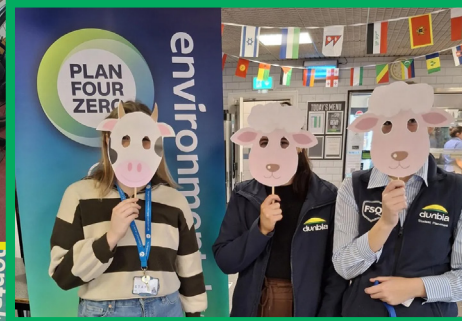
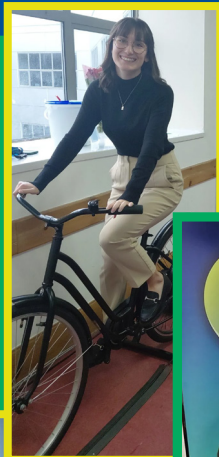


Environment & Sustainability

Environmental Week

It was an inspiring week diving into key sustainability topics - biodiversity, waste, energy, and water - through engaging activities that made learning fun and impactful. From interactive games and quizzes to a lively photo competition, every moment was designed to spark curiosity and creativity.

The engagement was incredible, with over 2,800 quiz entries, 300 webinar attendees, and 1,900 participants in various activities! The games weren't just entertaining—they highlighted practical ways we can all contribute to a greener future, encouraging habits that protect our environment and promote sustainability. A big thank you to everyone who joined in and helped make this week both educational and enjoyable!



Water Stewardship Training

This training gave our Environmental and Engineering teams, along with new water advisors, a deeper understanding of how we source, manage, and conserve water across our sites. Through creating water maps and site water charters, we identified key business drivers, risks, and opportunities, while reviewing upcoming regulations and pricing changes such as Uisce Éireann's new structures. The training highlighted challenges like climate-driven water scarcity and rising demand, encouraging strategies to reduce costs and safeguard resources. Overall, it provided a comprehensive view of our water use and how we can protect this vital resource while maintaining business sustainability.

Plan Four Zero Update

We are proud to share the latest update on our journey towards operational Net Zero by 2040, as part of our €100m+ Plan Four Zero strategy. We have achieved 63% absolute reduction in Scope 1 & 2 emissions achieved between 2018 and 2024, water savings equivalent to 1,272 Olympic-size swimming pools, 75% of our waste is now recycled, reused or recovered. Solar panels have been installed at HQ in Grannagh, Co Waterford and are now rolling out across the UK & Ireland.

We have removed over 3,000 tonnes of plastic since 2016 and our scope 3 emissions intensity has been reduced by 9% through farm-level carbon foot printing and sustainability programmes.

This latest report highlights the incredible teamwork of our 8,000 colleagues and the strength of our partnerships across the supply chain. You can read the full report and learn more about our progress at: <https://www.planfourzero.com>

PLAN
FOUR
ZERO



Agriculture

It's been quite a busy few months for agri, especially our Dawn Meats Demonstration Farms!

Future Flocks

October saw two great gatherings take place for our Kildare and Ballyhaunis Future Flocks farmer groups focusing on sharing ideas, learning, and connecting. From practical insights to innovative solutions, these meetings were all about building knowledge for the future. Future Flocks is our new learning group aimed at supporting the next generation of sheep farmers.



Royal Welsh Winter Fair 2025

Dunbia were proud to recently be one of the main sponsors of the Royal Welsh Winter Fair 2025. Over the two days, our team were delighted to catch up with many customers, suppliers, and industry peers at our trade stand.

We were honoured to sponsor and present prizes for numerous classes, including:

- Supreme Champion and Reserve Sheep Classes
- Overall Supreme Champion and Reserve Champion Cattle Classes ... and many more!



As always, the standard of stockmanship in the judging rings was outstanding throughout the event. A huge thank you to everyone who helped make the Winter Fair a fantastic success again this year!

Tipperary Dairy Calf to Beef Demonstration Farm

In October, we welcomed 170 students to our Student Open Day at Tipperary Demonstration Farm. From walking the farm to diving into topics like Dairy-Beef Systems, Calf Rearing, Grassland Management, and Animal Performance, it was a day full of learning and inspiration.

For all highlights and to keep up to date with Dawn Meats Demonstration Farms follow us on Instagram @dawnmeatsfarms



The National Ploughing Championships 2025

Our Agriculture Procurement team from across Ireland came together in mid- September for an incredible few days at the National Ploughing Championships in Co. Offaly. Some highlights included –

- Our Water Quality Advisors introducing a new free advisory service designed to help improve water quality on farms.
- IFA President Francie O’Gorman signed an expression of interest for the EIP, joined by our CEO Niall Browne.
- Our Recruitment Team shared details of exciting career opportunities across the business.
- We were proud to feature in the Sheep Tent, discussing our Future Flocks initiative and procurement requirements.
- Over 650 entries were received for our popular ‘Guess the Weight’ competition.



Newford Suckler to Beef Demonstration Farm

Winter Finishing Event

In October, over 100 attendees attended Newford Demonstration Farm for an evening event focusing on Getting Winter Ready on Farm. The event covered some key topics including housing requirements, winter nutrition, animal health and winter finishing budgets.



Student Open Day

Also, in November, we welcomed over 320 students to Newford Demonstration Farm for an action-packed open day! The event kicked off with a warm welcome before students explored six interactive stands, all based on Newford’s systems and practices. These focused on: Economics, grassland management, finishing animals, genetics and breeding, sustainability, meat cuts and drafting animals. The event wrapped up with refreshments and a live careers forum covering the broad range of career opportunities for agri graduates.



Community & Charity



Kildare

Dawn Meats Kildare celebrated Breast Cancer Awareness Month by wearing pink and having a bake sale. The contribution and participation of staff was truly amazing. With over €2k raised in aid of breast cancer research.



Carnaby

In September, members of staff completed a 5K on the beach which promoted community spirit and allowed the team to enjoy the coast!

Cross Hands

Jonathan Gomez took on Marathon Eryri, a demanding and spectacular route, encircling Snowdon, Wales' highest peak. He raised an awesome £2,840 for the MS Society which will help the charity so much to deliver support to people who have MS and their families.



Highland Meats

The Charity & Community team & graduates delivered selection boxes to a local primary school and The Equal programme (North Ayrshire) who provide support to North Ayrshire residents with physical, mental health, or neurological conditions that impact their ability to work.



Treburley

Rhian Packwood, HR Assistant, successfully completed the Cardiff Half Marathon on 5th October. She raised £641 for Alzheimer's Society which was a fabulous amount, well deserved as this was her first endurance event.



Sawley

Employees generously donated a variety of different food items, sanitary products, baby milk and nappies to West Craven Food bank who serve the communities surrounding Sawley, providing food and support to those in need. A special thank you to Bogdan Bujny and Slawomir Pasciak for taking the donations to the drop off point.



Grannagh & Carroll's Cross

This year Dawn Grannagh and Carroll's Cross signed up a whopping 65 team members to take part in the Solas Cancer Support Centre's 'Go Orange for Solas' event! The funds generated will be used to help fund the Solas Centre services, both in Waterford and in the west Waterford service in 2026. Thanks to all who participated!



Dungannon

On Saturday 6th September, a group of employees travelled to Belfast to take part in the Dragon boat race, raising £1000 for the Northern Ireland Children's Hospice. Dunbia Dungannon have raised £4547.95 so far this year for the NI Children's Hospice, our charity partner of the year. This amount could provide two full bed-nights of 24-hour care in our Children's Hospice, Bereavement support for an entire year for six families going through unimaginable loss or a full month of Hospice at Home care for a child who wishes to be cared for in their own home.



Group: International Men's Day

IMD was celebrated across the group with sites decorated in blue, a competition quiz and chocolate! This year's IMD theme was 'Celebrating Men and Boys', highlighting positive role models and raising awareness for their well-being.

At Dunbia & Dawn Meats, we take pride in contributing to the communities where we operate and remain committed to making a positive environmental impact through initiatives like this.



Brighter Futures Graduate Programme

Our new graduate cohorts came together in September to network, learn more about the business and grow their skills.

Dunbia grads spent a week at Harper Adams University covering topics such as emotional intelligence and LEAN working as well as playing some games along the way!

Meanwhile, Dawn Meats grads engaged with the great outdoors at Castlecomer Discovery Park before learning about communication and a panel discussion with representatives from the business.



PROFILES



Name:
Conor Lavery
Position:
Assistant Boning Hall Manager
Site:
Ballyhaunis

Can you tell us about your current role and responsibilities?

I am currently an Assistant Boning Hall Manager in the hindquarter hall in the Ballyhaunis site. My responsibilities range from dealing with production flow ensuring product flows through the hall efficiently as possible, ensuring all product that leaves the hall is to spec and to the highest standard possible, dealing with staff, ensuring that staff are compliant with all health and safety requirements and that they are being rotated to different jobs throughout the day. Additionally, I make plans for boning when the boning hall manager is off.

How long have you been with the company?

I have been with the company for 5.5 years.

What do you enjoy most about your job?

I enjoy hitting high production volumes while also having a high-quality product produced at the end of each day.

Can you share a significant achievement or project you are particularly proud of?

This year I took part in the UCD Management Development Programme along with 30 of my colleagues. We were split up into six teams and each team was given real life issues that the company was facing by the company directors, and each team had to write a report on how to deal with these problems. My team won the overall best project this year so I am particularly proud of this achievement. Also, I was part of the team who organised the dry aging, deboning and selection of the World's Best Steak that was entered in the World Steak Challenge this year.

How do you stay motivated and productive at work?

Every day is different with each day bringing new challenges to be overcome and this keeps me motivated to try and continuously improve and manage the process as best as possible.

What skills or qualities do you think are essential for success in your role?

For a production role you need to have excellent communication skills as you will be dealing with almost every department within the company. Unlike other roles within the business, you have a high volume of staff to manage and deal with on a daily basis so being able to recognise that everyone is different and people work in different ways is vital. You need to be someone who can deal with pressure effectively as Dawn Meats is a high output business, therefore production is very fast paced and there are high volumes to be processed on a daily basis.

PERSONAL INSIGHTS

What inspired you to pursue your current career path?

I grew up on a farm so from a young age I always wanted to pursue a career in the agricultural sector. This drove me to study agricultural science in UCD and because I grew up on a beef farm, I always wanted to work in the meat industry and with Dawn Meats being one of the leaders in the industry it was a no brainer to apply for their graduate program.

Who has been your biggest mentor or influence in your professional life?

My biggest mentor in my professional life is my current manager, Brendan Caulfield. He has been my mentor since I started the graduate program and has drove me to take part in various lean management courses and the UCD MDP course. He has also given me the opportunity to progress in my career from Operations Graduate to assistant Boning Hall Manager.

What are your hobbies or interests outside of work?

My main interest outside of work is probably working on my family farm.

LOOKING AHEAD

What are your career goals for the next few years?

My immediate goal is to progress to Boning Hall Manager and my long-term goal would be to progress to Production Manager.

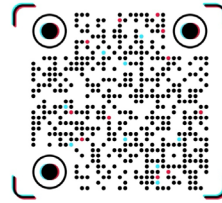
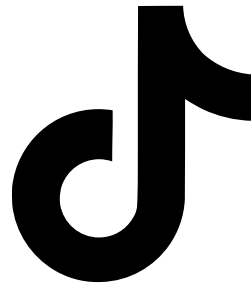
What advice would you give to someone starting in your field?

The best advice I can give is work hard and say yes to everything and grasp any opportunity that presents itself.



TikTok

We are thrilled to announce that we have launched our TikTok channel @dunbiagraduates!



TikTok

Follow us at: @dunbiagraduates!

Dawn Meats coming soon!!

PROFILES



Name:

Kenny McLellan

Position:

Assistant Food Safety & Quality Manager

Site:

Highland Meats

Can you tell us about your current role and responsibilities?

As Assistant Food Safety & Quality Manager at Highland Meats, my role includes a wide range of responsibilities, including developing product specifications, managing traceability requests, coordinating internal audits, conducting crisis tests, mock recalls, and mass balance exercises. I also monitor and trend quality issues, respond to customer inquiries, and support continuous improvement initiatives.

My primary focus though is to help the FSQ Manager in managing the food safety and quality across the site and driving standards to meet and exceed customer expectations.

How long have you been with the company?

I have been with the company for over 12 years.

What do you enjoy most about your job?

One of the aspects I enjoy most in my role is the problem solving, taking an issue or complaint raised by a customer, investigating how it occurred and implementing actions to correct the issue and prevent recurrence.

Although I must say I do enjoy designing posters and creating Games for the Food Safety & Quality Weeks and Culture activities throughout the year.

Can you share a significant achievement or project you are particularly proud of?

It would be winning the Food Safety Going above and beyond award in 2021 for my work on Food Safety Culture.

How do you stay motivated and productive at work?

Having a goal, my friends always joke that I love a project, but it is true.

I am the most motivated when I have a goal I am trying to achieve, this helps with working in the FSQ Team as we are always trying to improve, work to a new standard or run a new culture project.

What skills or qualities do you think are essential for success in your role?

I would say a good attention to detail is essential as we deal with a lot of information for Procedures, processes and customer standards.

Also, creativity, not every problem has a simple or straightforward answer.

PERSONAL INSIGHTS

What inspired you to pursue your current career path?

Probably shouldn't say but I actually fell into the Food Safety & Quality department, but I definitely landed on my feet.

I first entered the food industry working as a game processor in a temporary seasonal position before being promoted to a full-

time position in the Technical Department.

I then moved to Highland Meats as a Technical Admin, where I was then put on the young managers scheme and progressed to Trainee Technical Manager and finally into the role of Assistant Food Safety & Quality Manager.

Who has been your biggest mentor or influence in your professional life?

From Day one Chris Doyle has encouraged improvement, organised training and offered opportunities to experience different aspects of the Food Safety & Quality Department.

How do you balance your work and personal life?

Once I go through the turnstiles at the end of my shift I focus on my personal life, using my journey home and errands after work as a buffer to help process the workload and decompress to allow me to relax and fully enjoy my time outside of work.

What are your hobbies or interests outside of work?

I run a Local Men's Basketball club, but I also like to travel, photography, read, play video games and board games

Can you share a fun fact about yourself that your colleagues might not know?

Most people know my love of photography but not many probably know that I have done a few Weddings and actually came 2nd in a competition for one of the photos I took.

What are you passionate about?

Food Safety Culture. I enjoy looking at different ways to pass on learnings, encouraging participation and behavioural changes.

LOOKING AHEAD

What are your career goals for the next few years?

To continue to develop in the Food Safety & Quality department and potentially do more with Culture throughout the business.

How do you see the industry evolving, and what are you most excited about for the future?

I would say AI is becoming more prevalent in the food industry, for example being used to automate the timing of handwashing. I am excited to see where AI can be utilised in future to improve standards.

What advice would you give to someone starting in your field?

Be patient. In the Food Safety & Quality department, we are always looking to improve however this takes time, as my manager always says, the easiest way to eat an elephant is in small bites.

Also to look at all the options, there is always more than one way to do something, when implementing changes to comply with a customer standard or implement corrective actions it is best to work with other departments, to discuss the issue and agree an action that meets the FSQ requirement but is also achievable for the department involved.

Are there any upcoming projects or initiatives you are looking forward to?

Food Safety & Quality Week 2026 as this is the Group's 10th Annual Food Safety & Quality Week.

I have been involved in the planning before however this is the first year that I am leading the Planning Team. The previous weeks have always been well received with exciting topics, engaging games and interesting guest speakers. I hope I can maintain the high standards set by previous weeks.



Learning and Development



At Llanybydder, **Finance Graduate, Bryn Jones** passed all his ACCA exams.



Celebrations in Cardington as well as **Angelika Koszynska** passed her CIPD L5 Associate Diploma in People Management!

This achievement reflects the hard work, and commitment she has put in over the past 18 months. A huge congratulations from everyone.



Halloween

Sites around the country celebrated Halloween with frightfully spooky treats!

Sawley held a colouring competition for staff and their children and Highland Meats Halloween Bake Sale also raised money for the Christmas Toy Appeal.



Our Senior Management Team at Cross Hands has successfully completed a year-long **Management and Leadership Development Programme**, marking a significant milestone in their commitment to growth and excellence. This intensive programme strengthened leadership skills, introduced innovative strategies, and reinforced their dedication to driving the site forward. Their achievement sets a high standard for continuous learning and reflects a strong commitment to both personal development and the future success of Cross Hands.

Colleagues across Dawn Meats and Dunbia took part in **LEAN Yellow & Green Belt Training** with our in-house Continuous Improvement Manager, Gerry Quinlan who shared valuable industry insights on how LEAN practices can help our business identify and eliminate waste, over an 8-week programme. The programmes were endorsed by FDQ.

Also, the **Learning and Development team** successfully delivered an in-house **Supervisory Level 1 Management Development program** over an eight-week period, working closely with some of our future leaders at Carroll's Cross site. We would like to extend our thanks to the site management team and HR for their invaluable support in making this program a success.

We are committed to supporting professional growth and wellbeing through a variety of internal training sessions designed to build skills and knowledge across the organisation.

Recent initiatives include:

- Mentoring Sessions
- Mental Health First Aid Training
- HACCP Level 3
- FSQ Level 3

Keep an eye out for upcoming sessions!

If you'd like to arrange training for your department or learn more about what's available, please get in touch with the L&D team.

Gary Rowland and Morgan Owens have successfully completed their **Insights Discovery Practitioner accreditation**, enabling them to provide teams with deeper understanding of individual and group dynamics through the powerful colour-based model. This approach will help foster stronger collaboration and enhance communication across the organisation.



The Learning and Development team attended **the National Conference for Diversity and Inclusion** at the RDS Dublin on the 30th of September, reaffirming our commitment to a respectful and inclusive workplace. Through engagement with industry leaders and experts, we aim to continually improve our diversity and inclusion practices.



UCD

Our Management Development Programme, delivered in partnership with University College Dublin, has successfully reached its conclusion.

In November, participants gathered at the iconic Butchers Hall in London to present their final projects to a distinguished panel of judges. Each project tackled pressing business challenges and explored innovative solutions for future growth, showcasing the depth of learning and strategic thinking developed throughout the programme.

Every group delivered outstanding presentations, demonstrating creativity, collaboration, and a strong grasp of current business issues. We extend our heartfelt congratulations to all participants for their dedication and exceptional efforts—it's a true testament to their commitment to professional development.

This milestone not only marks the end of an enriching journey but also sets the stage for these talented individuals to apply their insights and drive meaningful impact within the organisation.



Butchery

Congratulations to Craig MacKay at Highland Meats who recently completed his SVQ Level 2 Meat Skills on the Butchery Academy!

Dunbia colleagues recently attended an industry talk led by Christine Walsh to mark the launch of the Young Butchers Network. This initiative aims to promote and strengthen the young butcher community, creating a platform for collaboration, learning, and career development. The network promises to be a significant opportunity for young people in our industry, offering support, resources, and connections to help them thrive and shape the future of butchery.

Values

We are excited to share that in January we will be launching our Values Awards - a new way to celebrate the amazing things our colleagues do every day.

These awards are all about recognising those moments when someone goes above and beyond by living our five values:

- **We are customer focussed** – Putting our customers at the heart of everything we do
- **We are committed to a sustainable supply base** – Building strong, responsible partnerships for the future
- **We respect, empower and engage with our people** – Creating an environment where everyone can thrive
- **We are dedicated to excellence and continuous improvement** – Driving innovation and striving for better every day
- **We act responsibly** – Making decisions that protect our people, communities, and planet

Why We Are Doing This

Saying “thank you” is important—but we want to go a step further. The Values Awards shine a spotlight on the behaviours that make us successful, inspire others to follow, and help new starters feel part of our culture from day one.

Awards will start at a site level, with those winners then being put forward for quarterly recognition and the chance to win a prize. More than just prizes, this is about sharing stories of excellence, creativity, and commitment that might otherwise go unseen.

What is Next

At the beginning of 2026, we will be sharing more details soon to see how you can get more involved.

For now, start thinking about the colleagues and teams whose actions really bring our values to life, you will soon have the chance to celebrate them in a whole new way.

Coming Up

Christmas Jumper Day

Christmas Gammon Giveaway

Christmas Greeting Competition

Interactive seminars designed to help you set clear, achievable SMART goals for 2026!

More Lunch & Learn sessions - first up Hacking Your Ambition!