key objective when delivering value engineering projects.
- » We introduced fibre based options for meat trays, to meet customer requirements and enable plastic reduction. However, these fibre trays are not without operational complexity and we are gathering data to support decision-making in selecting the most sustainable packaging.
- » We have removed unnecessary plastics throughout the supply chain and developed a right size tray for right size product solution.
- » With the support of our suppliers, our teams removed approximately 3,000 tonnes of plastic from our supply chain, and we will continue to challenge packaging formats and machinery to reduce plastics and packaging further.



REDUCE

**PREFORM TRAYS UP
TO 35% LIGHTER**

**LIDDING FILM UP
TO 12% LIGHTER**

**VAC PAC BAGS UP
TO 17% LIGHTER**

**MINCE PACKAGING UP
TO 63% LIGHTER**

**CIRCA 3,000 TONNES
OF PLASTIC REMOVED**

PACKAGING

TARGET FOUR

Target

All cardboard packaging to be Forest Stewardship Council (FSC) certified, or equivalent, by 2025.

- » Our packaging is primarily corrugated and solid board boxes which are used to transport our products.



Progress

- » 98% of our paper packaging volumes are FSC certified, with 100% of corrugated and solid board packaging FSC certified.





FARMING

INTRODUCTION

Across our 24 production sites we have a processing capacity of over 1 million cattle and 3.5 million sheep a year.

We source from 30,000 farmers. In the UK we sourced 99% of cattle and 92% of lambs from Red Tractor Assured Farms and in Ireland we sourced 98% of cattle and 65% of lambs from farms who are members of the Bord Bia Sustainable Beef and Lamb Assurance Scheme.

Our Farming Strategy describes how we work with farmers, customers, industry and government to promote the widespread adoption of sustainable practices covering 8 key topics, in support of a resilient supply chain.

Through our innovation projects, we identify best practice and solutions which will help us achieve our goals.

We collaborate directly with suppliers to accelerate progress through the adoption of these best practices on farm and through our communication and supplier engagement plan, Farm Green, we share knowledge to inspire sustainable farming at scale.

At every step along the way, we collaborate to ensure solutions and practice changes will deliver long term, sustainable impact.

PLAN FOUR ZERO FARMING STRATEGY



WORKING TOGETHER, SHARING KNOWLEDGE, DELIVERING IMPACT



TOPICS

CLIMATE ACTION

Target

We have a science-based target aligned with 2°C to reduce Scope 3 emissions intensity by 28% per tonne of finished product by 2030.

- » In 2025 we are setting FLAG and non-FLAG targets.
- » Our target relates to emissions from the sourcing of live cattle and sheep from 30,000 regular farmer suppliers across the UK and Ireland, and other meat products, which account for 95% of our total emissions.

Progress

We achieved a 9% reduction in emissions intensity between 2018–2024, driven primarily by a reduction in our average carbon footprint of the assured farms from which we source, enhanced yield optimisation and carcass utilisation.

Absolute emissions from sourcing livestock and other meat products, known as Scope 3 emissions from Purchased Goods and Services, decreased by 4%.

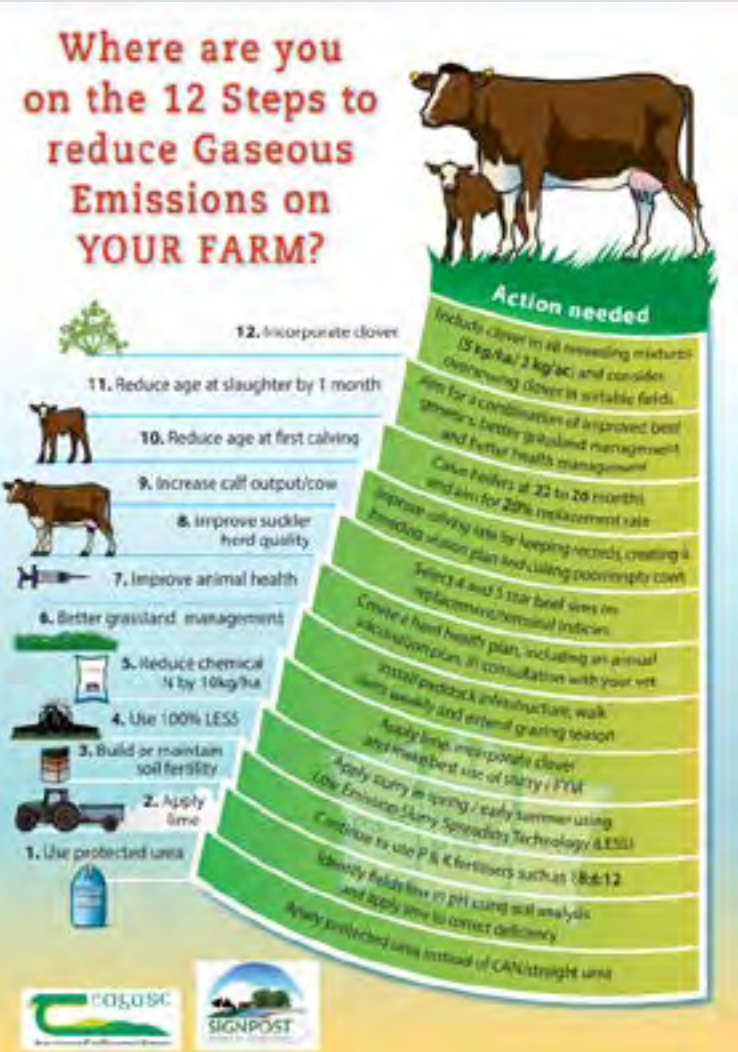
In Ireland and the UK, farm carbon footprints are undertaken every 18–24 months and farmers receive feedback reports explaining their emissions

hotspots, along with recommended actions and practice changes to reduce emissions. Such recommendations are aligned with the Teagasc Marginal Abatement Cost Curve and based on each farms’ bespoke enterprise and risk appetite.

In Ireland, Bord Bia carbon footprint over 96% of our Irish cattle suppliers who are members of the Sustainable Beef and Lamb Assurance Scheme.

- » From 2018 to 2024, the average carbon footprint of the farms supplying Dawn Meats decreased from 18.74 kgCO₂e per kg carcass to 18.26 kgCO₂e per kg carcass, as more farms adopted a range of practice changes recommended in the Teagasc Marginal Abatement Cost Curve.

- » In the UK, we are working with Promar and Agrecalc to measure emissions from farms which represent 11% and 12% of our beef and lamb volumes, respectively.
- » Known as Activate UK, round one of the farm carbon footprint collected data from 2021–2022 from 487 farming enterprises, which yielded weighted average carbon footprints of 22.39 kgCO₂e per kg beef carcass and 25.66 (CT) 25.66 kgCO₂e per kg lamb carcass.
- » Round two is underway, collecting data from 2023–2025, expanding assessments to gather further insights into farm efficiency and sustainability. Initial results will be available in Q1 2026.



BORD BIA
IRISH FOOD BOARD

agrecalc

Promar
International

See [PlanFourZero.com](https://www.planfourzero.com) for more information on our Climate Farming Strategy

CLIMATE ACTION

The Newford and Tipperary Farms run by Dawn Meats in conjunction with Teagasc are two examples of multi-stakeholder collaboration which are helping to share knowledge and best practise across the wider farming community. More than 8,000 farmers have participated in knowledge sharing events at Newford Farm since its establishment in 2015.

Tipperary Dairy Calf to Beef Demonstration Farm was established in May 2024. It is part of the Teagasc Signpost Farms Programme (sponsored by Dawn Meats and other industry stakeholders) and is operated by Dawn Meats and Carbery, with independent technical advice provided by Teagasc.

At Newford the 2025 calving season resulted in a 366 day calving interval, 1.01 calves/cow/year, 100% heifers in calf between 22 and 26 months of age, with cattle being returned to grass mid-February – 2 months earlier than in 2024.



Goal

Building on learnings from Newford and exploring genetics from dairy beef, Tipperary aims to:

- » Operate a financially sustainable farm business using excellent pasture management, early age at slaughter and high animal health and welfare.
- » Minimise both nitrogen and phosphorus losses to the environment.
- » Implement mitigation strategies to reduce the impact of dairy calf-to beef farming on climate change.
- » Incorporate a proportion of the farm into high diversity landscape features.
- » Implement mitigation strategies to reduce ammonia emissions to the environment.
- » Reduce the use of antibiotics and anthelmintics.

When fully implemented, these management practices will highlight the positive impact on emissions Performance. Progress will be showcased at Open Days and included in future updates of Plan Four Zero.

Newford Suckler Beef Demonstration Farm, is also part of the SignPost Programme and was relocated to a new site in Roscommon in late 2023.

New baseline data has been established for this enterprise, with a focus on a range of KPIs. These include calving rate and calving interval, achieving 100% AI within a 10-week window, ensuring heifers are in calf before 24 months, and housing all livestock for less than 110 days during winter. Additionally, the goal is to finish all livestock at less than 22 months of age.

CLIMATE ACTION

Goal

To accelerate climate action by incentivising the reduction of on-farm carbon footprints by 3% per year through knowledge sharing, training, quality data and the development of bespoke farm sustainability plans.

Progress

In 2024 we launched the Activate Ireland programme in partnership with Bord Bia, Teagasc, the Irish Cattle Breeders Federation and Herdwatch.

An initial investment of €4.4m has been committed for the first 3 years of the programme.

The initial group consisted of 50 farmers, and 170 farmers have been recruited as of 30th June 2025.

Each farmer completes on-line training designed by Dawn Meats and Bord Bia to support and broaden

farmers’ knowledge on soil health, water quality and biodiversity. Farmers complete the Bord Bia sustainability survey to report emissions, and they commit to a sustainability plan.

Farm plans are developed and monitored using the AgNav tool which models the impact of the actions to assist the decision making process.

Recommended actions are based on the 12 measures from the Teagasc MACC which identify cost effective interventions on farm, proven to improve efficiency and reduce emissions.

Activate is an industry first, where farmers can receive a sustainability dividend of up to 10c/kg by reducing their carbon footprint by 3% pa.

Between 2018–2024 the average Activate Ireland farm carbon footprint decreased by 5.3% for the first group of 50 participants.

Key Measures Adopted on Activate Ireland Farms

- » 88% of farms using Low Emissions Slurry Spreading (LESS).
- » 69% of farms applying lime to balance soil acidity and improve soil health.
- » 62% of farms using Protected Urea.
- » 27% of farms expanding clover usage in swards.

220 on farm actions, 5 priority target areas

Slurry Management, Grassland Management, Animal Health and Performance, Energy Management, Biodiversity and Water Quality.



CLIMATE ACTION

Large scale farm carbon foot printing is not yet established in the UK. Since 2022, we've collaborated with Promar and Agrealc on the Activate UK project to measure emissions from farms, which account for 11% and 12% of our beef and lamb volumes, respectively.

Farm carbon footprints are undertaken every 18-24 months and farmers receive feedback reports explaining their emissions hotspots, along with recommended actions and practice changes to reduce emissions. Such recommendations are aligned with the Teagasc Marginal Abatement Cost Curve and based on each farms' bespoke enterprise and risk appetite.

Goal

To drive measurable improvements in on-farm sustainability and accelerate climate action by providing farms with the quality data, tools, benchmarking insights and bespoke advice needed to deliver long term economic sustainability and profitability.

Progress

During the first phase of the farm carbon footprint initiative, data was collected from 385 farms and 487 farming enterprises between 2021 and 2022.

This comprehensive data collection resulted in bespoke Dunbia weighted average carbon footprints, which have been used to calculate our baseline and 2024 Corporate Scope 3 emissions.

The second phase of data collection is currently in progress, spanning from 2023 to 2025. This phase aims to deepen our understanding of farm efficiency and sustainability. Additionally, we are expanding the number of Activate UK farms to over 500.

Initial results from this second phase will be available in Q1 2026 and published on our [Plan Four Zero](http://www.planfourzero.com) website.



WATER

INTRODUCTION

Water is essential to support all life on earth and critical for our global food system. According to the UNESCO [UN World Water Development Report](#) published in April 2024, “approximately 72% of the freshwater withdrawals globally” are used for agriculture. The quality and availability of freshwater is at risk due to climate change and unsustainable human use.

In Ireland and the UK, improving water quality is an immediate priority, while we simultaneously plan for future water scarcity and flooding driven by the changing climate. The [EU Water Framework Directive](#) (WFD) underpins an important mechanism for assessing and managing water environments. Water bodies are assigned an ecological status such as “water quality”, which ranges from High to Bad.

The WFD requires EU Member States to achieve at least Good status in all surface water and groundwater bodies by 2027.

Good or High ecological status is important for sustaining healthy aquatic ecosystems to support abundant communities of fish, insects and plants. Achieving and maintaining at least Good water quality requires planned and coordinated action across agriculture, urban wastewater, industry and forestry.

A water risk assessment has been undertaken of our supply chain in the UK and Ireland, mapping our sourcing volumes and overlaying with risk maps from the WFD to determine priority areas to target in order to have greater impact. Water risk mapping is an evolving practice, requiring more accurate data to reliably track progress over a number of years, and we are engaging with key stakeholders to improve our methodology.



EU WATER FRAMEWORK DIRECTIVE ECOLOGICAL STATUS

RESTORE

HIGH

GOOD

MODERATE

POOR

BAD

WATER

IRELAND

As a member of Meat Industry Ireland (MII) we are working collaboratively with the red meat sector to support the Farming for Water European Innovation Partnership (FWEIP). In 2023 Teagasc, Dairy Industry Ireland and the Local Authority Waters Programme (LAWPRO) secured €60 million in funding to drive on-farm improvements in water quality, while also benefiting climate change mitigation and biodiversity protection.



Goal

The national goal is to achieve at least Good status, as defined by the EU WFD, in all surface water and groundwater bodies by 2027.

Progress

Significant investment has been made to increase farm advisory support through the Agricultural Sustainability Support and Advisory Programme (ASSAP), which includes over 50 advisors.

Nationally, over 5,000 assessments across 190 priority areas have been completed.

Water quality is a key component of MII Charter for Sustainable Irish Beef and in 2024, MII established a working group comprising of ABP, Dawn Meats, Kepak and Liffey Meats, Teagasc and representatives of

LAWPRO, to establish a beef sector strategy for engaging farmer suppliers on improving water quality.

Dawn Meats, along with other processors, are supporting the River Slaney Catchment Project and the River Blackwater Catchment Programme, where we have over 200 and 800 beef farmer suppliers, respectively.

In 2025, we employed two full time Farming Water Quality Advisors to work alongside the ASSAP Advisors and recruit farms to the FWEIP.

Ongoing development of farm plans for sustainable water management is also being encouraged through the Activate farm sustainability programme.



WHAT ACTIONS CAN FARMERS TAKE?

Working with an ASSAP or Farm Water Quality Advisor, establish a rainwater management plan, which is a map of the rainwater flow pathways across an entire farm holding (yard areas and land).

The map will show areas at risk of sediment, nutrient and pesticide loss to water and identifies opportunities to reduce these risks.

Within the FWEIP, there are over 40 on-farm actions to choose from, including those outlined in [Teagasc's Better Farming for Water](#) 8-Actions for Change.



8 ACTIONS FOR CHANGE

Nutrient Management

- 1 Reduce purchased nitrogen (N) and phosphorus (P) surplus per hectare.
- 2 Ensure soil fertility is optimal for lime, phosphorus and potassium.
- 3 Ensure application of fertiliser and organic manure at appropriate times and conditions.

Farmyard Management

- 4 Have sufficient slurry and soiled water storage capacity.
- 5 Manage and minimise nutrient loss from farmyards and roadways.

Land Management

- 6 Fence off watercourses to prevent bovine access.
- 7 Promote targeted use of mitigation actions such as riparian margins, buffer strips and sediment traps to mitigate nutrient and sediment loss to water.
- 8 Maintain over-winter green cover to reduce nutrient leaching from tillage soils.

WATER

UNITED KINGDOM

In the UK, Dunbia are members of WRAP's Food and Drink Pact, signatories to the Water Roadmap and members of the Water Oversight Panel, collaborating with NGOs, Rivers Trusts, the food and drink sector and local partners to align on a consistent programme of action to improve water efficiency and restore water bodies to a Good ecological status, in order to protect the ecosystems and communities that rely on them.



Target

By 2030, through the UK Food and Drink Pact's Water Roadmap and through national collective action, we aim to ensure 50% of fresh food is sourced from areas with sustainable water management, improving water security at a catchment scale.

Progress

Engaging with Activate UK members on ways to improve water quality and water management, we will share knowledge via Farm Green to scale progress.



Dunbia is supporting 5 water catchment projects across the UK, including:

- » Ribble Rivers Trust in England: [FIND OUT MORE](#)
- » Ayrshire Rivers Trust in Scotland: [FIND OUT MORE](#)
- » WRAP's Wye and Usk in England and Wales: Rivers Wye and Usk, UK: [FIND OUT MORE](#)
- » Mid Ulster Biorefinery Circular Economy Slurry Project in Northern Ireland: [FIND OUT MORE](#)
- » Northern Devon Nature Improvement Area Landscape Scale Program "Mussels Project" in England: [FIND OUT MORE](#)



WATER

CASE STUDY

Mauchline Burn Restoration

► HIGHLAND MEATS | SCOTLAND

In collaboration with the Ayrshire Rivers Trust we supported the restoration of the Mauchline Burn, one of Ayrshire's few remaining natural watercourses, through a large-scale conservation project.

The burn, threatened by pollution and erosion, is being revitalised with 625 meters of fencing to protect riverbanks and restore habitats. Green engineering techniques and riparian tree planting will help stabilize the banks, improve water quality, and encourage the return of salmon to the habitat.

Seven Dunbia Highland Meats volunteers joined the Ayrshire Rivers Trust to plant trees along the burn, in addition to funding support.



SOIL

Regular soil analysis and nutrient management planning are needed to optimise and maintain soil health and fertility. This in turn is essential to retain water and nutrients, support biodiversity and to produce healthy crops and grass for our livestock, while simultaneously storing carbon below ground.

Goal

We support farmers to restore soil health, condition and fertility, improving its ability to support plants and animals, store carbon and produce quality grass for our livestock.

Progress

42% of suppliers in Ireland and the UK undertake soil testing annually, with actions to improve soil health increasing every year.

In Ireland, the [MII Sustainability Progress Report for Irish Beef 2024](#) outlined that approximately 70% of farms who are members of the Bord Bia Sustainable Beef and Lamb Assurance Scheme (SBLAS) were undertaking soil testing. The chart to the right shows the actions being taken by farmers as a result of soil testing.

Development of farm plans for continued action to improve and optimise soil health is encouraged through Activate Ireland.

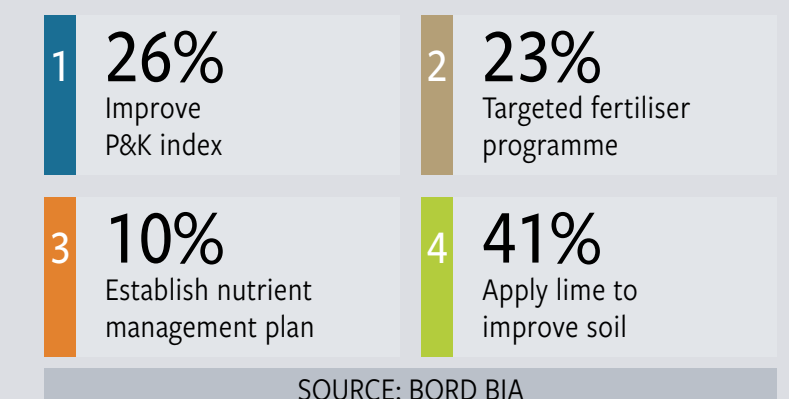
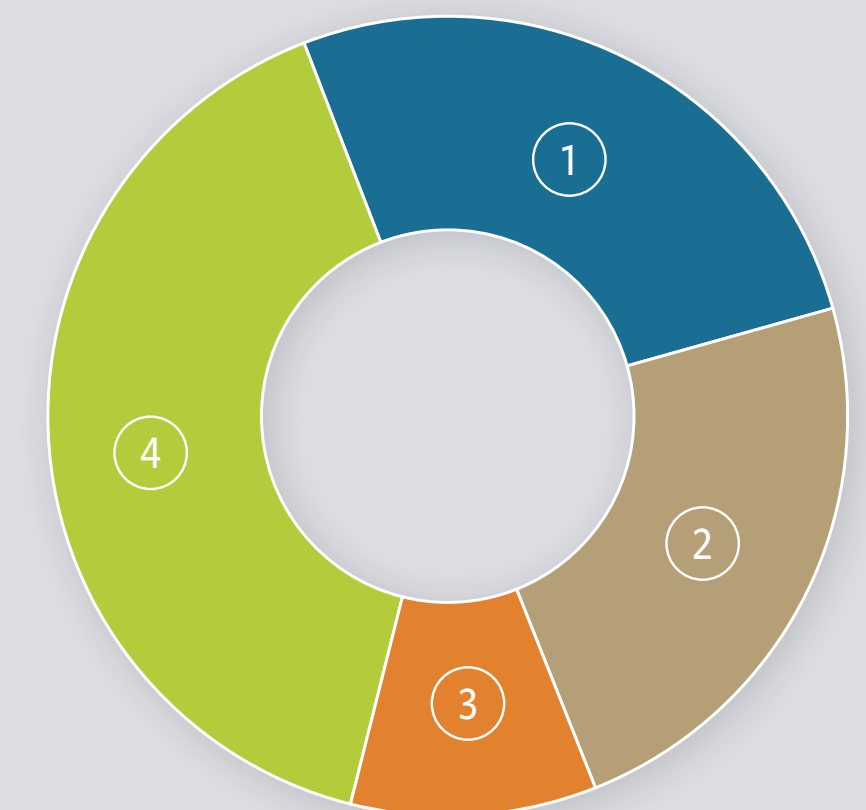
In the UK, we are engaging with Activate UK farmers to improve soil management practices, including soil nutrient testing, soil management planning and nutrient management planning to optimise grassland performance, while also protecting and improving water quality.

ACTIONS INCLUDE:

- » Providing farmers with the tools and support to understand soil nutrients and carbon stocks.
- » Completing soil testing including organic matter, bulk density, carbon nitrogen ratio, pH and number of earthworms.
- » Once a baseline has been established, developing a tailored action plan for each farm to drive efficiency and profitability, by enhancing soil health, grassland productivity and soil carbon storage.
- » Funding for tree planting to support agroforestry practices.

Soil tests will be repeated in 3-5 years time to analyse sequestration and health.

ACTIONS TAKEN ON SBLAS FARMS AS A RESULT OF SOIL TESTING (%)



BIODIVERSITY



Given the nature of our business, we are intrinsically linked to the environment and the eco-systems in which we operate. On a national scale, biodiversity is typically monitored using indicator species such as birds and pollinators. Protecting these species indirectly protects many other species that share the same habitats. Measuring biodiversity at an individual farm level remains logistically challenging with most indicators being tracked at a regional or national level.

Goal

As part of Plan Four Zero, we support farmers to protect nature and restore biodiversity to regenerate ecosystems, which are the foundation of a stable food system.

Progress

In Ireland, the focus for the beef and lamb sector centres around the quantity and quality of habitat areas.

The 2024 MII Sustainability Progress Report stated that:

- » under the 2023–2027 Common Agricultural Policy (CAP), Ireland has calculated the Space for Nature area on all farms, with the average for livestock farms being about 13% of total farm area. This is treble the minimum level required to meet the criteria of the Good Agricultural and Environmental Conditions under CAP.
- » livestock farmers account for most of the 55,000 farms participating in the Agri-Climate Rural Environment Scheme.

- » SBLAS data demonstrates a continued increase in biodiversity measures deployed across livestock farms to enhance the quality of habitats, particularly hedgerows, trees and field margins.

Developing a robust, credible and consistent approach to measuring and monitoring the impact of on-farm actions on habitats, as well as a roadmap or practical implementation guide are important next steps. We are exploring the potential use of a GPS remote assessment tool to assist in this regard.

Development of farm plans for biodiversity will be encouraged through the Signpost Advisory Programme, at Newford and Tipperary Demonstration farms and through Activate Ireland.

In the UK, we are working directly with more than 150 Activate UK farmers to measure, manage and improve biodiversity and habitat creation.

ACTIONS INCLUDE:

- » Farm Baseline Habitat Mapping and Assessments which were undertaken both remotely and in-person.
- » Soil sampling and counting earthworm populations.
- » Monitoring the presence of different bird species and their activity.
- » Provision of Farm Biodiversity Reports and recommendations to create and enhance habitats.

Data collection included: bird species, flora, hedgerow structure, crop and livestock density, habitat management, space for nature and connectivity.

BIODIVERSITY

Farm Biodiversity Report for Tipperary

The farm has habitat cover of 11.09%, comprising 12.83ha of habitat.

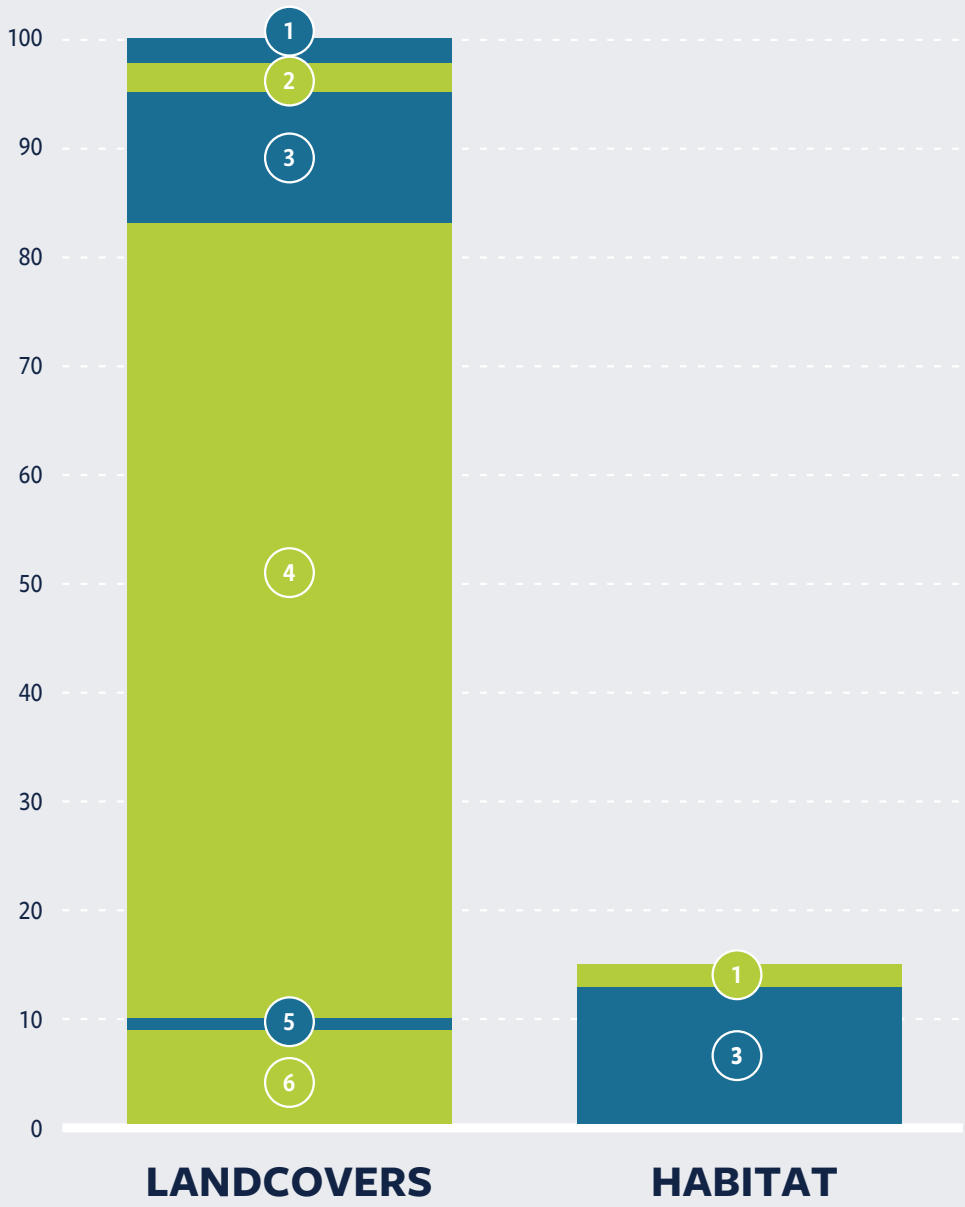
Woody habitats (Hedgerows, Treelines and Semi-Natural Woodlands) are of high quality with a species rich and mature tree community.

The farm’s pond is a critical habitat and is seen as a practice example of pond creation on Irish farms.

Semi-natural grassland is the habitat to focus on for improving biodiversity.



LANDCOVER CLASSIFICATION



- | | |
|-------------------------|----------------------|
| 1 Grassland | 4 Improved Grassland |
| 2 Hard Surface | 5 Broadleaf |
| 3 Linear Woody Features | 6 Bareground |

BIODIVERSITY

Monitoring Pollinators using Soundwave Technology

We are working with [AgriSound](#) to collect enhanced biodiversity data by monitoring pollinators using a sound wave technology to identify indicator species.

The project involved placing 15 AgriSound devices across two farms to acquire real-time data on pollinator activity over a three-year period. This data is supporting farmers in making decisions that support biodiversity. So far, the project has facilitated the collection of enhanced pollinator data, which will contribute to biodiversity action planning and offer data-driven insights into pollinator diversity.

 AgriSound™



ANIMAL NUTRITION & FEED

In the UK and Ireland, grass is the primary component of our livestock's diet and cattle convert this plant protein into highly nutritious, naturally produced protein, which is rich in essential vitamins and minerals.

We work with farmers to enhance their knowledge on different varieties of grass, multi-species swards and clovers, measuring tools and management techniques, from rotational to multi-paddock grazing systems. Animals' nutritional needs, finishing systems and weather conditions



result in farmers feeding concentrate rations to many livestock. These rations may include soya, and the amount of soya contained in animal diets will vary hugely between feed manufacturers and the finishing stage of the animal. Expanding soya production is driving deforestation and conversion of native vegetation in other parts of the world, depleting biodiversity, increasing emissions, altering natural water systems and damaging human health.

Goal

As part of Plan Four Zero, we are working with Activate Ireland and Activate UK farms to enhance animal nutrition so that livestock mature at an earlier age, reducing lifetime emissions and imported feed requirements.

From 2025, in compliance with the requirements of the European Deforestation Regulation, we will support the transition to deforestation and conversion free supply chains.

Progress

We are signatories to the UK Soy Manifesto, working with industry, importers, traders and manufactures, to identify opportunities for improvement. Latest industry reports show the usage of soya in cattle and sheep diets in the UK and Ireland is relatively low as animals are raised on predominantly grass fed diets, and the UK imports less than 1% of global soya consumed.

We use a small volume of animal feed in our farming projects and feedlots, and purchase Roundtable on Responsible Soya Credits, which ensure soya has been produced sustainably with zero deforestation and conversion of native vegetation, and in compliance with high social and human rights standards. Progress is reported on annually to the UK Roundtable for Sustainable Soya and 3Keel.

Through Activate Ireland and Activate UK, farms are provided bespoke measures to improve animal nutrition and optimise feed efficiency.

WHICH INCLUDE:

- » Decreasing age at slaughter and promote daily live weight gain through nutrition.
- » Promoting higher quality forage.
- » Managing grazing strategy (mob grazing).
- » Increasing the share of home-grown feed or reducing purchased feed and purchased soy.
- » Establishing multi species lays for a more diverse ration and increased digestibility.



ANIMAL NUTRITION & FEED

Progress

We are working directly with Activate UK farmers to sow multispecies swards (MSS), which help to improve soil health, while providing a more diverse ration for livestock, with increased digestibility.

Participating farmers receive a discount of 30% on seeds ordered from [Germinal](#) which must include one variety of grass, one herb and one legume.

Farmers also receive a 'support package' which includes farm walks, webinars and a WhatsApp group with all other farms sowing MSS and experts from [Germinal](#) to answer any queries.

Over the last three years, participating farmers have sown 665 acres of MSS.



ANIMAL HEALTH & WELFARE

Good animal health and welfare greatly influences meat quality and is vital to our business and our reputation.

Our understanding of animal welfare encompasses the Five Freedoms and the Five Domains and applies these principles to the slaughterhouse setting to ensure that we meet basic welfare requirements and provide an enriched welfare experience for our livestock. All our processing sites are Red Tractor or Bord Bia approved, and audited annually, offering external assurance that we meet required animal welfare standards.

Two fulltime vets oversee all animal welfare activities and our sites each have fully trained animal welfare teams. We are founding members of the Food Industry Initiative on Antimicrobials, a group of retailers, manufacturers, processors and food service companies working to promote and support responsible antimicrobial use and action on antimicrobial resistance.

Goal

As part of Plan Four Zero, we will continue to maintain high standards of animal health and welfare to help reduce mortality and food waste.

Progress

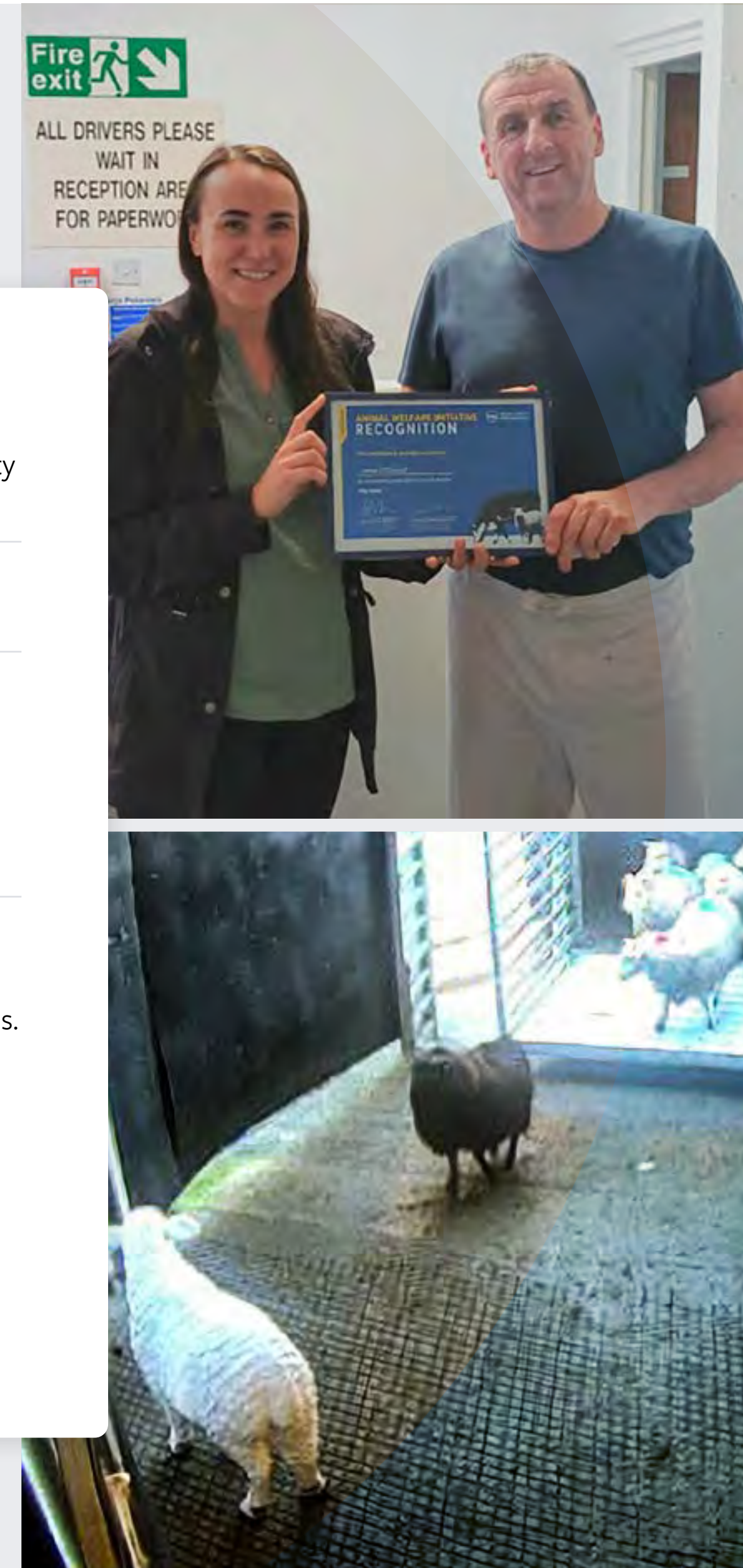
We are working to improve on-site facilities to provide a degree of enrichment for the animals.

Sites are encouraged to try new ideas and share them with the rest of the Group; past successes include the addition of brushes or 'scratchers' in our cattle pens and the use of a life-sized plastic sheep to encourage sheep movement in the lairages.

We have an internal welfare recognition award for individuals across our sites who go above and beyond in their efforts to improve animal welfare.

TRAINING:

- » bespoke external training delivered by the University of Bristol.
- » internal training including self-directed e-learning, in-person training and welfare webinars.
- » availability of multiple training formats accommodates different learning styles and the inclusion of specific media and examples from our sites allows for more personalised employee training.
- » host annual webinars for site welfare teams and operations managers which provide an open environment to share challenges, solutions and goals.



ANIMAL HEALTH & WELFARE

Progress

IRELAND

The SBLAS scheme includes strong health and welfare criteria across animal husbandry, housing and stockmanship and all participating farms implement a herd health plan.

Over the last 10 years, Animal Health Ireland has achieved a 20 fold decrease in incidents of calves born with Bovine Viral Diarrhea (BVD), equivalent to almost €90 million to the cattle sector annually through better animal performance and reduced mortality.



UNITED KINGDOM

MSD Animal Health Lamb Project

Concluded a 3-year sheep health project with MSD Animal Health in the UK, which explored the benefits of vaccination against endemic diseases following the [NOAH Category One Livestock Vaccination Guidelines](#).

IMPACT:

- » lameness was halved across 10 Welsh lamb farms.
- » approximately £54,000 saved per year.
- » antibiotic use significantly reduced.

Liver Fluke Cattle Project

Concluded a 3-year cattle health project which involved working with 546 beef farmers to develop a plan to reduce the incidence of liver fluke in their cattle.

Participating farmers completed a questionnaire on their liver fluke control strategies, including on farm prevention, monitoring and treatment.

A targeted engagement plan was developed, encompassing education, forecasting and innovation.

Performance benchmarking was undertaken using the “Fluke O’Meter” tool to inform progress.

IMPACT:

- » 73% of farmers improved liver fluke incidence, resulting in environmental and financial benefits.
- » due to the success of the project, we implemented the ‘Pneum O’Meter’ sharing similar benchmarked information on pneumonia, the second highest priority from the animal health KPI’s collected in Dunbia’s factories.



FARM GREEN

Farm Green is our communication platform used to share knowledge, inspire sustainable farming and demonstrate our activities and progress under Plan Four Zero.

Succession planning is essential for the future of our industry, and we support young farmer groups in the UK and Ireland in developing their skills, sharing knowledge and encouraging their passion for agriculture.

Through sponsorship of national conferences, programmes and walk the chain events, we have established integrated supply chains with premium branded product offerings, and we actively engage with and support groups such as the Young Farmers Clubs.



500,000+
CATTLE EMISSIONS MONITORING



60% of cattle suppliers are covered by emissions monitoring programmes, representing more than 500,000 cattle annually

130,000
COMMUNICATIONS WITH FARMERS



Farm Green is our supplier engagement initiative, through which we share learnings via videos, webinars and case studies.

FARM GREEN OBJECTIVES

- Increase Awareness and Amplify Recognition
- Highlight Supplier Leadership
- Build Customer Trust and Recognition
- Foster Internal Engagement
- Measure to Strengthen Success

EUROPEAN ROUNDTABLE FOR BEEF SUSTAINABILITY



— We are a founding member of the [ERBS](#) which facilitates collaboration across Europe to deliver scalable impact across the beef industry. The ERBS has 4 key areas of focus with outcome targets and has developed a recognition model, whereby individual countries can gain recognition for the work they are doing. The recognition framework establishes appropriate baselines for participating countries and work programmes to drive progress. Eight countries are represented at ERBS, with six achieving recognition, namely the UK, Ireland, France, Germany, Italy and Poland.

Animal Health & Welfare

OUTCOME TARGETS

Total usage of antibiotics below 10mg / PCU and reductions of 50% in their use by 2030.

TARGET MORTALITY RATES ARE BELOW 1.5%.

All animals are given pain relief (analgesics) for all surgical procedures and for all forms of castration, dehorning and disbudding.

Nature

OUTCOME TARGETS

Enhance the biodiversity of nature within our beef farms and production ecosystems.

Sustain and enhance water systems and soil health on beef farms.

Climate

OUTCOME TARGETS

An intensity reduction of 30% in GHG emissions by 2030 vs 2019 baseline.

Resilient Farming

OUTCOME TARGETS

A value chain that actively supports farm resilience and supports on farm measures to raise awareness and improve farm safety.

FOOD



NUTRITIONAL BENEFITS

Feeding the global population sustainably means working together to produce nutritious food in optimum conditions, in the natural environment best suited to growing specific crops and plants, and to rearing livestock.

Our meat products make a valuable contribution to human nutrition as part of a balanced diet, and we actively raise awareness via regular social media engagement on the important role red meat plays in maintaining enhanced human health.

Nutrition

Over 80% of our finished products are natural unprocessed raw meat sourced from extensively reared livestock where grass is converted into a highly nutritious naturally produced protein.

We actively raise awareness of the important role red meat plays in maintaining good human health throughout the stages of life and regularly emphasise red meats' nutritional benefits through social media, agricultural shows and traditional media engagements.

Health Benefits

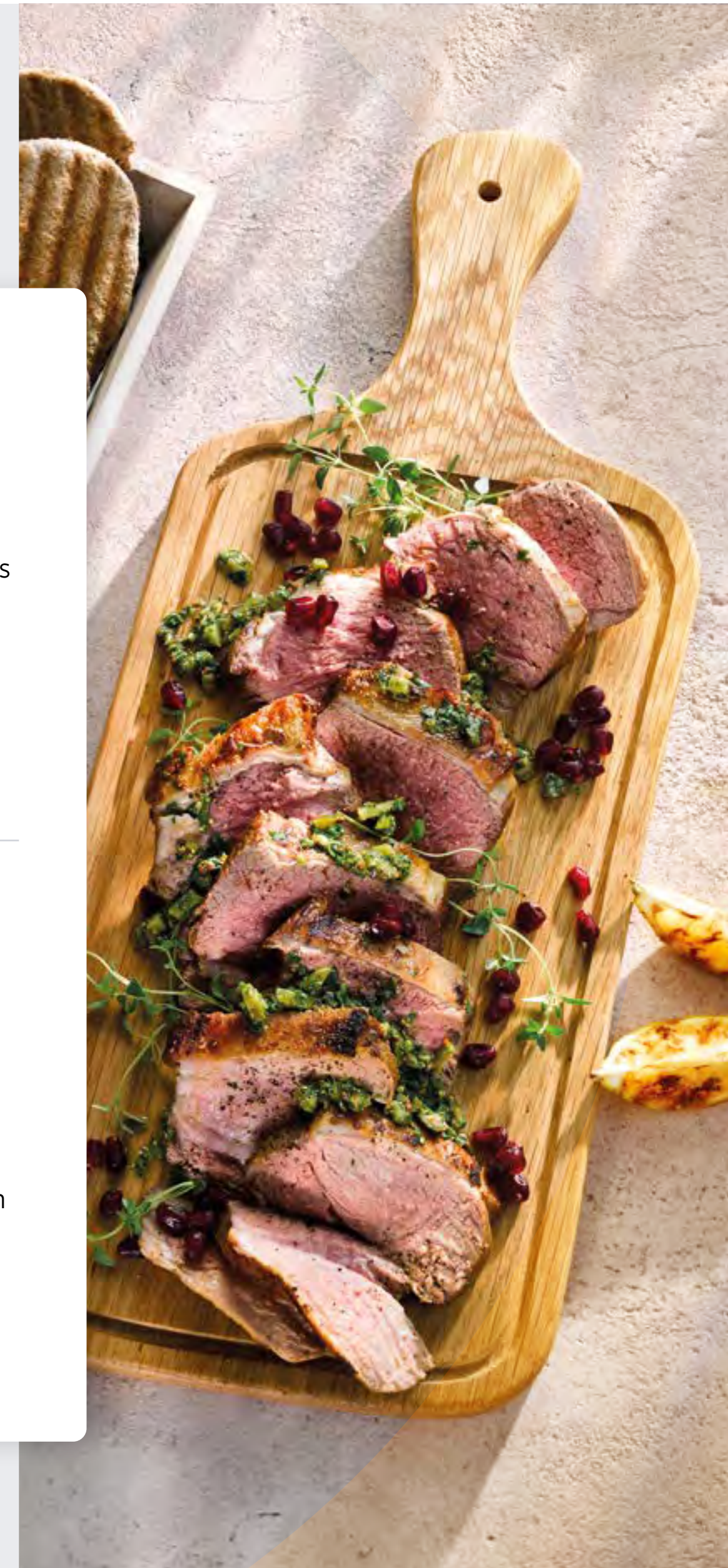
To help inform and make healthy choices easier for consumers, we raise awareness of the health benefit of red meat as part of a balanced diet, and of the high standards of sustainable livestock production in the UK and Ireland.

Ethical and sustainable choices for both human health and the health of the planet are increasingly prioritised by consumers, and we actively partner with Bord Bia in Ireland and AHDB, HCC, LMC and QMS in the UK, to promote the many diverse benefits of livestock and meat products.

Lean red meat consumed in the right proportions, can play an important role in a healthy, balanced diet.

It is naturally rich in protein, low in sodium and provides eight vitamins and minerals that contribute towards good health and well-being. One of these vitamins B12 can help reduce tiredness and fatigue and is an essential nutrient not naturally present in a vegan diet.

We believe that through better communication, consumers understanding of the contribution beef and lamb can make to a healthy balanced diet, can be greatly improved and we are engaged at European level with UECBV on this important topic providing a platform for informed discussion and debate through <https://meatthefacts.eu/>



NUTRITIONAL BENEFITS

Red meat is one of the most bioavailable sources of iron and zinc, and beef and lamb are sources of potassium and are also rich in niacin, vitamin B12 and B6.

RECOGNISED HUMAN HEALTH CLAIMS FOR MEAT NUTRIENTS INCLUDE:

- » Heart health
- » Normal vision
- » Muscle growth and maintenance
- » Mental function and anti-fatigue
- » Immune function, natural antioxidants
- » Strong bones and teeth
- » Hormone regulation
- » Healthy skin, hair and nails

In addition, Conjugated Linoleic Acid or CLA, is known as an essential fatty acid that is found in ruminant (cattle and sheep) products, such as meat and milk. It is referred to as 'essential', because we need to ingest these fatty acids from our food, as our bodies cannot manufacture them. Beta-carotene is a precursor to Vitamin A. Vitamin A is required for growth and development in humans, for the maintenance of our immune system and for good vision.



GENETICS & MEAT QUALITY

Using genetics which are right for specific farming enterprises and finishing systems, greatly influences animal performance and meat quality. In breeding livestock which mature at earlier ages, farms improve their carbon footprint, supporting farm efficiency and profitability.

Goal

We will continue to work with suppliers, animal health & nutrition specialists and animal genetics companies to improve genetic performance, breeding more carbon efficient livestock which yield nutritious and consistent quality meat, helping to ensure efficient carcass utilisation and minimise food waste.

Progress

Through Activate Ireland and Activate UK, farms are provided with bespoke measures to optimise animal performance.

WHICH INCLUDE

- » Selecting the genetics that are right for their specific enterprises.
- » Selecting for feed efficiency, health traits, and fertility.
- » Progressively targeting earlier age at finishing

In late 2024 we established a new programme to deliver more consistent quality meat products using beef cross dairy calves, built with a bespoke and unique support network from calf sourcing, rearing and finishing, adhering to a set of strict protocols which cover animal health, welfare, diet and performance. We will be monitoring animal and carcass performance and eating quality traits, utilising data to support a feedback loop to the farms, to further optimise performance and quality. Detailed meat eating quality trials, which focus on measuring attributes in the live animal contributing to tenderness, juiciness and flavour are prioritised and correlated to both carcass and cut measurements as well as breed characteristics.



WASTE & TECHNOLOGY

FOOD WASTE

Food waste from production as a percentage of finished product at Dawn Meats & Dunbia is consistently below 1%.

Additional data on destinations for inedible by-products is shared with WRAP annually to track progress against industry food waste reduction targets.

We follow the highest standards of food safety and are continuously working on a range of innovative storage technologies to ensure consistent meat quality, maximise product shelf life, all the while working to progressively eliminate complex plastic laminates and reduce food waste.

STORAGE TECHNOLOGY

Over the last five years we have completed extensive research trials with equipment, materials and packaging to incorporate new and exciting innovations to our operations.

Using this newer technology helps us to manage seasonal imbalances in supply and demand, optimise inventory, and carcase balance to reduce waste and improve overall business efficiency.

Dawn Meats is also an industry member in the Meat Technology Ireland Tech Centre, which is conducting pre-competitive research on meat quality, shelf life and best in class technology

[FIND OUT MORE](#)



SUPPLY CHAIN

As signatories and members of WRAP's UK Food and Drink Pact, we are collaborating to reduce food waste in the UK by 50% by 2030, thereby reducing the resulting emissions.

By engaging with farmers to improve animal health and welfare, reducing mortality, improving grassland quality, soil health and feed conversion efficiency, we are helping to reduce food waste.

We work with customers to optimise and improve on-pack home storage instructions, such as changing freezing from 'at day of purchase' to 'before the use by date' and increasing frozen storage times from 1 month to 3 months.

We support and donate surplus food and stock over-runs to Fare Share in the UK, and Food Cloud in Ireland. For 2024, in excess of 58,000 meal portions or 6.57 tons of meat products have been donated to local and national charities.





INCLUSIVE WORKPLACE

People are our key asset and our Diversity and Inclusion steering committee convened seven times during the reporting period. The committee works around three pillars: recruitment, retention, and progression, and is underpinned by the principles of communication, awareness, and engagement.

We are actively involved in the Meat Business Women global network, participating in several Community Connect Events, including those held in Dunboyne and Antrim, with 21 of our team members attending. The gatherings provided opportunities for networking and learning with key industry insights shared.

To increase awareness and foster an inclusive environment for neurodivergent team members, our management team in Waterford participated in autism-friendly training as part of the Autism Initiatives. The training included understanding various types of disabilities, how to support employees with disabilities, accessing government support, and how to raise awareness within organisations.

We aim to embed diversity, inclusion, and respect into everything we do and conducted the following initiatives in the reporting period:

- » All new team members now complete Dignity at Work training.
- » Supervisory Level One training includes Dignity at Work workshops.
- » Supervisory Level Two training includes Dignity at Work workshops.

To ensure fairness during recruitment, we have updated our interview skills programme, with learnings now covering understanding unconscious bias, preparing for a competence-based interview, and why careful candidate selection is beneficial for business.

Our Learning and Development team participated in Bord Bia's Agri-Food Diversity & Inclusion Forum, focusing on advancing the Diversity and Inclusion agenda within the Irish food and drink industry. The team focused on increasing the number of companies

within Origin Green that have diversity and inclusion targets and created a guidance document to help activate diversity and inclusion on the production floor.

We worked with the Irish Centre for Diversity to deliver training sessions on the use of inclusive language and diversity and inclusion in the workplace. To date, 176 in-person and 213 virtual trainings have been delivered.

Building on this work, employees will attend the Irish Centre for Diversity National Conference in September 2025.



BORD BIA
IRISH FOOD BOARD



**IRISH CENTRE
FOR DIVERSITY**

AgDIF
Diversity and Inclusion in the Irish
Food, Drink and Horticulture Industry

LEARNING & DEVELOPMENT

In partnership with University College Dublin, 34 employees participated in our award-winning management development programme. The programme is designed to support both personal and professional development through a combination of management, leadership, and sustainability modules.

Our future leaders participated in the Ivy House Emerging Leaders programme, which provided them with the opportunity to deepen their strategic thinking, engage in self-reflection, and explore personal and professional growth.

In association with Harper Adams University, 23 of our current and aspiring supervisors participated in Supervisory Development Week. The week was comprised of a blend of lectures and tours, providing both practical and strategic insights to participants.

As part of our Brighter Futures Graduate Programme and the Graduate Accelerator Programme, we offer mentoring sessions. As part of the sessions, regular one-to-ones are held, allowing graduates to develop their

emotional intelligence, enhance their communication skills, and address any professional challenges they may be facing. Mentor training is delivered in partnership with IBEC, with 253 of our employees trained to date.

We launched our Operational Placement Programme, intended to provide third-year students with hands-on experience within the industry. Twenty-seven students have successfully participated with plans to expand the programme in 2026 and beyond.

Forty-nine employees participated in the Graduate Accelerator Programme, created in collaboration with the Waterford Chamber Skillnet and certified by the Learning Development Institute. This industry-led training focused on building emotional intelligence, time management, networking, and silencing the inner critic.

A total of 214,702 hours of training were delivered across the Group in 2024 – the equivalent of 30 hours of training per employee.



RECRUITMENT

To attract new talent, we introduced the Next Generation scheme, which enables employees to refer people they know to entry-level roles. Afterwards, they will shadow referees as they progress through an apprenticeship, with the goal of advancing within the organisation in the first year.

To retain and fast-track the progress of existing talent, we have implemented the Trainee Team Leader scheme, which enables team members to progress through roles to team leader within 18 months while undertaking additional training.

To enhance the new candidate experience, we built upon the established Applicant Tracking System by adding text engagement, a digital assistant, and an onboarding module, which have provided broader options of communication, resulting in increased engagement.

Beyond improving the new candidate experience, we also enhanced the compliance of our recruitment system, ensuring that the process is consistent, fair, safe, and equitable for all parties involved.

In June 2025, following the full implementation of the iCIMS candidate tracking system, the Recruitment Compliance update was launched. The update provides added reassurance against the rising issue of recruitment fraud from a candidate and company perspective, ensuring that the process is consistent, safe, and fair for all involved.



HEALTH, SAFETY & WELLBEING

We recognise that the protection of physical and mental wellbeing are of equal importance and have measures in place which promote this throughout the year in addition to Health, Safety and Wellbeing Week which is held annually.

It is our goal to work towards zero workplace accidents, and we have a clear Health & Safety Strategy to reduce workplace accidents and reportable accidents by 10% and 20%, respectively. To track progress, we have several proactive and reactive indicators, with the information regularly reported to senior management to inform decision making on interventions.

Health, Safety & Wellbeing Week

To celebrate our culture of continuous improvement, each year we hold Health, Safety, and Wellbeing Week.

The latest week covered topics including manual handling, transport, safety and general health and well-being, emphasising the importance of these dimensions throughout the entire production process.

Activities included Smoothie Bikes, HGV driving simulators, quizzes, and manual handling training.



Our H&S Vision



To develop a positive and visible Health & Safety culture to significantly reduce workplace accidents and ill health

Our H&S Values

SAFETY

Safety is at the heart of our business and our core values

PREVENTION

We believe that all accidents are preventable and every colleague should go home safe

IMPROVING

Involving all colleagues will improve safety performance

RESOURCES

The right resources will be made available to work safely

TRAINING

Investing in skills and training will enable colleagues to work safely

CULTURE

Safety will be highlighted in every relevant meeting positively impacting on culture

ETHICAL TRADE & HUMAN RIGHTS

As a member of both the Food Network for Ethical Trade and SEDEX, our production sites undergo SMETA and Supplier Workplace Accountability audits. Consequently, there is ongoing training of key team members within compliance and procurement, ensuring awareness of current human rights challenges and threats.

To equip our team members with the knowledge and skills required to identify, prevent, and address modern slavery across our operations and supply chain, we provide bespoke training that covers principles of

modern slavery awareness, practical strategies for risk mitigation, and the legal and ethical obligations of our managers and staff. For the reporting period, 151 team members have completed the training. Additionally, all employees complete Modern Slavery Awareness and Stronger Together training as part of their onboarding.

Following a Right to Work analysis undertaken during the reporting period, we collaborated with Keesing Technologies to deliver training to human resources teams across the Group, highlighting risks and threats and how they can be tackled moving forwards.

COMPLETED

- 15 SMETA audits
- 9 SWA audits
- 7 Periodic Labour Supplier audits
- 3 Periodic Security Provider audits



COMMUNITY ENGAGEMENT

To foster careers in food and agriculture, promote innovation in sustainability, increase local biodiversity, and support communities, we provide financial and resource assistance to local community groups, charities, and not-for-profits. This support is reinforced with volunteer hours by employees and in-kind donations.

Each year a company-wide calendar of events is arranged by our Community Engagement leads and sites will support and fundraise for a select number of these events.

In tandem with the Community Engagement Leads, each site has a Community and Charity Champion, who is responsible for coordinating activities at a local level, encouraging team members to participate in initiatives, and having a positive impact on local biodiversity and communities.

We raised and donated €1.4 million to charities, community groups and not-for-profit organisations, and employees volunteered for over 6,900 hours.



COMMUNITY ENGAGEMENT

CASE STUDY

The Great Agri Food Debate



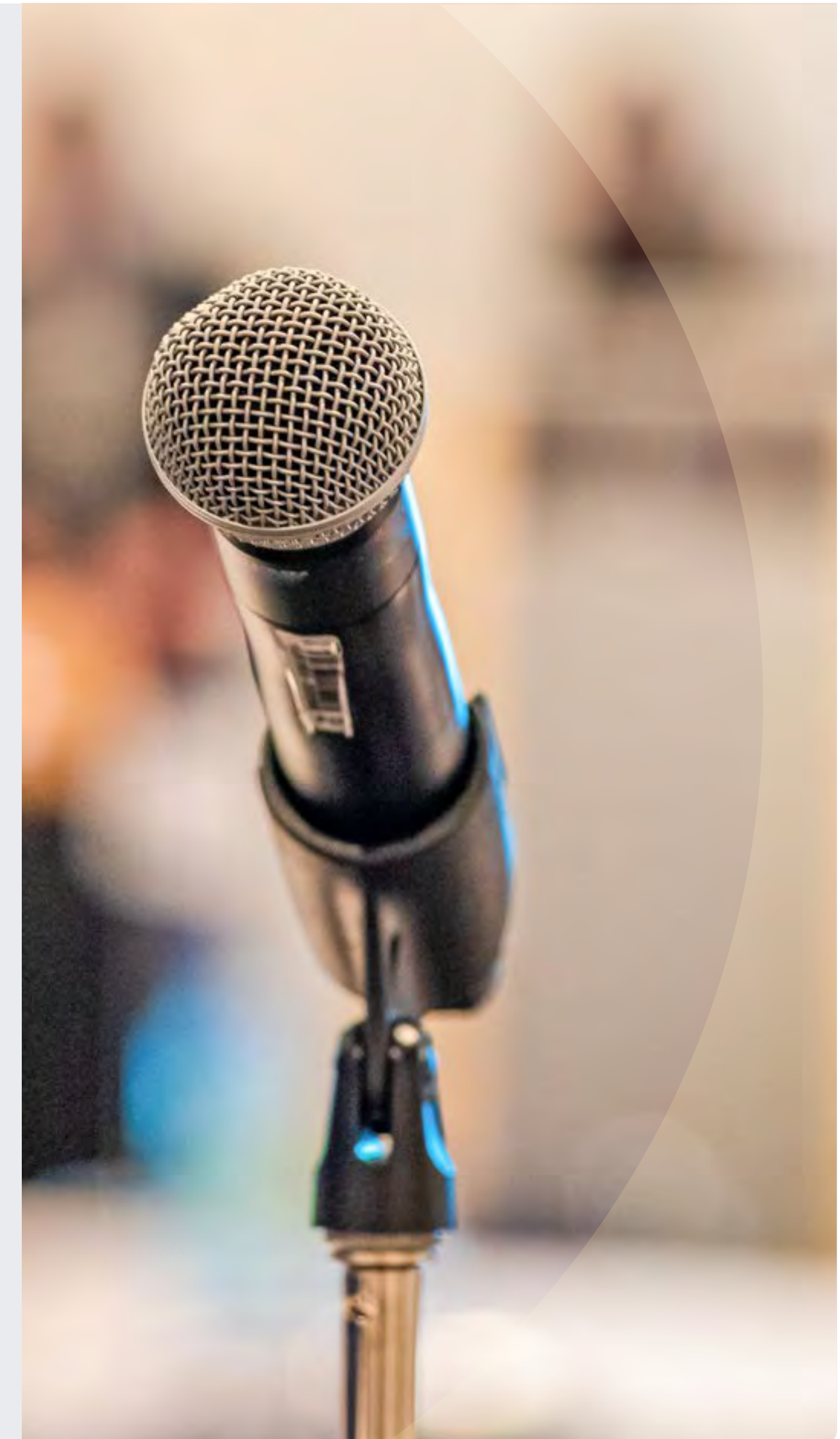
South East Technological University (SETU) from Waterford, Ireland, was declared the winner of the 9th annual Great Agri-Food Debate, organised by Dawn Meats and McDonald's. The Debate offers a platform for agriculture students from colleges and universities in Ireland and the UK to compete by debating topical issues relevant to the agri-food sector.

SETU debated with the Antrim-based College of Agriculture, Food & Rural Enterprise (CAFRE) in the final, having successfully opposed the motion that:

"People believe social media influencers more than scientific facts about red meat consumption".

In defeating CAFRE in the Grand Final, SETU secured its fourth consecutive win, following successes in 2023, 2022, and 2021.

Six teams from across Ireland and the UK, including Scotland's Rural College in Edinburgh (SRUC) and Harper Adams University in Shropshire, entered the competition in 2024. The grand final of the competition was held in person on 28th November, on the winner's home turf at the SETU Arena in Waterford.



COMMUNITY ENGAGEMENT

CASE STUDY

Junior Achievement Ireland

The Junior Achievement Ireland (JAI) programme inspires and motivates young people to succeed in the changing world of work by equipping them with the skills, knowledge and confidence they need. JAI works directly with young people, schools, and the business community to encourage them to stay in school and help them realise their potential, empowering a generation to learn, work, and live.

We are delighted to volunteer with JAI to deliver hands-on learning experiences in primary and secondary level schools in Waterford and Kilkenny.

In 2023 and 2024, seven volunteers from Dawn Meats delivered three JAI programmes and workshops, reaching two local schools for a total of 29 contact hours.



CASE STUDY

SciFest

We sponsor and volunteer with SciFest, a nationwide programme in Ireland that was established to promote STEM (science, technology, engineering, and mathematics) education among students and to encourage an interest in and love of STEM subjects.

SciFest comprises a series of one-day STEM fairs for second-level students, designed to be as inclusive and accessible as possible. It helps students to grow in confidence and develop their communication skills, provides an opportunity to visit local third-level colleges, and supports the inquiry-based, problem-solving approach promoted by the science and maths curriculum in second-level schools.

This time around students competed for The Dawn Meats Agricultural Science Award.

The competition is open to secondary school students throughout Ireland, with submissions being judged at 15 regional third-level colleges of which we attended 14, with the Grand Final taking place at Marino College in November 2025.

Future leaders of the Irish meat industry will require drive and dedication from the emerging problem solvers of today, especially those who focus on agriculture and food science with sustainable production at its core.

COMMUNITY ENGAGEMENT

CASE STUDY

Hatherleigh Primary School

A pillar of the local West Devon community, Hatherleigh Primary School has direct links to our sites, with employees' children attending the school.

We recognise the importance of providing children with an outdoor learning environment to ignite their imagination and creativity; therefore, we sponsored

the redevelopment of their outdoor classroom, which offers outdoor learning opportunities throughout the year.

The improvements made in the outdoor provisions will support the children in developing their skills of collaboration, resilience, physical and mental health, and social wellbeing.



CASE STUDY

Nightsafe Patrons

Nightsafe Patrons work with young people who are currently homeless or at risk of becoming homeless, providing them with accommodation, information centres, and guidance.

Our relationship with Nightsafe began with a donation of beef joints for the charity's Christmas celebrations many years ago, and it has flourished since then.

We supported a young person referred to us by Nightsafe Patrons by providing employment opportunities as well as workplace skills and training.



COMMUNITY ENGAGEMENT

CASE STUDY

Agricultural Development in South Sudan

Concern Worldwide is an international humanitarian organisation that strives to create a world free from poverty, fear, and oppression. With our ongoing investment and support, Concern has implemented the “Building Sustainable Livelihoods in Aweil North” project in Makuac Kotic Village, Northern Bahr el Ghazal, South Sudan.

South Sudan is ranked 193 out of 193 on the Human Development Index, making it one of the most deprived countries in the world. Issues in the country are exacerbated by extreme weather conditions, with severe flooding decreasing agricultural productivity, and regional instability placing pressures on already limited resources. These factors have culminated in at least 40% of the project area population facing a crisis of food insecurity.

The project aims to enhance agricultural productivity and promote sustainable farming practices among rural

households vulnerable to climatic shocks, while helping to increase incomes through participation in income-generating activities and savings schemes.

Through the supported households, the project has directly reached 62 individuals and indirectly benefited an additional 372 households. Participating individuals received livelihood inputs including crop and vegetable seeds, tools, and capacity development.

Participants who acquired skills in agricultural techniques disseminated this knowledge to members of their households through collective workshops, creating a positive feedback loop within the community.

In the next planting season, Concern will provide training on draught animal technology for 62 farmers, with preparatory activities for this intervention already completed.



OUR PEOPLE

— People are our key asset and we are proud to showcase their achievements.



Bailey Hesling

Bailey Hesling won the Engineering Apprentice of the Year award from TEC Apprenticeships.



Gary Rowland

Our UK Head of Learning and Development, Gary Rowland, won Meat Business Women's Allyship Advocate Award, which recognises women and men who mentor or are allies to other people in the industry. Judges said:

"Gary is a real credit to the business, especially with his work with graduates and the Women Leaders Course".



Martin Neely, George Clapham & Robert Powell

Three of our butchers, Martin Neely, George Clapham, and Robert Powell, were recognised by the Institute of Meat as Master Butchers, joining a highly select group of which there are now 84 members.

ECONOMIC

In the evolving landscape of food production, economic sustainability transcends financial balance, focusing instead on ensuring the long-term viability of the business.

For us, long-term profitability is intrinsically linked to how we engage with our people, environment, suppliers and customers. It is about creating value for our stakeholders and investing in the future.



Beyond Profit: A Holistic View of Sustainability

Investing in People

Focusing on training, wellbeing, and a safe, fair workplace, improves performance and employee retention.

Protecting the Environment

Environmental degradation poses a direct risk to our supply chains and operations, from extreme weather events to tightening regulations.

Reducing emissions, improving waste management, and transitioning to more sustainable energy and transport systems are not only good for the planet, but they also reduce risk and enhance efficiency.

Supporting Suppliers

Fair partnerships with farmers and suppliers build resilience and ensure quality and consistency.

Meeting Customer Expectations

Demand for transparency, ethical sourcing, and environmental responsibility is growing.

We continuously strive to demonstrate authentic sustainability efforts and in return build trust and brand loyalty.

A clear and actionable sustainability strategy such as Plan Four Zero ensures that our environmental, social, and governance (ESG) commitments are aligned with our financial goals. It sets measurable targets to drive internal alignment.

Plan Four Zero allows us to identify and mitigate future risks, unlock new efficiencies, qualify for sustainability-linked finance and align with customer requirements and expectations.

The path to long-term profitability lies in embedding sustainability into every part of the business.

By investing in people, protecting our natural resources, working fairly with suppliers, and delivering value to customers, we continue to build a strong, resilient business.



GOVERNANCE, PARTNERSHIPS & INVESTMENTS

We work in partnership with others to drive change for a better future and accelerate action as knowledge and technology evolves, while producing natural, nutritious food.

We are investing €100 million in Plan Four Zero in the period to 2030 and our Sustainability Executive will continue to monitor progress, ensuring our strategy is fit for the future.

Our achievements to date are a result of the hard work and dedication of our people, supported by strong governance and leadership.

Plan Four Zero is a core aspect of our business strategy, our Sustainability Executive and Sustainability Team are determined to make a difference and help build a more sustainable food system.



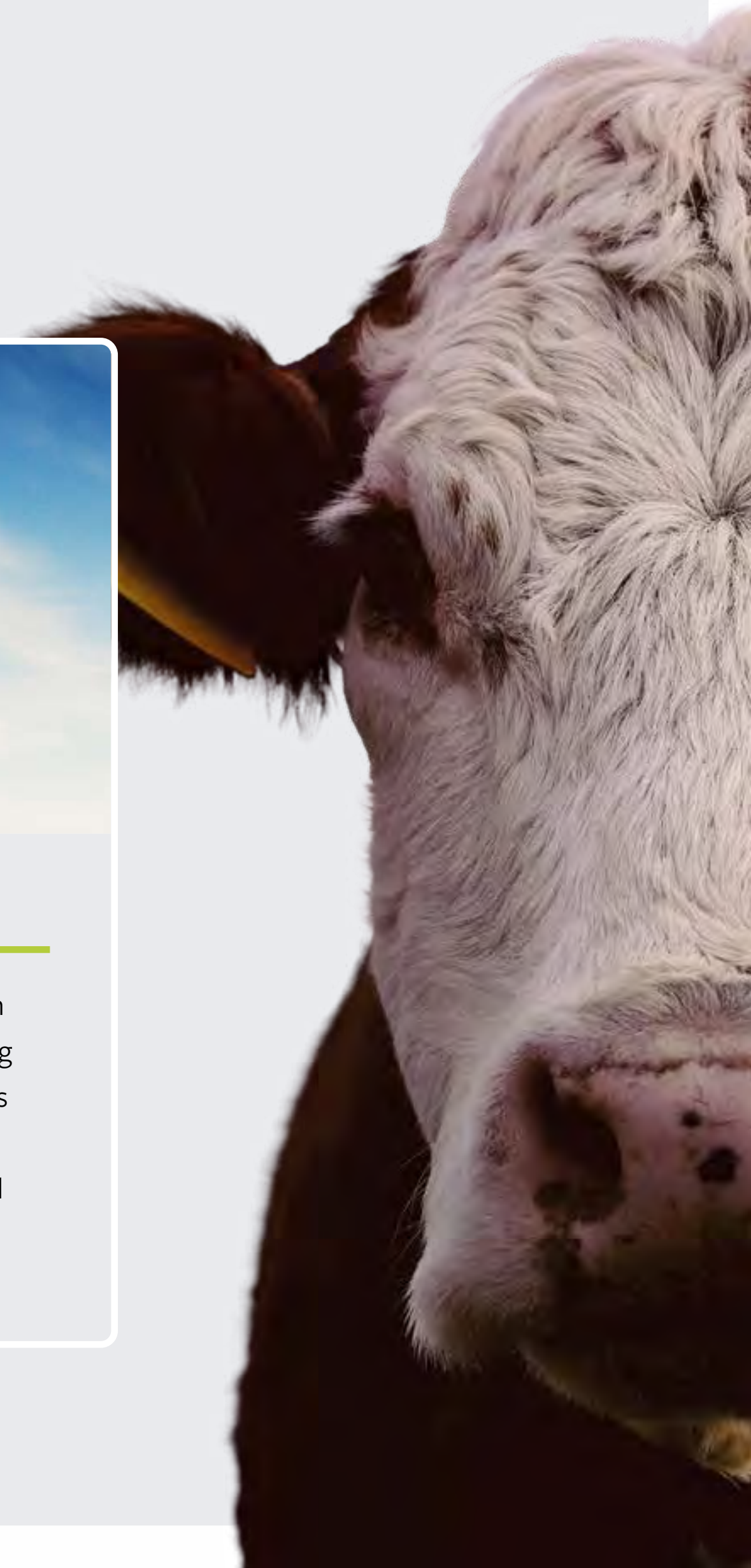
Origin Green Ireland

Reporting progress annually to Origin Green against 8 sustainability targets including raw material sourcing, supplier engagement, packaging, emissions, water, waste, biodiversity, health and nutrition, community engagement and diversity and inclusion.



EcoVadis

The EcoVadis rating methodology is based on international sustainability standards including the Global Reporting Initiative, United Nations Global Compact, ISO26000 and is supervised by a scientific committee of sustainability and supply chain experts, to ensure reliable third-party assessments.



REGULATION & REPORTING

In the near future, our business will need to adapt to new sustainability reporting regulations, which aim to enhance transparency and accountability in how companies report their environmental, social, and governance (ESG) practices.

SOME OF THESE REGULATIONS INCLUDE:

Corporate Sustainability Reporting Directive (CSRD)

An EU legislation that requires companies to report publicly on their impacts.

As a large company, we will publish a detailed sustainability report in line with the reporting deadline, which is expected to be confirmed in November 2025 by the EU commission.

We will perform a double materiality assessment to identify the topics material to us, both from an inside-out and an outside-in perspective.

We will then assess our impact both internally and externally from a financial and non-financial perspective.

Corporate Sustainability Due Diligence Directive (CSDDD)

An upcoming EU legislation designed to ensure large companies legally responsible for managing and preventing negative environmental and human rights impacts throughout their value chain.

We are committed to ensuring due diligence is performed on our supply chain and will be reporting on this legislation in line with requirements.

EU taxonomy

A classification system created by the European Union to define which economic activities are environmentally sustainable.

Its purpose is to provide common language and criteria for determining if an activity is sustainable.

The taxonomy increases transparency by clearly defining what counts as environmentally sustainable.

Sustainability reporting provides structure and transparency to our efforts, and the regulations will provide a consistent method for us and other businesses to demonstrate progress against our goals and targets. For us, it's not just a compliance exercise, it is a tool for continuous improvement.

