



# The Summer Berry Company SUSTAINABILITY REPORT 2025



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# A Letter from our CEO

# A letter from our CEO, David Sanclement

It's a privilege to reflect on another year of progress at The Summer Berry Company. Yet again, I feel incredibly lucky to lead such an aspirational business driven by a purpose far deeper than the roots our berries grow from.

This report shines a spotlight on our commitment to the environment and the people that make us the global brand we are today.

Right from our inception in the '60s, we've had one core mission: to make the tastiest berries, the right way. That determination has never wavered; it's only accelerated as our capacity for meaningful change has grown. Today, we have access to resources we didn't have before, and we continue to learn with every production cycle.

Our commitment to sustainability is not one made in isolation. It's a fundamental pillar of our strategy, shaping our most important decisions. It begins with how we hire and is carried through every individual across our organisation.



**2025 has been a year of sustainable innovation. Through significant energy transformation, we've transitioned operations to implement a year-round berry production cycle, reducing our reliance on seasonal climate conditions and external market influences. We've also:**

- Expanded operations into South Africa and Morocco
- Evolved our water infrastructure to maximise reuse and efficiency
- Deepened connections with our local communities and stakeholders
- Strengthened our biodiversity initiatives
- Increased staff retention across Portugal and the UK
- Followed robust governance principles to operate with total transparency

As ever, one thing stands out beyond all the data and progress charts we present: our people. Our permanent and seasonal staff are the driving force behind this commitment, and I am proud to share both our latest achievements and the ambitions that will carry us forwards.



**David Sanclement**

Chief Executive Officer  
The Summer Berry Company Group



# Working in harmony with the land, 365 days a year

At The Summer Berry Company, we're a global community of berry lovers, united by a commitment to grow the very best berries on the market – from farm, to supermarket, to bowl.

Across the UK and Portugal, we have five farms supplying the European market through some of the world's leading retailers.

Beyond this, we now produce berries in South Africa – in partnership with **Southern Cross Marketing & Management** – and Morocco, further expanding our international reach and diversifying our portfolio.



Even the smallest changes can have a meaningful impact.



# A global, sustainable operation

With a growing range of purpose-led initiatives in place, we're increasingly resilient to regional climate and seasonality constraints, and have transitioned many operations across the world to a year-round supply programme.

Despite this growth, we continue to operate a vertically integrated model, overseeing every stage of production from propagation through to delivery.

Today, this production method not only ensures a consistently high-quality product, but allows us to take full responsibility for sustainability at each stage – and crucially, identify where we can do better.



# Smart production that puts nature first

Our varied production methods are pivotal to maintaining a year-round production cycle, while strengthening the long-term sustainability of our operations. They are the reason we can operate with the same efficiency in every season, no matter the local climate conditions.

Each of our berries begins life indoors in a glasshouse, or outdoors in a polytunnel.



## Glasshouses

These fully enclosed environments give us precise control over nutrients, water, temperature, humidity, CO2 and light, while protecting crops from external elements. This set-up allows us to produce high-yielding fruit for most of the year and manage every stage of the plant lifecycle with exceptional precision.

We have **26 hectares** of glasshouses across the UK, producing over **2,000 tonnes of fruit**.



## Polytunnels

These outdoor structures provide essential protection and temperature control. In the UK, they help us produce fruit earlier than the traditional outdoor crop season, while in Portugal, they shield plants from high temperatures and intense sunlight.

We have **265 hectares** of polytunnels across Europe, producing over **6,000 tonnes of fruit**.

# At a glance: our berry powerhouse

We're proud to grow the most flavourful berries on the market – and with each passing year, our team expands, our processes improve, and our supply to customers increases.

We farm over **360 hectares** of land across Europe

We produce over **11,500 tonnes** of berries every year

We employ over **2,000 people**, with seasonal staff key to our success

In 2025, we had a record year of growth, producing...



**7,819**

tonnes of strawberries



**514**

tonnes of blueberries



**3,259**

tonnes of raspberries



**197**

tonnes of blackberries

Which means we've seen...

A **12% increase** in the amount of recycled water we use

A **16% increase** in waste recycled

A **67% return rate** in seasonal workers across the UK and Portugal

A strong continuation in management from our **7 executive leaders**

And we won **UK Grower of the Year** at the Fresh Produce Consortium Fresh Awards 2025!



# Creating sustainable value at every stage of our operation



# Environment

# Helping nature thrive, from the ground up

We have become the global business we are today by working in partnership with the environment we all share. It underpins our farming roots, supports the global economy and sustains future generations – so we believe it's our responsibility to protect and restore it.

Our respect for the environment isn't about simply giving back what we take. It's about working in balance with nature and supporting biodiversity, all while strengthening our business.

From reducing waste and revolutionising water management to partnering with local conservation organisations, we're constantly nurturing the ecosystems we depend on.



# Driving energy efficiency for greener growth

One of the main ways we support the land around us is by adopting a range of energy-saving processes. These not only improve our sustainability, but also significantly enhance our production outputs.

We're also quick to react to industry advances, already ensuring every farm is hydrogen-ready for the future.

In the UK, we've recently partnered with Ebtech Energy Systems Ltd to implement an innovative energy solution that reduces our reliance on fossil fuels.

The new system uses a Combined Heat and Power (CHP) plant, advanced water and air source heat pumps, LED lighting and a two-million-litre heat storage vessel – delivering enough heat and electricity for 16 hectares of glasshouses.

In 2025, although our electricity usage was driven up by our newly integrated year-round supply model, 49% of this was created from renewable sources. With these improvements in place, we can continue to push operational outputs further – safe in the knowledge that our environmental impact isn't rising.

Beyond our electricity and energy usage, we're actively reducing emissions through strict fuel management policies that allow us to maintain a significantly lower reliance on fossil fuels than ever before.

In 2025, we used approximately **0.06 litres of diesel** per kilogram of fruit produced (just 61 litres per tonne).



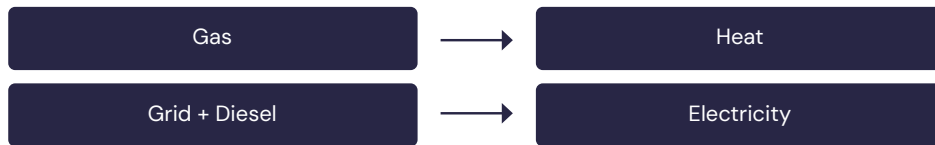
## Case study <sup>(1/2)</sup>

# Transforming energy production in the UK

Keen to reduce our production seasonality, we transitioned our Leythorne Nursery farm to a fully integrated energy platform in 2024 – directly connecting our sustainability values with our commercial aims. The new platform combines heat and power (CHP) with LED lighting and expanded thermal storage.

This shift enabled continuous production through the winter months, transforming the farm to a fully integrated, year-round operation. We achieved our first 12-month harvest in 2025, and our grid electricity dependency reduced significantly.

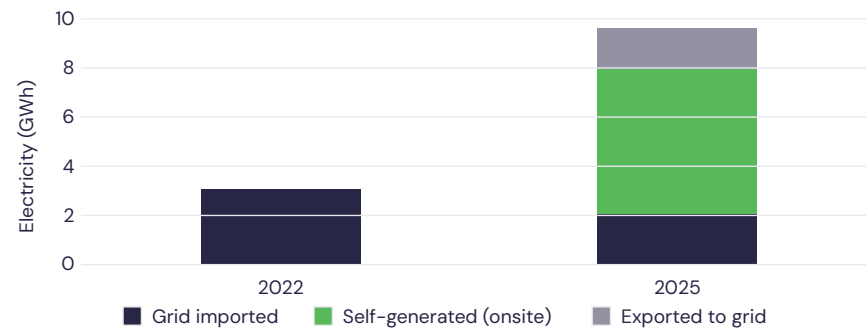
### Pre-2024 energy model



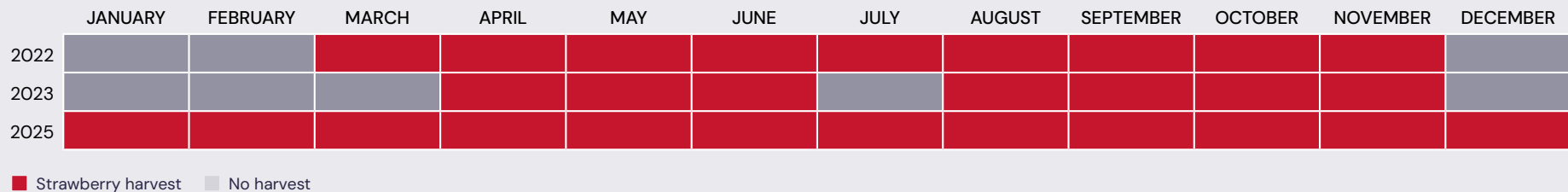
### Post-2024 integrated CHP model



### Electricity supply transformation



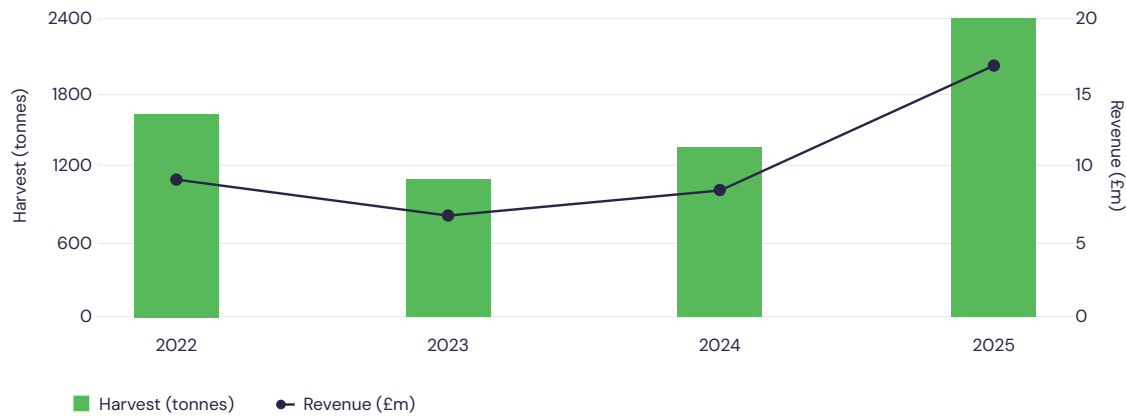
### Leythorne Nursery production calendar



## Case study (2/2)

The Leythorne Nursery transformation has strengthened our operational resilience, removing our reliance on favourable conditions or low energy pricing. In just one year, production volume increased by 73% and revenue increased by 101%.

Harvest and revenue growth



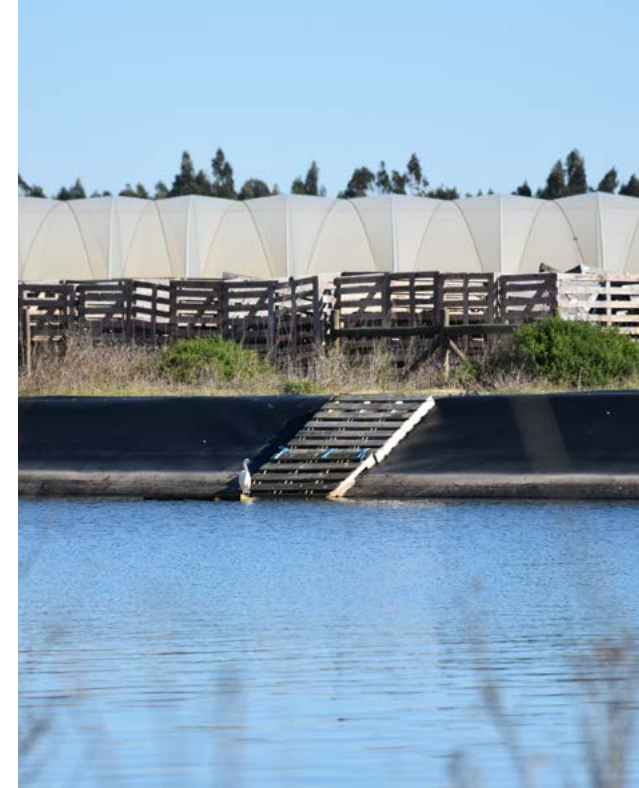
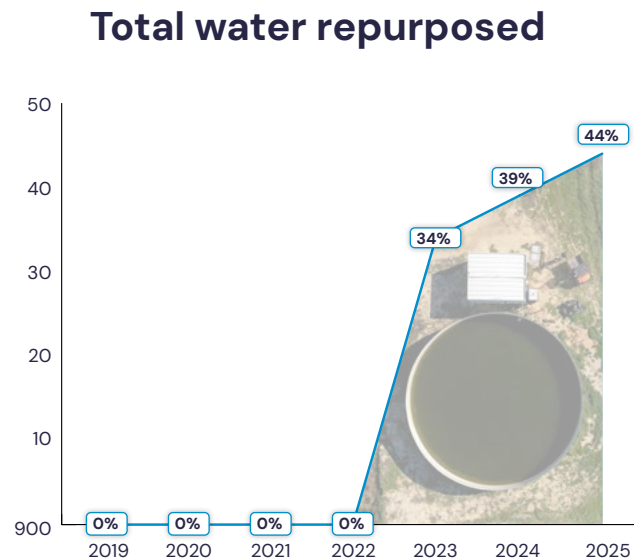
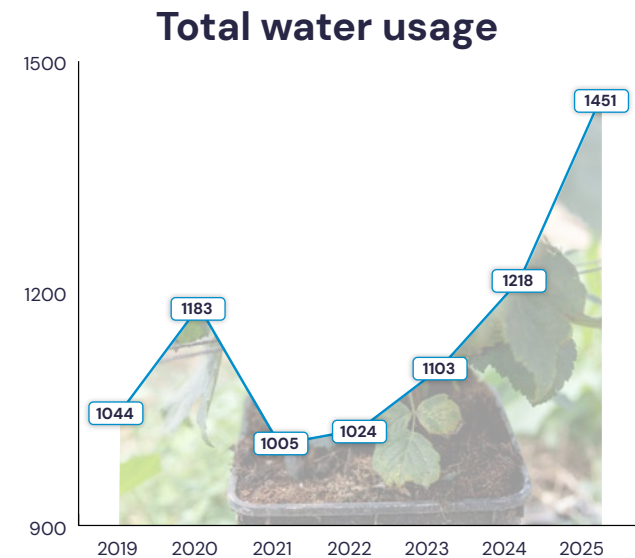
With the infrastructure now well established, our focus turns to optimisation – including CHP dispatch, energy intensity and margin discipline – to further enhance our EBITDA resilience under this continuous production model.



# Conserving water through innovation

Water is undoubtedly essential to our success, and we're committed to using it responsibly. From monitoring our overall consumption to maximising reuse, we have an evolving global water saving programme in place, featuring runoff capture systems, increased reservoir infrastructure, improved connectivity between our farms and rainwater harvesting.

Through ongoing investments in storage capacity, we've significantly increased the volume of rainwater we collect. In 2025, **44% of our water** was repurposed for future use.



# Smart irrigation for water efficiency

In 2017, our UK production became soil-free, swiftly followed by Portugal in 2020 – significantly lowering our water usage, and crucially, enabling us to adopt an industry-leading precision irrigation system.

This very system is now a core part of our global farming approach, allowing us to deliver the exact amount of water each plant needs with complete accuracy.

Today, we have a number of advanced irrigation practices in place to improve water efficiency, strengthen our resilience to drought, and lower our dependence on external sources where they would usually be most needed.



## Case study

# Water self-sufficiency in Portugal

Located in the Odemira region, our Portuguese operations are highly susceptible to water allocations from the Associação de Beneficiários do Mira (ABM). Enforced annual limits, seasonal cut-offs or tariff increases can all make irrigation tricky to maintain.

Since 2021, we've invested over €600k in water infrastructure to reduce this risk and transition our farms to a self-supplied irrigation system. This has included a range of structural changes, including reservoir expansion, rainwater harvesting and increased interconnection between sites.

As a result, the proportion of irrigation we get from rainwater has increased from 0% to 62% and we've significantly expanded our onsite storage and distribution capacity. As well as reducing our reliance on the ABM's temperamental water supply, these improvements are estimated to have protected between £12m and £17m in annual revenue.

Looking ahead, we plan to further expand our storage and distribution systems so we can push for increased outputs while continuing to strengthen our long-term resilience to water scarcity and regulatory pressures.

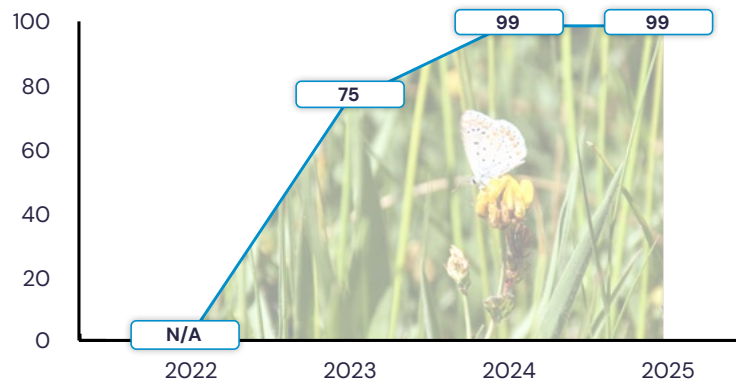


# Using our farms for good

As our business grows and we expand our production quantities, we continually strive to use the land we rely on for good – generating additional value for those around us wherever possible.

Since 2022, we've significantly increased the amount of land we set aside for nature-based restoration projects, with many areas actively undergoing pioneering restorative work to transition them into functioning spaces that support wider biodiversity and ecological infrastructure. This work has become a much bigger focus now that spare land is centrally mapped through cutting-edge georeference tracking technology – giving us complete oversight of what's available near our farms.

## Restoration land (hectares)



# Collaborating with others for good

We're continually expanding our biodiversity initiatives and industry partnerships to drive measurable, long-term impact with ongoing monitoring and evaluation. These include:

- Planting new trees and hedges across all our farms
- Encouraging wildflower growth in every field, reducing pests and attracting pollinators
- Increasing areas of permanent grassland to enhance habitat diversity
- Preserving ecological islands throughout our farms to shield threatened biodiversity
- Storing hundreds of beehives to enable natural pollination and supporting all other insects beneficial to our berry development
- Partnering with the Soil Association Exchange over five years to closely track our biodiversity efforts
- Collaborating with Globalbit to implement remote monitoring, habitat modelling, species distribution modelling and biodiversity metrics in Portugal
- Joining the Climate Farm Demo – a Europe-wide initiative promoting innovative and sustainable agricultural practices
- Using spontaneous vegetation management to harness natural farm plants instead of eradicating them
- Seamlessly integrating biodiversity within our production systems

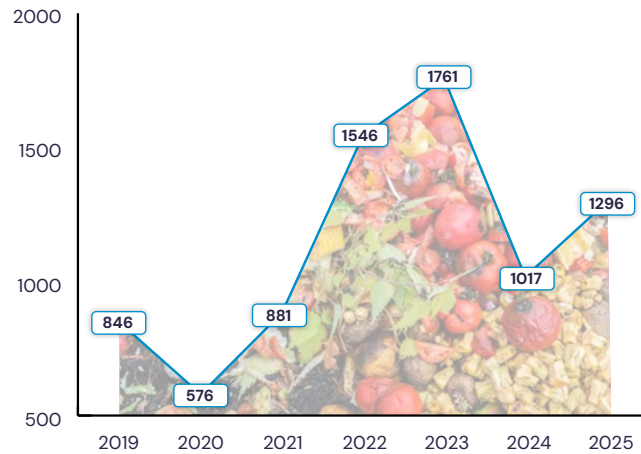


# Working smarter for a sustainable future

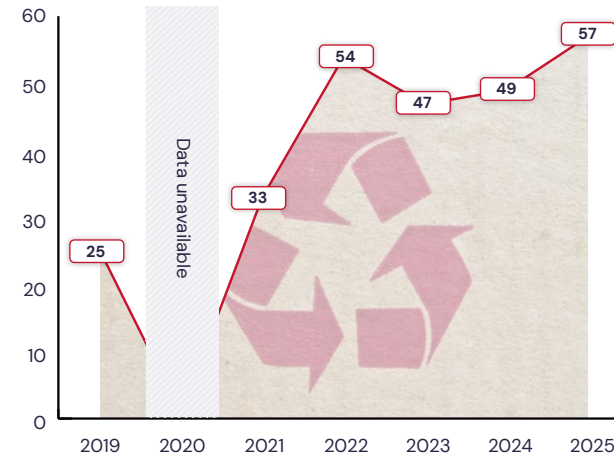
Across every area of our farming, we operate a circular economy – reducing, reusing and recycling as much as we can – with a target to increase the amount of waste we recycle every year. We also engage with various stakeholders to promote responsible waste management and consciously partner with companies that match our values in this space.

Even though our total waste increased from 2024, we actually recycled the most we ever have in 2025 while achieving our highest outputs. Our hazardous waste also dropped from its maximum of 4% in 2021 to just 0.57% in 2025.

### Total waste (tonnes)



### Total % of waste recycled



**In Portugal,** all berries not at the market standard for selling are transformed into other products or given to charity.

**In the UK,** we partner with a local organisation that dries surplus produce in order to transform it into new food, and we use our own berry byproducts for energy production.

## Case study

# Reduction of synthetic chemical dependency in Portugal and the UK

Traditionally, European berry farming processes have relied on synthetic pesticides to manage pests and diseases; however, increasing regulatory restrictions and tighter chemical residue limits make the approach difficult to sustain.

Over the past seven years, we've been transitioning away from this dependency. We now have various innovative practices in place – and while each farm applies bespoke methods tailored to its environment, they collectively reduce our organisational reliance on synthetic inputs.

In Portugal, we introduced a biologically driven production system in 2019, supporting natural pest control while enhancing crop protection, habitat creation and biodiversity. Since then, our yield has increased by 164% and synthetic pesticide intensity has reduced by 65%.

In the UK, we're trialling UV-C robotics as an alternative to fungicide applications in our strawberry crops. Early results suggest a potential 38% reduction in synthetic pesticide use and a 55% drop in spray events. With plans to expand coverage to 22.5 hectares, this trial could demonstrate how technical automation can meaningfully reduce chemical application intensity – subject to agronomic and economic validation.

Reducing our reliance on synthetic inputs not only helps us navigate regulatory constraints, but also protects us against price volatility in the chemicals market.





# Nurturing the people who help us grow

We owe our success to our people. Businesses say it time and time again, but for us, it genuinely couldn't be truer.

As the business grows and develops, so do our people. Alongside investment in new technology, we continue to invest in our people. We remain fundamentally reliant on human skill and expertise to bring our berries to market. By streamlining our processes and improving how we work, we are able to offer more interesting and career-enhancing roles.

Today, we employ over **150 permanent employees** from around the world, alongside more than **2,000 seasonal workers** who support us during peak growing months.

Through the implementation of people-centric initiatives, we reduced staff turnover substantially in 2025 – seeing it fall from **2.3% to 2.1%** in the UK and from **5.9% to just 1%** in Portugal.

We are also proud to see a high proportion of our seasonal workers return each year – **79% in the UK** for 2025, and **54% in Portugal**. As berry production is highly labour-intensive, we are committed to supporting local employment generation through this seasonal scheme.

It's **people** who plant, pick and pack our berries. It's **people** who make them taste the way they do.






# A truly global community

We're proud to have a truly diverse, international team of people at The Summer Berry Company. They are the reason we achieve what we do, and the reason we're able to write this report year after year.

While we now produce a year-round supply of berries, peak seasons still play a vital role in our operation. During these times, we expand our workforce through a well-established seasonal programme, welcoming talent from across the world.

**We cherish the cultural diversity of our workforce and aim to provide both a safe, supportive environment and a rewarding, mentally stimulating place to work. Across the company, our seasonal workers benefit from a range of facilities intended to make their time with us as comfortable as possible.**



-  Onsite shops stocking international ingredients and home comforts
-  A weekly nurse-led medical clinic so people don't have to wait for a GP appointment
-  A prayer space for Muslim colleagues, made from a renovated double-decker bus



-  Onsite catering for lunch



-  Temporary accommodation, fully equipped with amenities and WiFi
-  Daily shuttles to supermarkets, health centres and other areas of interest such as the beach, city centres, car boot sales and markets
-  English and Portuguese language lessons
-  Ongoing training and development opportunities
-  Sports and recreation facilities, including gyms, football pitches and basketball courts
-  Inclusive celebrations for key religious and national events

Every application to join us is fairly considered, and upon starting, seasonal employees benefit from a four-week induction with structured training modules to help ensure they are well prepared and supported.

As we've scaled operations, career progression has remained a core focus. Today, we offer clear and attainable progression opportunities at every level – from our farm-based roles to those in our offices and on the road.

We're a close-knit community, and we believe there's often no stronger candidate for a senior role than someone who entered the farming world through us years ago. However, this ambition is carefully balanced with the belief that individuals from diverse industries can positively shape the future of our production as we continue to scale.

We also recognise that improvements can't be made unless we encourage feedback from those who live and breathe our work every day. We launched our first ever company-wide staff survey in 2024, and in 2025, 39% of our 2,000+ workforce completed it – an increase of 13%. The results of this will drive our People & Culture strategy for 2026.



# Encouraging our team to shine

Here's a couple of colleagues that embody our ambition. Bartosz and Plamen complete their day-to-day roles with a smile, and we've gladly supported them through tailored career development.



## Bartosz Pinkosz

Bartosz joined us in May 2006 as a Raspberry Picker, and has since progressed through several operational roles, including Runner, Team Leader, Irrigation Technician and Farm Manager.

He helped develop our first glasshouse strawberry operation, gaining extensive knowledge of controlled-environment growing and plant physiology that would later support the development of multiple crops and production systems.

Today, Bartosz is Operations Director for the UK and a member of the Executive Team, overseeing farm, glasshouse and packhouse operations while supporting around 1,000 seasonal workers.

Bartosz credits much of his success to the strong teams he has worked alongside.



## Plamen Dimitrov

Plamen joined us in April 2019 as a General Worker and has since progressed through a range of roles across our quality, technical and supply chain teams.

Today, he holds a Group-level position as Head of Commercial Operations, working across sales, sourcing, supply chain, finance and customer service. His role focuses on improving collaboration across the business, supporting operational excellence and delivering long-term sustainable growth.

In just a few years, Plamen has built broad expertise across multiple functions, demonstrating the opportunities available to those who grow with The Summer Berry Company.

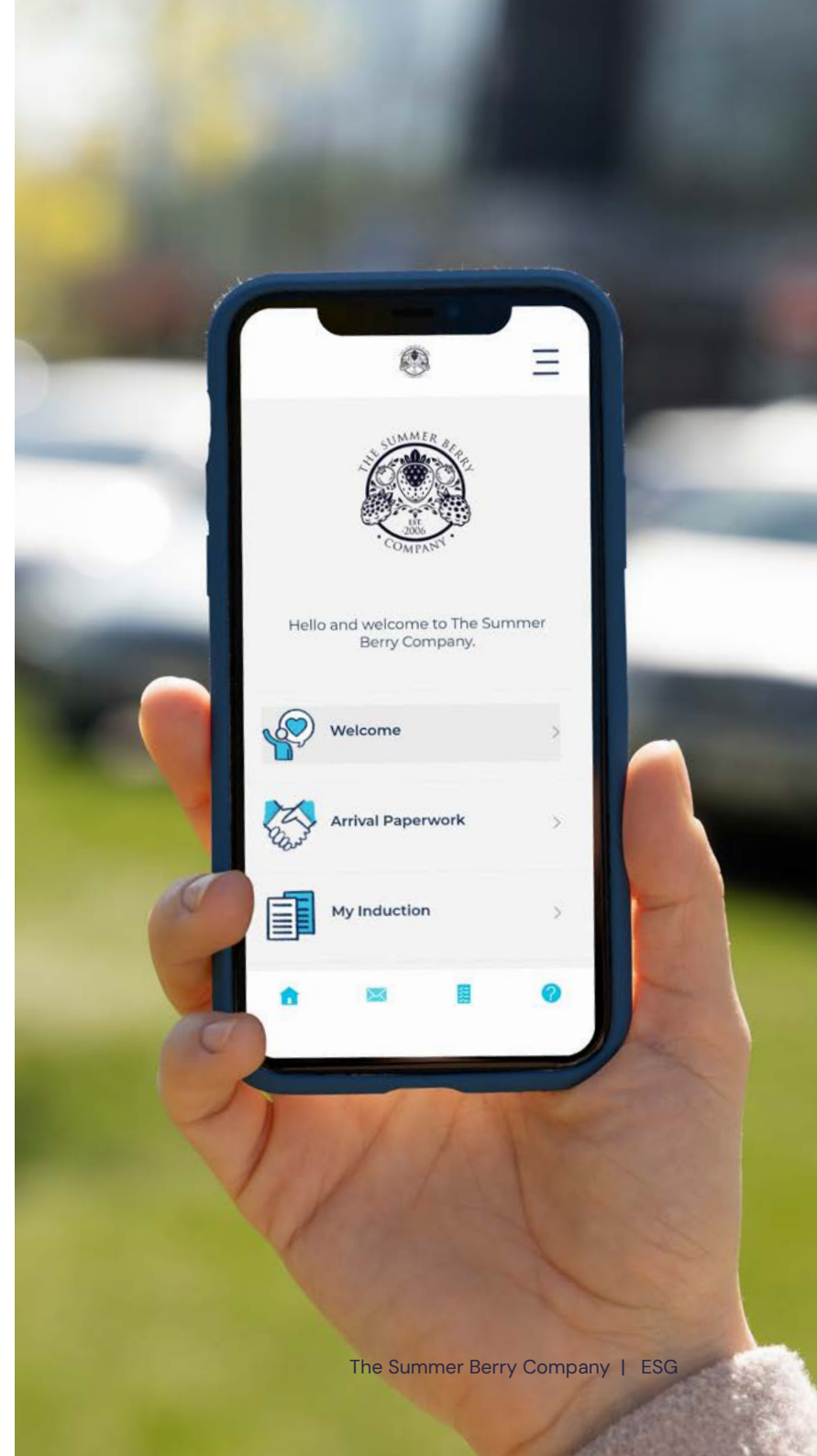
# A 24/7 partner to seasonal staff

Every seasonal staff member, no matter their role, gets immediate access to our app – powered by Just Good Work.

It's where they complete mandatory arrival documents, sign their contract and access key information on their working conditions and rights.

Beyond this, it features role-specific guidelines as well as an evolving wealth of information about life at The Summer Berry Company. It's our go-to hub of resources, delivered in a clear jargon-free manner – and for us, it offers assurance that our people are aware of their rights and ensures we hire in a truly ethical way.

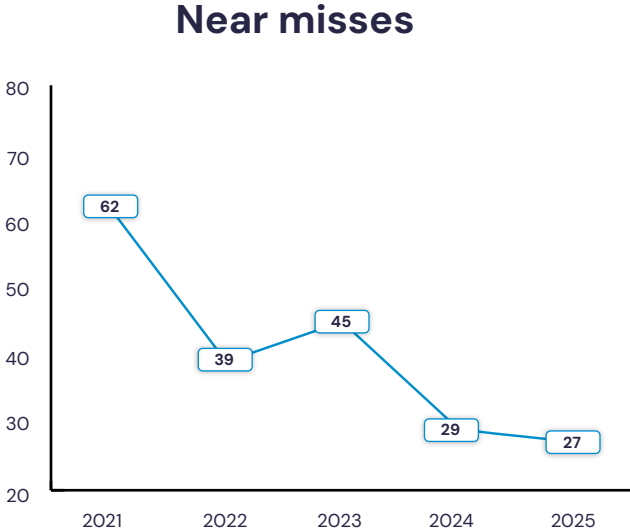
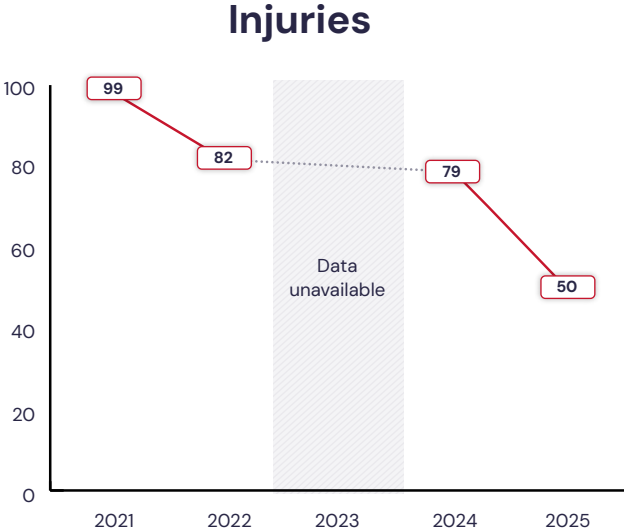
Available in all languages, the app also features a voiceover feature to ensure it's easy to navigate and as accessible as possible.



# Safety in the workplace

Injuries and near misses remain a leading priority for us, particularly given the physically demanding nature of our work. With an expanding selection of training and employee monitoring schemes in place, we've seen incident rates continue to decline in 2025.

Key safety initiatives in place throughout our global operation include role-specific training programmes, toolbox talks, ergonomic improvements and operational safety procedures.



Every incident is recorded promptly and carefully analysed to ensure that those involved – and anyone carrying out similar tasks – understands what happened and what can be learnt. It's all part of our commitment to reduce incidents year on year, even as our workforce continues to grow.

# Supporting those around us

Giving back to the land we rely on is essential – but so is supporting the communities around us. It’s a core part of our approach to sustainability, and it’s happening every day of the year.

We partner with a range of local institutions and associations to ensure our presence has a positive impact. That might mean supplying food banks, donating to those in need, supporting local conservation projects or providing produce to emergency services.

We never expand our operations without carefully considering the impact it might have on others. If we produce more berries, we’ll need more efficient waste management processes in place, and likewise, we’ll have more capacity to support those in need around us – it all works hand-in-hand with our environmental initiatives.

**Here’s a snapshot of the organisations we collaborate with:**



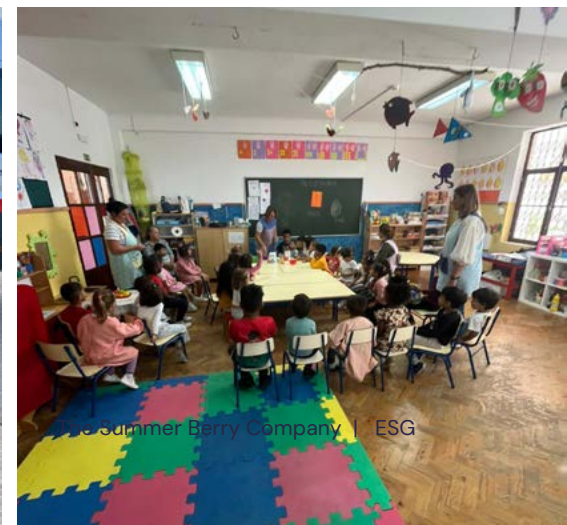
# Supporting the next generation

We love working with local schools and regularly host visits for children of all ages. Through guided tours, we showcase our work, discuss what a career in farming can look like and reinforce the importance of environmentally responsible living.

As well as getting children actively engaged with our work, we believe this is fundamental to encouraging healthier choices and helping the next generation understand where their food comes from – and why this matters.

In 2025, we hosted **3** school visits in the UK and **1** in Portugal.

We also partner with universities, colleges and research centres to support the future of agriculture. These collaborations create valuable two-way learning opportunities between industry and academia. So far, we've worked with a number of forward-thinking institutions, and we're excited to grow these partnerships in the years ahead:



## Case study

# Earning Business Partner status with Stronger Together

As we continue to improve our ethical employment practices, we joined Stronger Together in 2025.

Stronger Together is a non-profit organisation that equips businesses with training and collaborative programmes in pursuit of a world where workers are recruited responsibly and treated fairly.

As a Business Partner, we regularly share evidence of our responsible employment practices, demonstrating how we embed processes that protect all employees, particularly those most vulnerable.

We're a global organisation employing people from across the world – many of whom are migrant workers – so we believe this is a crucial step in strengthening our approach to preventing modern slavery and labour exploitation. It holds us accountable and supports robust labour rights due diligence across our entire operation and supply chain, helping mitigate risks and ensure safe working conditions throughout.

Today, we're proud of how this status reflects our ongoing commitment to tackle hidden labour exploitation and strengthen our ethical recruitment. As part of our wider sustainability objectives, we will continue to use this position to drive improvements for our people and our processes.



# Governance

# A culture of responsibility

Our ESG strategy is underpinned by a strong governance framework that promotes transparency, accountability and ethical decision-making.

Sustainability isn't just about doing the **right things**; it's about doing them **the right way**.

**Our governance framework is built around four key areas that guide how we operate and help manage reputational risk:**

- **Corporate governance** – Our executive leadership team work within clear governance principles and processes that guide decisions across the business, and across every stakeholder
- **Ethics and integrity** – Our core values are grounded in the moral principles that shape how our employees act
- **Risk management** – We continually assess our activities and any risks they may pose to our ESG objectives
- **Compliance and legislation** – We stay up to date with industry-relevant laws and regulations across all markets we operate in, adapting our practices where needed



# Diversity, Equality and Inclusion (DEI)

DEI is firmly embedded across our business, flowing from our C-Suite leaders to our frontline teams. Every decision is not only made in line with our governance framework, but with impartiality, creating a culture where staff feel valued, respected and empowered to reach their full potential.

Driving this assurance is our workers' committee. Made up of a diverse range of employees from across the business, this committee serves as a central platform for networking, support and open conversation.

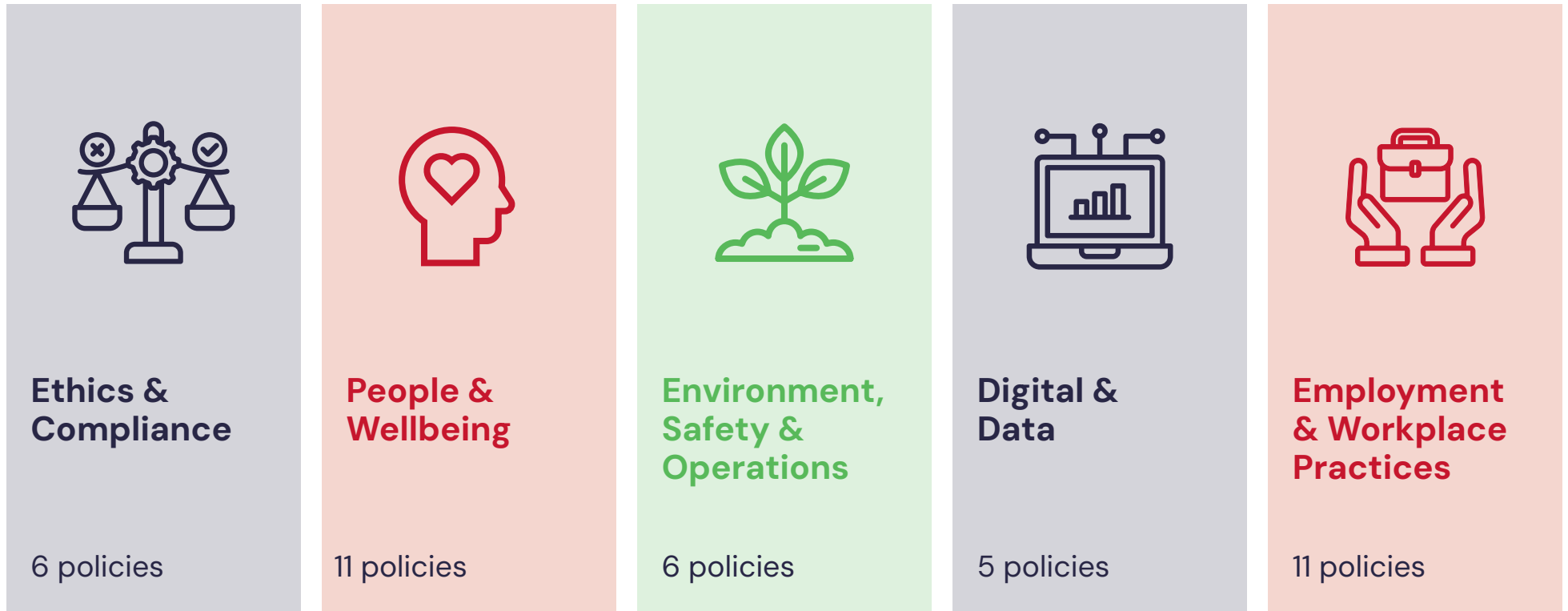
The team work closely with every department to ensure we provide equal access to development opportunities and a fair, inclusive recruitment process.

We also work with external organisations and communities to share best practices and support initiatives that promote and celebrate DEI beyond our business.



# A truly compliant organisation

We operate within a robust suite of over 30 governance policies, all regularly reviewed and updated in line with new legislation.



Clear documentation for any policy can be viewed upon request.

# Governance certifications

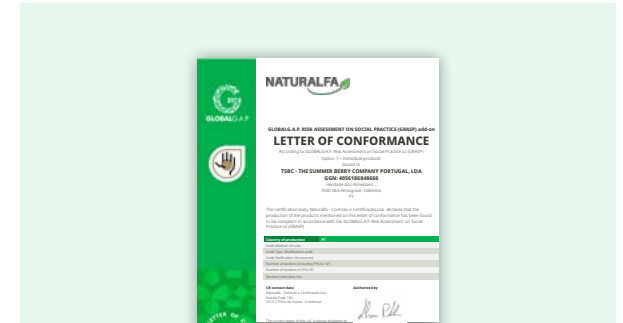
We have a number of industry accreditations and certificates to our name:



NSF Certificate of Conformity: Global Standard Food Safety



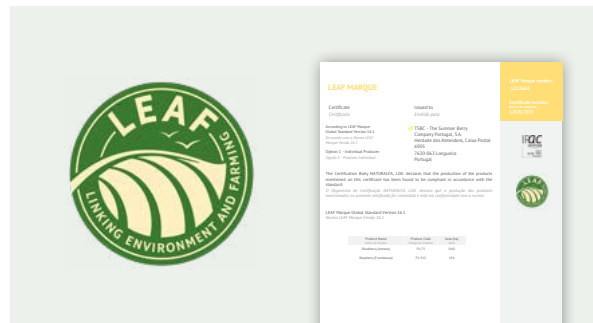
Red Tractor Fresh Produce



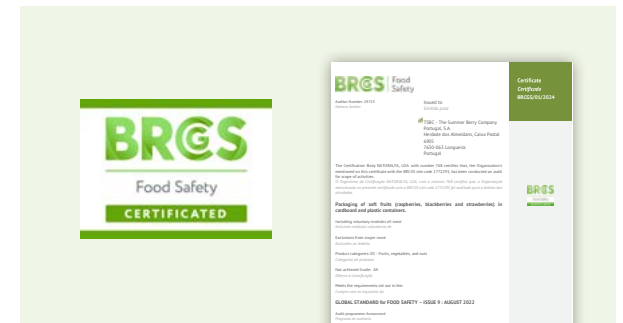
Integrated Farm Assurance GFS Plants; Principles and Criteria for Fruit & Vegetables



GLOBALG.A.P: Risk Assessment on Social Practice



LEAF Marque Global Standard



BRGS: Packaging of soft fruits in cardboard and plastic containers



# Future Commitments

We're proud of the progress we've made and the results we've delivered through our ESG strategy in 2025. But this doesn't mean we'll slow our momentum – in fact, it only makes us more determined to achieve more in 2026.

Here are some of our core focus areas for the next year:



## Climate

We intend to further reduce our operational emissions through a wider rollout of key energy-saving initiatives, even as our output grows. We'll also implement a new Scope 3 programme, complementing our existing climate resilience work by reducing indirect greenhouse gas emissions.



## Sustainable Farming

We are preparing to undertake a Farm Sustainability Assessment (FSA), using this industry-recognised framework to better measure our ESG performance and identify priority gaps. Alongside this, we will continue to reduce our use of raw materials and synthetic chemical inputs, while introducing a circular packaging model.



## Nature

We aim to build on our habitat restoration work, helping to rejuvenate degraded land and support ecological recovery and biodiversity growth. In doing so, we will also further strengthen the long-term resilience of our operations.



## People

We will continue to monitor and expand our wellbeing programme for staff at all levels. As we plan ahead, we also hope to offer more tailored opportunities for skills development.



## Local Communities

We plan to increase the number of educational farm visits we offer across the UK and Portugal, welcoming more children while ensuring learning content is accessible for all. Alongside this, we intend to expand our community partnerships and strengthen day-to-day engagement with local people.



# Looking ahead

Whether it's the environment around us or the people behind our business, we aim to define clear targets that will push our capacity for success over the coming years – all rooted in our governance principles and strategic direction. Each will be supported by measurable KPIs, allowing us to track progress closely and address any areas for concern.

But beyond the data lies a broader, less quantifiable ambition: to feel more connected to the people who enjoy our berries and the communities that support our farming.

**Our sustainability model is holistic, and where there is opportunity to grow it, we will continue to do so.**

