



2026

# Responsible Business Report







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# Introduction

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## CEO Statement

### ESG Responsible Business Statement of Intent

At Camgrain we are committed to safe, sustainable practices that benefit our Co-operative members, the environment and our Society. Our Environmental, Social and Governance initiatives (ESG) align with our core values and aim to create long-term value for all stakeholders whilst acting ethically and responsibly. This document, and our culture, is underpinned by the following aims and objectives:

#### 1. Environmental Stewardship

We recognise the critical role agriculture plays in the countryside landscape promoting biodiversity and meeting the challenges associated with carbon capture and global warming. Our intent is to minimise our environmental footprint by:

- Both minimising our own environmental footprint and by offering support to our members to reduce their environmental footprint.
- Reducing greenhouse gas emissions through efficient energy use and carbon sequestration on-farm.
- Implementing water-saving, energy reduction and efficiency solutions, and by recycling, reusing and repurposing potential waste materials.
- Encouraging biodiversity across our sites via tree planting, rewilding margins and the use of bat and bird boxes.

#### 2. Social Responsibility

Our Co-operative values community wellbeing, therefore we:

- Foster strong relationships with local communities supporting education, health and infrastructure.
- Promote fair employment practices, ensuring the well-being of our colleagues and all those we work with within the agricultural supply chain.
- Operate in a safe manner putting the safety of our colleagues, our members and all involved with Camgrain at the core of everything we do.
- Support our communities with both volunteering initiatives and charity fundraising for good causes.

#### 3. Governance Excellence

Transparency and accountability are at the heart of our governance, therefore we:

- Uphold ethical and moral standards in decision-making.
- Ensure diversity and inclusion across our Society.
- Regularly review our governance practices to align with best-in-class standards.
- Collaborate with regulatory bodies and industry peers to enhance governance frameworks.

#### 4. Measuring Progress

- We have established a Sustainability Committee, led by the CEO, reporting to the Camgrain Board, to oversee our ESG efforts.
- Our Sustainability Pilot Scheme encourages our members to baseline ESG metrics and implement improvements.
- We engage closely with marketing partners and key customers to align our ESG goals.
- We operate an Audit and Risk Board Committee to assess performance, while removing or mitigating risk within our business.

Our commitment to responsible business extends beyond compliance; it reflects our dedication to ensuring a resilient, sustainable and prosperous agricultural future while safeguarding the environment. As a farmers' Co-operative, we are in tune with the agricultural need to nurture and work in harmony with the land and our environment. On behalf of our members, we ensure we operate in a safe manner, with strong governance and over-riding dedication to act responsibly and professionally in all that we do.

I therefore hope you will take the time to read this document and to gain an insight into Camgrain and how we operate in a safe, responsible and sustainable manner.

Simon Willis - Group CEO



## About Camgrain Stores Ltd

Formed in 1983 by a group of farmers, Camgrain provides a reliable, safe and secure Co-operative grain storage facility for our farmer members. With industry beating drying and conditioning rates, we blend our members' crops to meet specifications required for premium markets. With stores in East Anglia and the Midlands, farmers can count on Camgrain to maximise the potential for the following commodities:

- Wheat
- Barley
- Oilseed Rape
- Oats
- Linseed
- Beans
- Peas
- Organics
- Rye

We support our farmer members by providing:

- Rapid grain movement in harvest.
- Expert storage facilities and experienced employees in storing all crops and retaining quality.
- Insured crops for guaranteed payment.
- Industry leading drying, cleaning and storage facilities.
- Access to premium markets not available ex-farm.
- Access to our Clean Wheat Plant and additional premiums for Group 4 varieties, often sold as feed.
- Financial advances to members with grain in the Camgrain pools.
- Expert advice and knowledge sharing groups.

### Mission

To maximise returns to our farmer members, through outstanding service in the storage, logistics and marketing of their crops.

### Values

**S** - Safe, secure and stable.

**A** - Accountable to our members and supply partners.

**F** - Farmer owned, farmer focused.

**E** - Expertise in the collection, storage and marketing of crops.

### Our sites

- Camgrain operates from four sites, working as one co-ordinated unit to optimise farmer collections and customer deliveries.
- The locations of these sites offer farmers and customers major efficiency gains throughout the marketing year.
- Members' crops are delivered to the site closest to the end market, capturing the initial move into central store at harvest as part of the journey process to the customer, saving transport cost and food miles.
- Members of Camgrain are not members of a particular store, their grain will simply leave the farm and go to the most appropriate site for the crop.



## Health and Safety Statement

Camgrain Group Safety Policy, The Health and Safety at Work Act 1974 and the Management of Health and Safety at Work Regulations 1999, impose statutory duties on Camgrain as an employer and all employees.

To enable these statutory duties to be carried out, it is the policy of the Society, so far as is reasonably practicable, to ensure that responsibilities for Health, Safety and Welfare are properly assigned, accepted and fulfilled.

Employees, at all levels within the Society, will work together to continually improve the Society's Health and Safety performance and identify areas where all practicable steps can be taken to safeguard the health, safety and welfare of all employees, contractors and visitors to our premises, and others who may be affected by our activities.

So far as is reasonably practicable, it is the intention of the Society to provide suitable and sufficient risk assessments, processes and procedures, equipment, training and adequate information to ensure that:

- The provision and maintenance of plant machinery, equipment and systems of work are safe and without risk to health.
- The arrangements and precautions for processing, handling, storage, transport, use and disposal of articles and substances at work, are safe and without risk to health.
- The provision of information, instruction, training, personal protection equipment and supervision as is necessary to secure the health, safety and welfare at work of all its employees.
- The working environment of all its employees is safe and without risk to health and adequate facilities and arrangements are made for their welfare at work.
- Effective means of communication are encouraged and maintained within the Society to promote all aspects of health, safety and welfare.
- To employ qualified competent personnel to assist management in carrying out their statutory duties. It shall be the duty of all employees at work.
- To take reasonable steps for the health and safety of themselves and other people who may be affected by their acts or omissions. This policy empowers any employee to stop any task or activity they believe to be unsafe or may cause harm to people or the environment.
- As regards any duty or requirement imposed on the employer or any other person, by or under any of the relevant statutory duties, to co-operate and communicate effectively with the Society to promote all aspects of health, safety and welfare. The Health and Safety Policy will be reviewed annually and updated as and when necessary. Any changes will be made known to all employees.



## Health and Safety at Camgrain

We regularly invest in our colleagues to ensure a safe workplace where they can thrive and perform to the best of their ability. We continually look to improve our Health and Safety Culture and systems to ensure everyone goes home safe at the end of each day.

Our Work Safe Reporting system allows colleagues to raise Health, Safety and Environment concerns and share good practices.

Our Health and Safety Management System is built on industry specific and general risk assessments, safe work procedures and other safety related policies.

Good communication throughout the business is paramount to ensure thorough incident investigation and prevent re-occurrences.

### Reportable Incidents and Accidents

We are pleased to be able to report that, at the time of writing, it has been over a year since the last reportable accident or incident on our sites.

### Health and Safety Meetings

We encourage open conversations and suggestions from all colleagues regarding Health, Safety and the Environment.

All colleagues are invited to attend at least one Health and Safety meeting a month. The meetings are a good opportunity to deliver Health and Safety training to all.

### Occupational Health

Camgrain carries out annual Occupational Health Monitoring for colleagues exposed to workplace hazards ensuring the necessary precautions are in place. Display Screen Equipment (DSE) assessments are completed for all office-based colleagues.

We regularly complete both noise and dust monitoring within our sites via static and personal monitoring equipment. We constantly monitor results and make improvements where necessary.



## Food Safety and Quality

Food Safety and Quality are fundamental in all that we do.

As an essential part of the food and feed supply chain, we work with both our farmers and customers to ensure the safety of food throughout and guarantee all products delivered into our stores are farm assured, ensuring full traceability is maintained from farm to end user.

### Standards

Our sites follow robust procedures and processes to the highest standard of British Retail Consortium Global Standards (BRCGS). We are proud to say that we have secured an 'AA' grade status at our BRCGS inspections for several years.

All sites are certified to the Trade Assurance Scheme for Combinable Crops Standard (TASCC), with Linton also fully certified for organic processing.

### Training

All operational colleagues complete a vigorous training plan including annual competency and all laboratory colleagues, temporary and permanent, complete the Agriculture and Horticulture Development Board (AHDB) Grain Analyst training.

Several key colleagues have a minimum Level 2 Hazard Analysis and Critical Control Point (HACCP) qualification.

Food Safety and Quality training is part of our induction process and is engrained in our company culture.

### Quality Management

We have robust quality management systems to keep customer rejections to a minimum. We constantly review where products are supplied from, in relation to the end user, to ensure food miles are kept to a minimum.

### Information and Collaboration

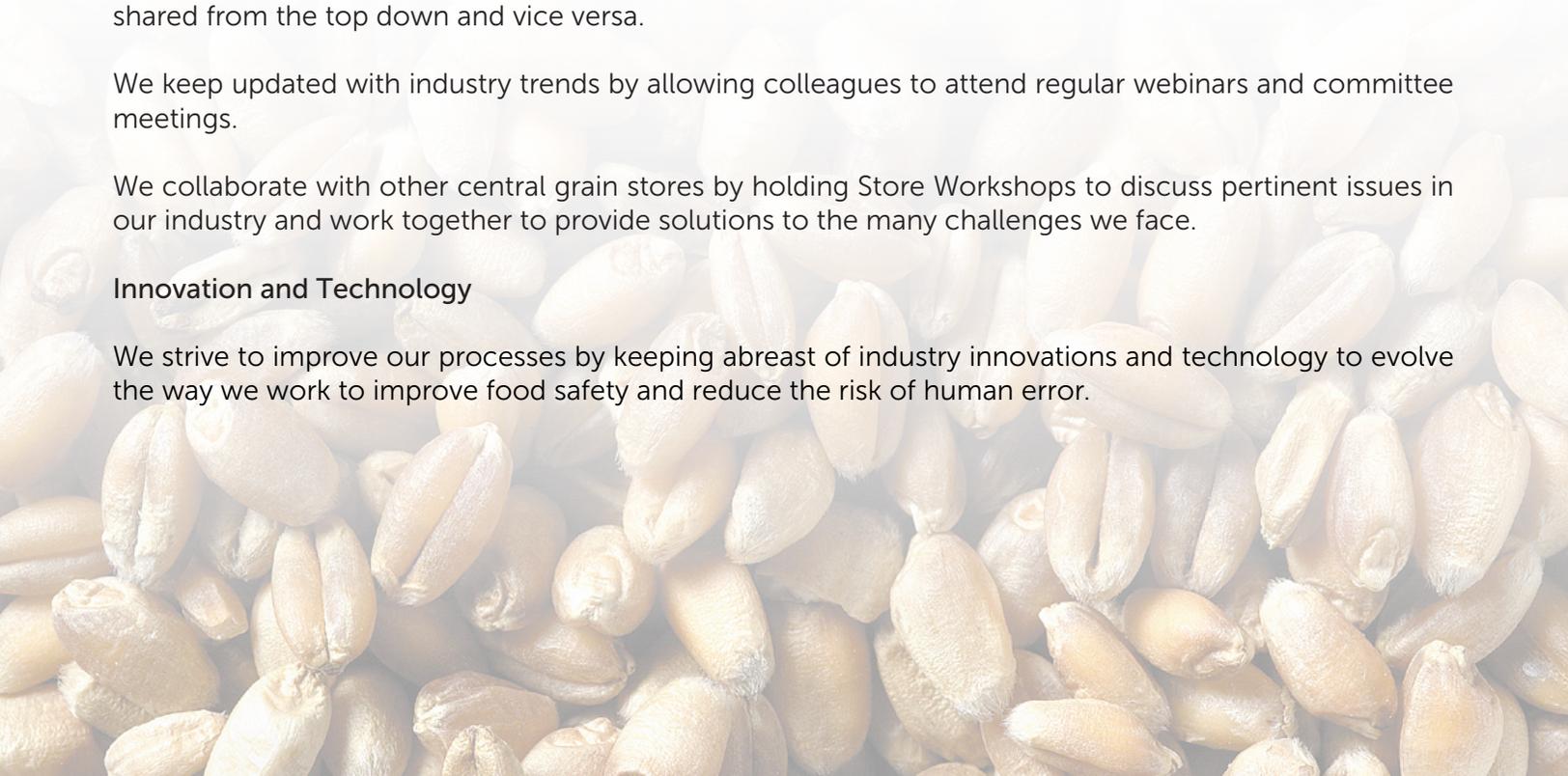
We encourage involvement from all departments to attend monthly quality meetings so information is shared from the top down and vice versa.

We keep updated with industry trends by allowing colleagues to attend regular webinars and committee meetings.

We collaborate with other central grain stores by holding Store Workshops to discuss pertinent issues in our industry and work together to provide solutions to the many challenges we face.

### Innovation and Technology

We strive to improve our processes by keeping abreast of industry innovations and technology to evolve the way we work to improve food safety and reduce the risk of human error.



## Governance

*"To maximise returns to our farmer members, through outstanding service in the storage, logistics and marketing of their crops". Our mission has been at our heart since the first Camgrain store was built in 1983, and reflects the Camgrain Board of Directors commitment to its farmer members, partners, employees and communities. It is further enhanced by "Our values":*

- S** - Safe, secure and stable
- A** - Accountable to our members and supply partners
- F** - Farmer owned, farmer focused
- E** - Expertise in the collection, storage and marketing of crops

The ultimate responsibility for Governance sits with the Camgrain Board of Directors, with a mixture of Executive and Farmer Directors, and is supported by Board Committees:

- Audit and Risk Committee
- Marketing Committee

Day-to-day responsibility of governing Camgrain lies with the Camgrain Executive Team, led by Group CEO, Group Finance Director and Head of Operations, and is supported by the Senior Leadership Team.

### Audit and Risk Committee

The Camgrain Board has established an Audit and Risk Committee to support it and specifically the Executive Directors in their responsibilities for ensuring the adequacy of risk management, internal control and governance arrangements, and that Society funds are used efficiently and effectively. Its main functions are:

- An independent audit function with a focus on assurance arrangements over governance, financial reporting, annual report and accounts, including the governance statement.
- An independent risk assurance function with a focus on ensuring throughout the year and on an ongoing basis that there is an adequate and effective risk management and assurance framework in place via a detailed managed Risk Register.

The Committee consists of at least three Farmer Directors and Department Heads representing Health and Safety, Business Systems, Operations and Finance.

### Financial Governance

Financial Governance ensures Camgrain's compliance to laws, regulations and standards, as well as internal financial management and reporting policies. It warrants that Camgrain's financial practices provide integrity and transparency, financial information is objective, and represents a true and fair picture of our business. Accuracy and completeness of financial information is essential to support both financial and non-financial decisions and align them with the Camgrain objectives and stakeholders' interests.

Financial Governance is led by the Group Finance Director and supported by the wider Finance Team, set of Financial Policies, Executive Directors, and Senior Leadership Team. Camgrain recognises, however, that its financial performance is the responsibility of everyone at Camgrain.

### The ESG Steering Group

Essential to Camgrain's longevity, is ensuring that we are a Sustainable Business.

The Importance of ESG at Camgrain is elevated by the creation and leadership of the ESG Steering Group. Led by the Group CEO and reporting directly to The Board of Directors, this group is tasked to provide the member owners of Camgrain, our colleagues, customers and partners with clear leadership and direction in developing a truly sustainable business model.



# Our Planet

Carbon Emissions

Energy

Waste

Regenerative Agriculture

Regenerative Agriculture - Case Study

Logistics Partner



## Carbon Emissions

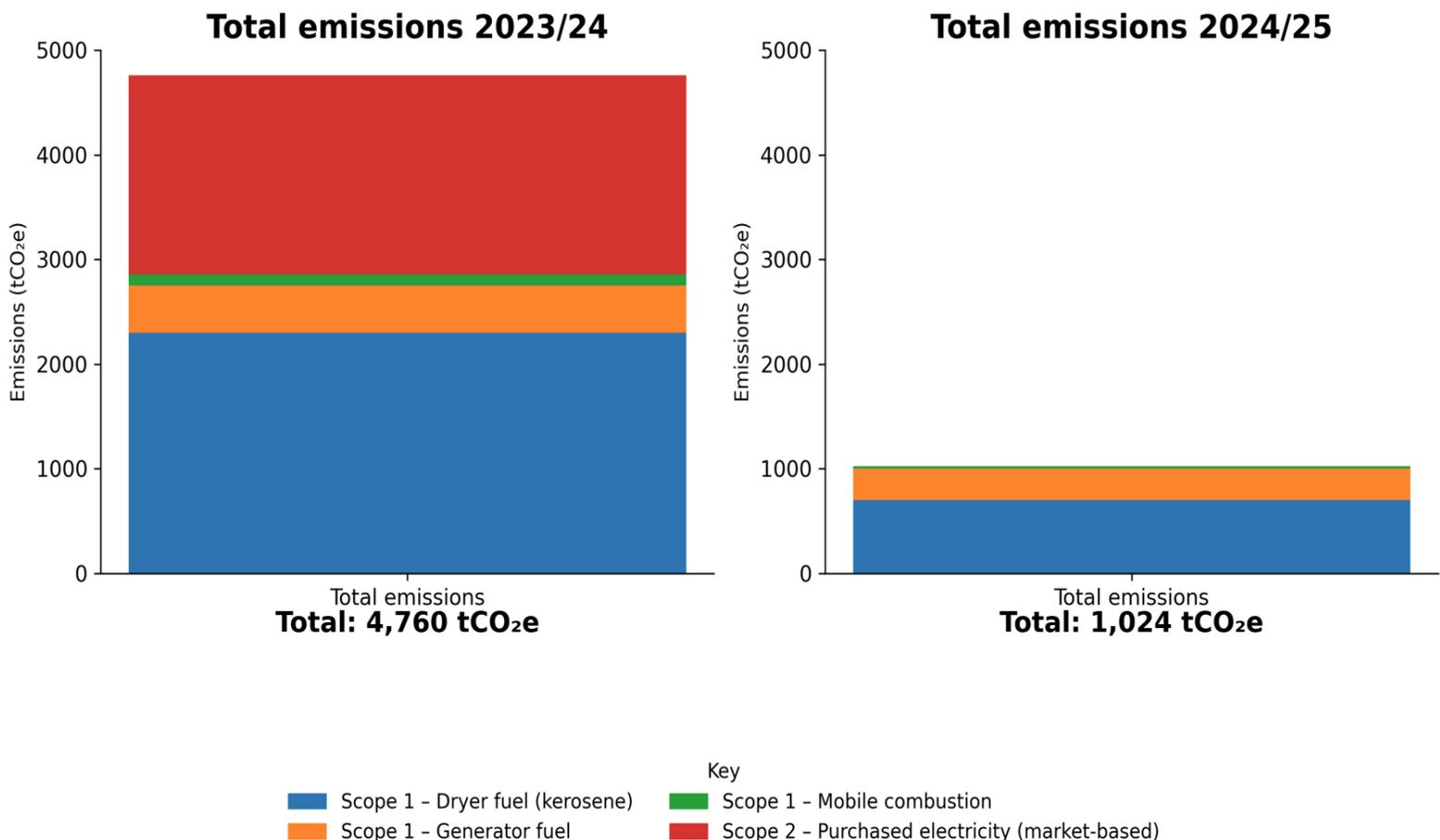
Camgrain is committed to reducing its own carbon footprint and working with our farmer members to help them measure and lower the carbon impact of their farms, as well as those within our shared supply chains.

Our pledge to half our carbon footprint by 2030 was achieved in the financial year (FY) 2025 as we switched to buying electricity from fully 'renewable' energy sources. This action, together with positive progress on both reducing our energy usage and ensuring energy efficiency in our operations, resulted in a reduced carbon footprint from 4,760 tCO<sub>2e</sub> for the FY 2024 to 1,024 tCO<sub>2e</sub> for the FY 2025.

### Our roadmap to carbon reduction

Over the next few years Camgrain will pilot sustainable solutions in key areas including:

- Reducing the emissions produced in bulk grain haulage (reducing food miles, moving grain more efficiently and via greener trucks).
- Grain drying (utilising new 'greener' fuels and upgrading drying facilities with new energy efficient burners).
- Use of renewable energies (solar and wind turbines on our sites, where permitted) and via the purchasing of green energy (electrical options via the grid).
- Carbon offsetting, tree planting and rewilding of Camgrain boundaries, bunds and margins.
- Supporting farmers with expert advice and access to environmental schemes rewarding carbon reduction and/or sequestration on-farm.



## Energy

### Drying Capacity

We provide our farmer members with industry-leading drying, cleaning, and storage facilities, utilising energy-efficient, modern equipment designed to minimise the on-farm carbon footprint. By centralising these essential post-harvest processes, we help farmers save time, reduce costs, and capture the quality and value of their grain, while supporting a more sustainable and resilient farming supply chain.

These advanced systems not only deliver superior results but also reduce reliance on potentially less energy-efficient on-farm alternatives, benefiting both our members and the environment.

### Fans

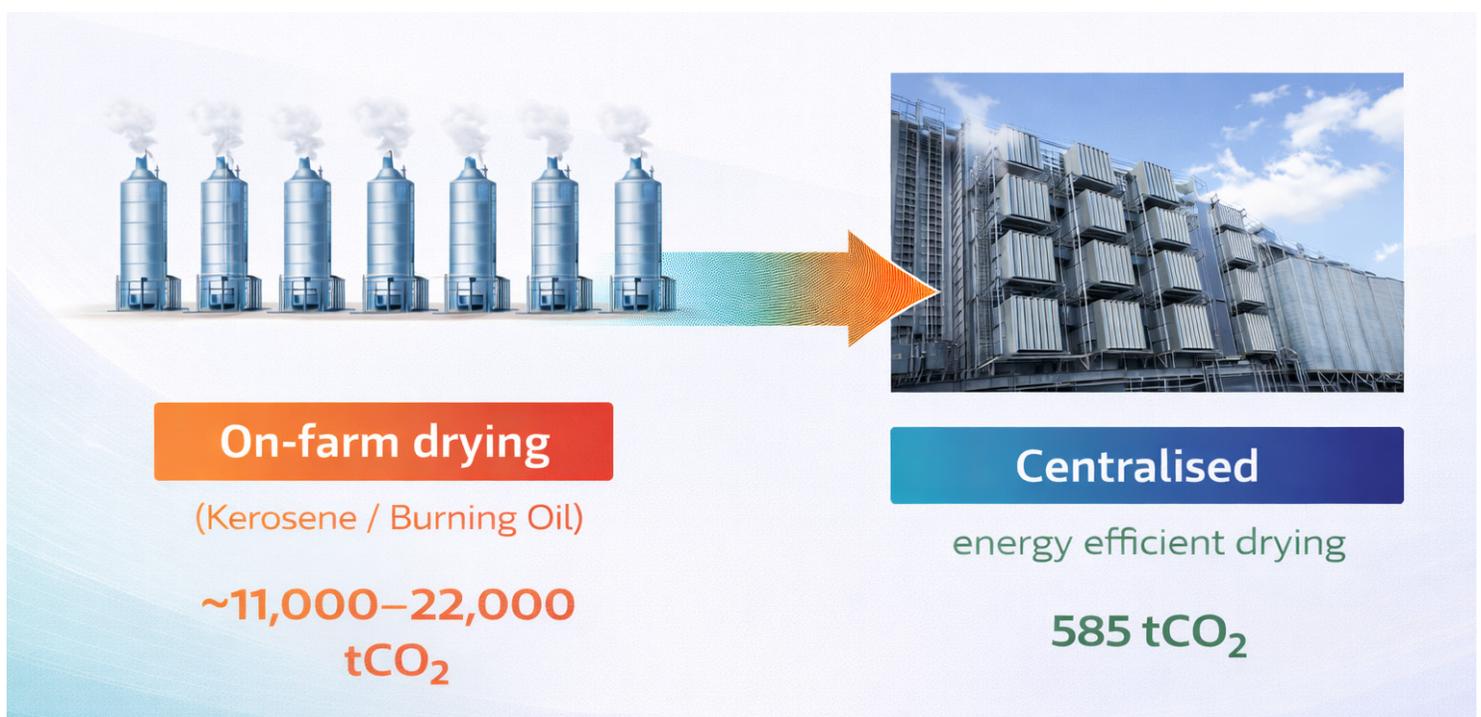
The use of low-volume aeration fans is essential for the safe storage of our members' grain. We carefully prioritise operating these fans overnight, taking advantage of lower electricity demand on the grid, which reduces energy costs and supports a more sustainable approach to grain storage.

### Renewable Energy – On-Site Generation

We are currently undertaking a project to install a significant Solar PV plant at our Cambridge site. Once fully operational, the system will generate 751 kWp of renewable electricity. Any surplus energy not required for the operation of the grain store will be exported back to the grid, contributing to a cleaner and more sustainable energy network.

### Renewable Energy – Supply Tarriff

Since May 2024, Camgrain has been operating on a 100% renewable energy tariff, significantly reducing our market-based emissions by ensuring all electricity used across our sites is sourced from renewable generation.



Based on 2024/25 total grain throughput.

\*This illustration is intended to demonstrate relative efficiency rather than precise emissions. Actual on-farm drying emissions will vary by tonnage, moisture removal requirements, fuel type and dryer efficiency.

## Waste

Camgrain's main product is combinable crops in their raw form, so we do not face the typical challenges associated with packing and materials. Most of the non-organic waste we generate does not originate from our own operations.

All colleagues play an active role in waste separation as part of their daily activities. Waste performance is monitored and reviewed monthly by our ESG Steering Group to support continual improvement.

### General Waste and Recycling

Camgrain is committed to ensuring that none of the waste we generate ends up in landfill. 100% of waste generated from our sites is diverted from landfill, with all materials either recycled or processed as a substitute for fossil fuels to generate energy.

By recycling with responsible waste management partners, over the course of a calendar year (2025) we have saved approximately:



**2.4 cubic meters**  
of landfill saved



**25.6kg**  
of air pollutants saved



**1,282.8 litres**  
of water saved



**9,789.2 Kilowatts**  
of electricity saved



**355.8 litres**  
of petrol saved



**16 Trees**  
saved

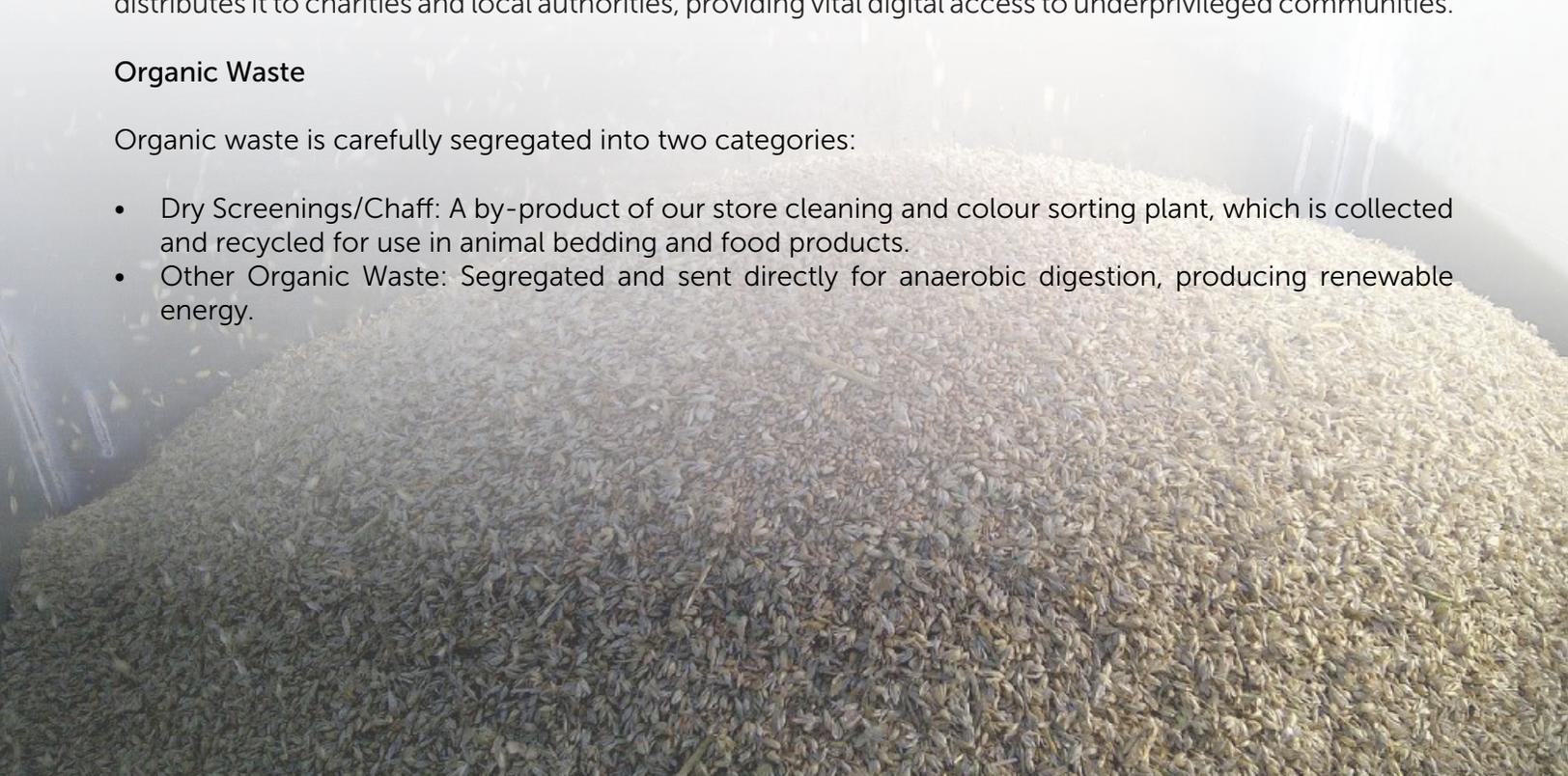
### Electronic Waste

Camgrain is proud to partner with Sustainable Tech 4 Good, a social enterprise that prevents redundant electronic devices from ending up in landfill. The organisation reconditions donated equipment and distributes it to charities and local authorities, providing vital digital access to underprivileged communities.

### Organic Waste

Organic waste is carefully segregated into two categories:

- Dry Screenings/Chaff: A by-product of our store cleaning and colour sorting plant, which is collected and recycled for use in animal bedding and food products.
- Other Organic Waste: Segregated and sent directly for anaerobic digestion, producing renewable energy.



## Regenerative Agriculture

Soil is at the heart of regenerative agriculture with decision making centred around farming activities that protect and improve soil health. It is a farming system that promotes the regeneration of natural processes, such as soil building, through increased biological activity. It is not organic and can still be high yielding but it is generally accepted that slightly reduced yields (but often higher gross margins and improved environmental sustainability) are a consequence of farming regeneratively.

There are 6 key principles of Regenerative Agriculture. Farmers are advised to achieve as many as they can in their own system.

1. **Maintain living roots.** Roots feed soil biology. Use cover crops, herbal leys and diverse rotations with varying rooting depths and structure.
2. **Maximise crop diversity.** Grow diverse cash crops and cover crops across the rotation. Also increase diversity within crops e.g. companion cropping.
3. **Minimise soil disturbance.** Both mechanical and chemical disturbance of the soil impacts biology. Reduce and refine as much as possible.
4. **Armour the soil.** Keep the soil surface covered with crops, cover crops, residues and stubbles for as long as possible.
5. **Integrate livestock.** Where possible, integrate grazing animals into the farming system e.g. use sheep to graze cover crops.
6. **Context.** Do what is appropriate for your farm, your family/business situation and your geography. There is no 'one-size fits all'.

Over the past few years, Camgrain has actively encouraged its farmer members to implement regenerative farming practices. These have ranged from Camgrain hosted sustainability events and forums, as well as partnering with experts in this field such as: LENS, LEAF and the Soil Association Exchange.

Of our farmer members surveyed, 88.3% are currently practicing regenerative agriculture or non-traditional farming techniques.

These practices include cover crops, reduced or no-tillage, nitrogen reduction and efficiency programs, integrated pest management and diverse crop rotations.



## Sustainable Farming - Case Study

### David White - Hawk Mill Farm

160 Hectares light land farm over chalk in South East Cambridgeshire

#### Farm Practices

- 10 years no-till using catch and cover crops farming “forever green”.
- Reduced reliance on herbicides by diverse rotation and competition.
- Reduced pesticide use (eliminated insecticide use).
- Reduced carbon footprint through lower horse power, reduced machinery and fuel use.
- Building organic soil carbon and moisture retentiveness.
- Reduced P & K fertiliser purchases to zero (unlock natural nutrition).
- Reduced artificial applied nitrogen (70% carbon footprint milling wheat).
- Increased soil life, worms, beneficial predators and general farm biodiversity.
- Reduced business fixed costs.
- Producing healthier food.
- Capturing carbon and mitigating climate change.

#### Trials undertaken over the last 10 years

- Individual cover crop species and a blend trialed at 2 seed rates to measure benefits.
- Cover crop spring destruction timing and comparison of glyphosate products and rates.
- Nutrition capture by cover crops, vegetation dry matter weights and analysis.
- Soil structure and health assessments with SOYL and Agrii + VESS assessment.
- Mechanical cover crop destruction, rolling, crimping, flailing with Innovative Farmers Group.
- Companion cropping in rape, plots of 15 different plant species and hosted NIAB trials.
- Deep cultivation/direct drill establishment hybrid rape vs conventional variety, root development and yield.
- Integrated Pest Control of slugs comparing cultivations, residue management and bait timing.
- Trace Elements, tissue/sap analysis and tracking with Agrii.
- Worm counts - Jackie Stroud @wormscience.
- Seed amendments/biology trial.
- Bi/Co-Cropping of pulses with cereals.
- Wheat planted with companions, assessments by PhD student.
- Three year yield results comparing benefits of biological inputs on a Regen farm vs conventional farm practices.
- Heritage and population wheat varieties with minimal inputs.
- Farming without glyphosate over a three-year rotation.
- Hedgerow insect assessments with the Game & Wildlife Conservation Trust.



## Our Logistics Partners – FreshLinc Bulk

### Material Handling Equipment (MHE) fleet replacement

FreshLinc continue to renew and upgrade their fleet to improve truck efficiencies, reducing the use of fossil fuels thus reducing their carbon footprint.

### Eco Drive

FreshLinc has recently taken delivery of Eco Drive units that power the trailer's fridge through a Power Take Off (PTO) fitted to the unit which reduces diesel usage by up to 75%.

### Alternative Fuels

FreshLinc continues to investigate alternative fuels including the Plagazi System for converting non-recyclable waste into hydrogen with Ellgia and DRS Energy and exploring the use of Electrical Vehicles (EVs) through GPS and Aliaxis.

### Ventum Dynamic Wind Turbine

FreshLinc are continuing to trial innovative wind turbines along with DRS Energy to assess the viability of the technology to add to existing photovoltaic (PV) clean electricity self-generation.

### Development of PV (Solar Panel) Projects

FreshLinc continue to develop PV projects to increase the amount of PV (Solar Panels) on their warehouse roofing. The intent is to increase the amount of self generated energy, primarily for use during periods of peak demand and pressure on the local grid.

### Electric Trailers

FreshLinc have trialled two separate refrigerated trailer hardware systems which eliminate or reduces diesel from the chiller systems. They are currently trialling a 100% electric system that can self-generate through PV but can also be plugged in to a charger.

### Rain Water Harvesting

FreshLinc are currently researching initiatives to harvest rain water from their very substantial warehouse roofs. The intent would then be to utilise this water to clean tractor units and trailers reducing tap water usage.



# Our People

Our Colleagues

Recruitment

Recognition and Reward

Ethnicity and Diversity

Health and Wellbeing

Training and Development



## Our Colleagues

Over the last 40 years, our Co-operative has grown and now employs over 50 permanent colleagues. This number doubles over the harvest months.

We recognise that our people are our greatest asset and we are motivated to become an employer of choice in our industry and locally.

### Our 2026 people plan

To work towards our vision of becoming an employer of choice. Our main areas of focus will be:

**Make Camgrain a great place to work to attract and retain high performing talent**

**Going above and beyond with starting wages**

We believe our colleagues deserve fair pay for their work. Our starting wages are well above the National Minimum Wage. We are also proud to be an accredited Real Living Wage employer which is an independent accreditation calculated according to the true cost of living. This is paid to our apprentices and colleagues under the age of 25.

We regularly review our benefits package to ensure that it is competitive. In September 2022, we undertook a comprehensive review of our total reward package and as a result of this, made many improvements to our grading and benefits package.

### Youth employment

During our busy harvest season, we employ many 16-18 year olds from our local communities to work in our laboratories and stores. Many of the young people joining us for the summer are college and university students who earn a competitive wage and learn many new skills and valuable work experience during their time with us.

### Modern Slavery

We are committed to ensuring that there is no modern slavery or human trafficking in our supply chains or in any part of our business. This Modern Slavery Act statement reflects our commitment to acting ethically and with integrity in all our business relationships and to implement and enforce effective systems and controls to ensure slavery and human trafficking is not taking place anywhere in our own business, or knowingly, in any of our supply chains.



## Recruitment

We are committed to following the nine principles of the Good Recruitment Charter in all our recruitment practices. This includes actively promoting diversity and inclusion, equal treatment, candidate experience and improving our processes depending on feedback.

### **A family friendly employer**

We appreciate that the time our colleagues spend at work is just one part of what makes them who they are and that the balance between work and home is essential for their wellbeing. We have, therefore, introduced policies which better support our colleagues and their family responsibilities and all colleagues can apply for flexible working arrangements.

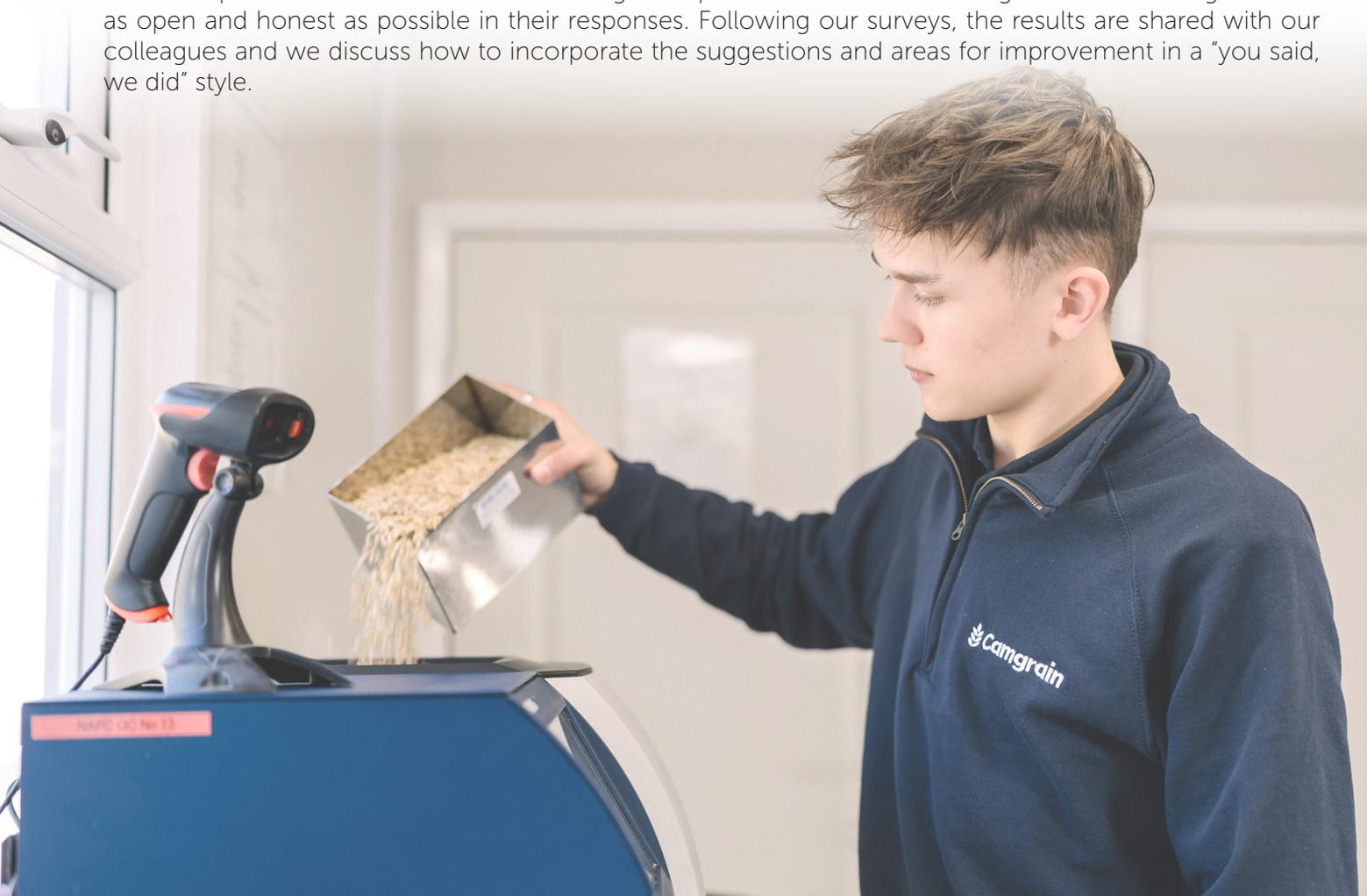
In September 2023, we introduced a family leave policy which allows colleagues enhanced maternity pay once they have worked for us for two years. There are 3.5 million people in the UK facing fertility issues and one of the biggest challenges for those who face fertility issues is balancing work around their fertility journey.

This is why we reviewed the support we offer to colleagues who are experiencing these issues, as in UK law, there is no right to time off for fertility treatment and if time is taken, it is often treated as sickness absence. We felt that this was not in line with our values at Camgrain and so, in the new Family Leave Policy, we introduced paid leave for colleagues and their partners who are undergoing IVF treatment, along with the option of working as flexibly as possible.

### **Promote a healthy, psychologically safe and inclusive culture**

#### **Employee engagement: listening to our people**

We conduct two staff surveys per year; one in early spring and a more focused post-harvest survey in October in which we also include our temporary harvest colleagues. The response rate is high – typically with a response rate of 65-70%. Our colleagues' opinions matter and colleagues are encouraged to be as open and honest as possible in their responses. Following our surveys, the results are shared with our colleagues and we discuss how to incorporate the suggestions and areas for improvement in a "you said, we did" style.



## Recognition and Reward

Our colleagues continue to work exceptionally hard, providing a fantastic service to our members. All colleagues are paid in excess of the real living wage and we review all salaries on an annual basis to ensure that these remain competitive.

As part of our total reward package, we have reviewed our policies around flexible working, remote working, family leave and maternity pay with a view to enhancing our colleagues' work/life balance. We offer meaningful work, access to professional and personal development and many opportunities for promotion.

Although a lot of our work is seasonal and our business activity fluctuates, we do not offer zero-hour contracts as this is not in line with our values. Traditionally, working hours in the agricultural sector are very long but we are striving to reduce these by embracing new ways of working and adhering to good health and safety practices.

Annually we hold our popular Colleague Recognition Awards where each colleague can nominate and vote for as many fellow colleagues as they like. In 2025 there were 96 separate nominations. There are three categories which are linked to our values:

- Team Player Award— for those with real team spirit, who motivate and inspire others.
- Camgrain Champion — for those who care and keep our standards and values alive.
- Health and Safety Award - for those who champion health and safety and put safety at the forefront of everything they do.



### Rewarding Success

From 2025, all colleagues with over 12 months service, are eligible for a non-contractual annual bonus scheme -recognising and rewarding colleagues for their positive contributions.

### An extra paid day off

From 2026, all colleagues benefit from an extra paid days holiday either on their birthday or on a suitable alternative if their birthday falls on a weekend, bank holiday or during peak of harvest.

## Ethnicity and Diversity

In a traditionally male dominated industry, we are currently reviewing our recruitment processes and procedures, to ensure that we are as inclusive and diverse as possible as we aspire to have an inclusive culture which brings many benefits, including diversity of thought. We will be following the Good Recruitment Charter, which is part of the Good Recruitment Campaign. This demonstrates that we are committed to recruiting and selecting people in line with the nine key principles.

**Diversity & inclusion:** We are fair, legal and ethical in our resource planning and recruitment procedures, with specific regard to actively promoting diversity and inclusion within the workplace.

**Equal treatment:** We exercise good recruitment practice and apply this equally to temporary, contract, interim, fixed term and part-time working.

**Candidate experience:** We deliver a high standard of candidate experience with ongoing communication during the recruitment process, including two-way feedback for all those interviewed.

**Flexible work:** We offer flexible working arrangements and adaptive working practices wherever possible, as a way of boosting inclusion and attracting talent.

**Professional development:** We ask that those managing and delivering the recruitment process (whether internal staff or external providers) work to recognised standards, undertake any relevant training/qualification, and commit to continuous development.

**Recruitment partners:** We ask that our external recruitment providers are signed up to The Recruitment and Employment Confederation (REC) industry codes of practice and demonstrate a commitment to good recruitment practice.

**Supply chain:** Our supply chain delivers good recruitment practice throughout, including where different resourcing models, such as recruitment process outsourcing or vendor arrangements are in place.

**Youth employment:** We help to address youth employment through our recruitment procedures e.g. through the provision of apprenticeships and traineeships and by working with recruitment organisations who have signed up to the REC's Future of Jobs ambassadors programme.

**Process improvement:** We regularly review our recruitment procedures with feedback from candidates (those appointed and not appointed) and keep up-to-date with new recruitment/resourcing approaches.



## Health and Wellbeing

From a colleague's first day at Camgrain, we highlight and reinforce the importance of safety throughout our induction programme which details safety expectations and policies.

In an industry which is known for its long working hours during harvest, we seek to look after the health and wellbeing of our colleagues by protectively going the extra mile in our duty of care. Health and Safety is a priority and all managers take their duty of care towards their teams extremely seriously. Our internal wellbeing programme focuses on key topics throughout the year such as stress, sleep, mental health, debt, male and female health concerns.

### Mental Health and Wellbeing Policy

Over the last 12 months, Camgrain has invested in colleague welfare with the introduction and training of 7 Mental Health First Aiders, a new Wellbeing Policy and Colleague Wellness Action Plans to further support colleagues that may be suffering with a mental health concern.

Further management and colleague training is planned to improve awareness of mental health conditions and how to spot the signs that an individual is struggling.



### Access to 24/7 GP, Mental Health and Wellbeing Services

Through Met Life, our colleagues and their dependants have 24/7 access to an online GP including mental health support and wellbeing services.

### Overhaul current HR processes and systems to ensure they are the best they can be

We have reviewed all HR documents and processes to ensure that these are up-to-date and best serve our colleagues. This includes improvements to our sickness, induction, appraisal and performance processes.

We are continuing to review and add policies.

### Develop the capability of our people to be the best they can be

We realise that our managers are central to our success, and we need to provide them with the tools they need to feel empowered to manage their teams. We are therefore improving the coaching and mentoring our managers receive and will deliver this via practical workshops.



## Training and Development

We recognise the roles our colleagues have in achieving business goals and we place a great deal of emphasis on having a skilled workforce. We are committed to ensuring that all of our colleagues have access to development and training opportunities in order to enable them to enhance their knowledge and skill set, ensuring that they are able to work in a safe and efficient manner and develop themselves further.

### Apprenticeships

Apprenticeships are an excellent means to combine hands-on experience with education. We offer engineering apprenticeships to attract new talent and to also grow and nurture our own colleagues to give them more formal qualifications and skills. We are also hoping to attract more young people into the industry to address a skills shortage within different areas.

### Improve the collaboration between the HR department and the rest of the organisation

As our HR team is small and in-house, we enjoy positive relationships across the organisation. We will seek to strengthen these by consistently demonstrating the value of the work we do and by continuously reviewing and improving the HR offer.



# Our Communities

Our Membership  
Volunteering and Fundraising  
Supporting Local Communities  
Supporting Charities  
Awards and Accreditation  
Our Partners



## Our Membership

At Camgrain we have circa 450 farmer members who send in approx. 380kt of arable combinable crops.

Our members are spread over a large area from East Anglia, across central England to the Midlands.

Our members join and use Camgrain for a multitude of reasons including:

- To act as their farm store.
- To provide expertise in the drying, blending and storing of their crops.
- To allow them to use their farm buildings for other purposes (rather than storing grain).
- To handle niche or specialist crops that would be hard to manage on-farm and require additional segregation.
- To access fast harvest movement from farm to store.
- To add expertise to the marketing of their crop.
- To provide access to premium markets not available ex-farm.

No two members are the same and we tailor our offer and work with our members to satisfy their needs.

Where members are partaking in non-traditional farming methods or producing an organic crop, we support them with specialist storage solutions.

We regularly meet with our members and hold various events to ensure that their Society is working for them and operating in their best interests. These include:

- Challenge Camgrain online and in-person events.
- Online Member Marketing Forums.
- Members Council meetings.
- Moisture Meter Clinics covering all locations.
- Conferences and specialist meetings.
- Our Farm Sustainability group.
- Our AGM hosted at our largest store in Cambridge.

During peak harvest we operate our stores 24 hours a day, 7 days a week.



## Volunteering

We recognise that our colleagues want to make a difference and support good causes, there are many benefits in coming together to raise funds and support good causes;

### Volunteering days

Camgrain supports community engagement through a volunteering policy that allows colleagues up to two paid working days per year to contribute their time and skills to charities, not-for-profit organisations and local good causes.

### Blue Cross Horse Rehoming Centre

*Nicki Arnold - Head of Membership*

Nicki recently used a Volunteering Day to support the Blue Cross Horse Rehoming Centre. In addition, Nicki will be acting as a fosterer, providing temporary care for ponies before they transition to their permanent homes.

### Essex Young Farmers Annual Country Show

*Lucy Hitchcock - Operations Support Manager*

In May 2025, Lucy, Chairman of Essex Young Farmers, volunteered at the annual Show Rally – a highlight of the year that brings together members, supporters, and the wider community. Lucy took charge of catering on the day, providing food and drinks to around 50 attendees on three separate occasions. The smiles, teamwork, and pride shared by everyone involved made the experience truly worthwhile.

### Scout Hut Renovations

*Adam Orriss – Grain Store Supervisor*

Adam used his volunteering days to support the local Scouts group. He assisted with renovations to their garage and storeroom, helping to create a larger storage area for games, tents, cooking equipment, and stationery. The following day, Adam contributed further by supporting painting and general DIY tasks around the Scout huts. He plans to use future volunteer days to install new lights in the storeroom and cut down a very overgrown hedge.



## Supporting our Local Communities

### The National Defibrillator Register

All three of our sites have defibrillators registered with The Circuit (British Heart Foundation's National Defibrillator Network). This ensures that in the event of an emergency, the emergency services can quickly locate and access these life-saving units. With our sites positioned close to local villages and major motorways, this could make a vital difference in protecting our community.



### Linton Fireworks

For over a decade, Camgrain has proudly supported the annual Linton Fireworks, a much-loved community event that raises vital funds for the local schools in Linton, including CE Infant School, Linton Heights Junior School, Linton Village College and the Granta School.

Each year, we contribute support by providing a telehandler with a trained operator, along with generator and tower light hire, helping to ensure the event's continued success.

### Rushton Parish Village Bench

Camgrain was approached by Rushton Parish Council to support the restoration of a village bench that had significantly deteriorated. As a gesture of thanks to the local community for their patience during the pipework installation for the Navara Oat Milling site, Camgrain restored the bench which is used daily and looks out across Rushton's nature reserve.

### Linton Community Car Wash

Colleagues at our Linton site hosted a community charity car wash, inviting local residents to have their cars washed in exchange for donations. The event successfully raised £556.70 in support of the local CE Infant School and Linton Heights Junior School.

### Burwell Cricket Club

For the past few years, Camgrain has hosted an annual colleague BBQ, cricket match, and social event at the local sports pavilion in Burwell, just 15 minutes from our Cambridge store. The event is well attended each year and provides an opportunity for colleagues to come together ahead of the harvest season.



## Supporting Charities

Camgrain colleagues take part in numerous good causes throughout the year, these include Movember, Wear it Green Day, Macmillian, World Mental Health Day and Christmas Jumper Day for Save The Children.

### Three Peaks Challenge

To mark Camgrain's 40th anniversary, a number of colleagues from across the business participated in the 'Three Peaks Challenge' to raise funds for charities close to their hearts, including Spectrum, Alzheimer's Society, and Breast Cancer Now.

The team successfully climbed the highest mountains in the UK within 24 hours, raising a total of £4,950.00 (£1,650.00 for each charity).

### Hadrian's Wall Challenge

In June 2025, five colleagues used their Volunteering Days to participate in a charity hike along the World Heritage Site wall, raising funds for Crohn's & Colitis UK, and Alzheimer's & Dementia Support Services.

The team successfully raised:

- £922 for Alzheimer's & Dementia Support Services.
- £611 for Crohn's & Colitis UK.



## Awards and Accreditation



Camgrain prides itself on setting the highest standards of food safety and all our sites work to a minimum standard of TASC. Our Cambridge site has BRCGS AA current accreditation standard.



In addition to our annual external audits and regular internal audits, we always maintain an 'audit ready' standard.



We have received a 100% Service Award from Nestle and previously awarded The Supplier of Choice Award, proof that we provide a quality product to our customers.



The organisation at the heart of the independent movement of businesses and people that campaign for the idea that a hard day's work deserves a fair day's pay. They celebrate and recognise the leadership of responsible employers who choose to go further and provide a decent standard of living by paying the real Living Wage, adopting Living Hours and Living Pensions as well as wider good employment practices.



We currently have two colleagues attending West Suffolk College on a Level 3 Maintenance and Operations Engineering Technicians/Apprenticeship. This course will last up to 36 months and include theory and practical tasks which will involve a one day release to college and completion of on the job training. We are fully supportive of their journey through this apprenticeship training and will give them all the means and opportunity to succeed. We believe that this apprenticeship will help in the development and recruitment of colleagues into engineering, an area we have struggled with recruiting in the past. We propose to expand our commitment to apprenticeship training in future years.

## Our Partners

# Frontier

Frontier Agriculture is the UK's leading crop production and grain marketing business. As the marketing partner for Camgrain, Frontier provides members with leading insights and links to a wide range of end markets through well-established contracts with the UK's key grain consumers.



**NAVARA**  
— Oat Milling —

Navara Oat Milling are dedicated oat millers focused on sourcing and milling the best quality British oats in a sustainable way. The majority of the oats are sourced from within 75 miles of the mill in Kettering.

Navara Oat Milling is a joint venture between Camgrain and Frontier Agriculture, our joint expertise and relationships in the supply chain enable us to offer support, advice and leadership in all elements of oat production and milling.



**ROBIN APPEL LTD**  
Est. 1980

Robin Appel is an Independent Grain Merchant, specialising in an array of organic and low input crops. winter and spring oats for food and drink, Maris Otter and winter malting arley, spring malting and distilling barleys, linseed and pulses contracts. The company's ethos has forever been driven by real markets and an ability to develop supply chains.



**FLB**

FreshLinc Bulk can be traced back to one of Lincolnshire's largest independent growers. Merged into the FreshLinc Group of companies in 2017, it provides bulk services for grain, sugar beet and cereal crops.

TASCC and Fertiliser Industry Assurance Scheme (FIAS) accredited, FLB operates a modern fleet of bulk tippers and curtain siders. Coupled with state of the art transport and telematic systems, FLB now drives the latest technology into the Bulk industry.

**We maximise returns to our farmer members through outstanding service in the storage, logistics and marketing of their crops.**

**S** - Safe, secure and stable

**A** - Accountable to our members and supply partners

**F** - Farmer owned, farmer focused

**E** - Expertise in the collection, storage and marketing of crops



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