

WEETABIX FOOD COMPANY

**SUSTAINABILITY
REPORT 2021**



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WELCOME TO THE 2021 WEETABIX SUSTAINABILITY REPORT



Welcome! Whether you're a die-hard Weetabix devotee, one of our hard-working employees, a supplier or a customer - or just have an interest in what we're doing in sustainability - I'm so glad you're here. Our sustainability report isn't just a compliance document for us - it's a chance to celebrate all the hard work of our teams, take stock and evaluate how we're doing, and a chance to seek inspiration and feedback from those in our network.

"We've always said at Weetabix that sustainability is baked into our DNA as a company. Since 1932, we've been a local business with big ambitions to nourish the nation with our nutritious breakfasts.

"We certainly take inspiration from those beginnings as we pursue our purpose to help people live better lives by providing better breakfasts. I'm so proud of how our team has brought such imagination, dedication and skill to build authentically on these foundations and take our business towards a sustainable future.

"You'll read this over and again this year, but the way the team has responded to the Covid-19 pandemic, rising to the extra challenges it has thrown in the way of sustainability, has been brilliant. The fact that we've been able to achieve our sustainability targets, marking some significant milestones along the way, while having a positive impact on the society around us and continuing to feed the nation, is testament to how much passion and belief exists within the business.

"We also have our Royal Warrant, which is an honour to carry and is also a vote of confidence in the sustainability credentials of the business and the journey we're on.

"As we look out to the next stage of our journey, we're now at the point of setting new, even more ambitious sustainability goals for Weetabix. I hope you enjoy reading this year's report, and that you get a sense of the exciting developments to come."

Sally Abbott
Managing Director
Weetabix Food Company UK & Ireland

AT A GLANCE: PROGRESS TO BE PROUD OF

Pillar 1

100%

of the cocoa we use is certified sustainable

Pillar 2

99%

of our packaging will be recyclable by summer 2022

Pillar 3

100%

of the purchased electricity we use is renewable

Pillar 4

99%*

of our products are non-HFSS and health and wellbeing remains a key priority for us

*For the very small minority of our products that are classified HFSS, we continue to review their nutritional profile and provide information to consumers that enable them to make tasty, healthy choices as part of a balanced lifestyle.



OUR BUSINESS IN NUMBERS

3 Million

Number of Weetabix breakfasts provided to disadvantaged schoolchildren through Magic Breakfast and Fareshare in England and Scotland over the past 12 months

1

Weetabix is the nation's favourite breakfast cereal

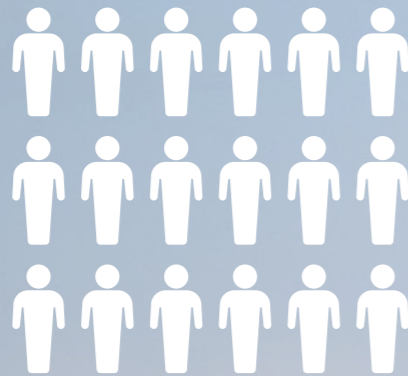


2,000

Number of FA Wildcat providers Weetabix works with to support girls' football in local communities across the UK

2,000

Number of festive meals we delivered locally to people suffering from food poverty around Northampton on Christmas Eve through our charity partner Food4Heroes



1,100

Number of people we employ - many families have worked with us for generations

14

Number of people on our Sustainability Steering Team

3

Number of Weetabix Food Company sites - our main base in Burton Latimer, plus two manufacturing hubs in Corby and Ashton-under-Lyne

70 Million

Number of wheat biscuits we make per week - enough to fill 35m breakfast bowls



56

Weetabix Food Company products



50

Number of miles that our wheat travels from farm to factory



80

Number of countries we export to



1932

Year Weetabix began - that's now 89 years of nourishing the nation!

OUR SUSTAINABILITY STRATEGY

This year marks the third year since we laid out our current sustainability strategy, the Change for Better approach, which splits our efforts into four key Pillars.

These Pillars are Sustainable Ingredients, Low-Impact Packaging, Efficient Operations and Health & Wellbeing. This report focuses on the sustainability strategy as it relates to our own branded products, but of course we are also working with our retail customers on the own brand ranges that we produce for them.

The Change for Better strategy has helped to guide our work. It has ensured that we stay focused on the main prize, which is for the Weetabix Food Company to have the biggest possible positive impact on our world, our business and our communities. This ability to focus and prioritise has been invaluable, particularly through the challenging time of the Covid-19 pandemic, and we've continued to make strong progress.

We set ourselves detailed and ambitious targets against each of the four strategic Pillars, which we've been reporting back on in our previous sustainability reports. We've made fantastic progress, as well as learning some things along the way, and we now find ourselves in the position of having met the majority of the goals laid out in our strategy.

Our Sustainability Steering Team have therefore been working hard on developing our next set of medium and long term goals, setting ourselves ambitious targets that will continue to inspire and motivate the work we do in sustainability at Weetabix.

We'll let our Pillar owners give you a glimpse into their thinking and their ambitions for the part of the strategy they lead.



👏 SUSTAINABLE INGREDIENTS

We've made such great progress in this area over the past few years, with teams across the business putting in the hard yards to ensure that all our major ingredients are now sustainably sourced and certified by third parties such as the Rainforest Alliance and RSPO. Now, we're turning our attention back to our wheat, refreshing how we work with our local farmers to take our industry-leading wheat protocol on a step. Our ambition is to stay at the forefront of sustainable farming for the long term."

Peter Chandley



👏 LOW-IMPACT PACKAGING

We're on the cusp of a big milestone in this Pillar. By summer 2022, 99% of our packaging will be recyclable, up from 93% this time last year. That represents a huge effort as we've looked for recyclable materials that will keep our carbon footprint low. Obviously getting to 100% recyclable is our next big target, which we're committed to reaching by 2025, but we're also investigating innovative ways to reduce the amount of plastic we use. Part of this is about looking beyond our direct emissions to those of our suppliers and working hard to understand how we can support them to reduce their carbon footprint too... All while making sure we minimise food waste. It's a challenge, but it's one we're up for!"

Mark Tyrrell



👏 EFFICIENT OPERATIONS

We've been doing a huge amount of work to baseline all our energy and resource usage, measuring our carbon footprint, and making steps to reduce our consumption and emissions. Switching to purchasing renewable electricity is probably our biggest single step to date, and one we're very pleased to have achieved this year."

Marko Vucenovic



👏 HEALTH AND WELLBEING

Weetabix cereals have a reputation as delicious and nutritious, and it's our job to maintain that and offer good food people can trust. We've also increased our focus over this past year on the work we're doing to support the wellbeing of our people and the communities in which we work. Danny Singh, our Inclusion Lead, has been leading the way in developing our culture of inclusion and celebrating our diversity. Marcus Rashford's Child Food Poverty Taskforce and supporting girls' football through the FA's Wildcats are just two of the many great causes we're proud to play our part in."

Zoe Brimfield & Elinor Twiselton



OUR PROGRESS

PILLAR 1

TARGET	2021 PROGRESS
Work with UTZ to achieve 100% sustainable cocoa certification.	▶ We made it! We've received certification from UTZ for all the cocoa we use across our product range.
Ensure all suppliers sign new contract that incorporates the latest ethical standards by 2022.	▶ 82% of suppliers have now signed the new contract and we're on track to reach 100% by 2022.
Update Wheat Protocol for new decade based on latest sustainable farming principles.	▶ We've now updated the Protocol to include assessing the carbon footprint. The next step is to work with our Growers Group to assess the carbon footprint of our wheat and identify ways to reduce it further together.

PILLAR 3

TARGET	2021 PROGRESS
Complete Carbon Footprint assessment to create a benchmark for CO2 reduction targets.	▶ Assessment completed and Scope 1, 2, and 3 emissions reduced by 24% from 2006 - 2019, specifically with a reduction of 29% in Scopes 1 and 2 emissions over this period. We're working towards the Government's 2050 net zero commitment.
Conduct detailed analysis of manufacturing efficiency to identify a scheme of improvements to be made.	▶ Completed, and working through scheme of energy efficiency improvements such as £220k investment in energy efficient lighting and substation upgrades with multiple phases over the coming years.
Target a 20% reduction in water consumption from 2015 figures by the year 2025.	▶ On track. This year we've invested in a capex project to capture and reuse water that becomes steam during our manufacturing process. This will save over 1 million litres of water annually.
Create a 1, 3 and 5 year plan to deliver our energy and water reduction commitments.	▶ Plans being set to reduce emissions across Scopes 1, 2 and 3, boosted by our switch to 100% renewable electricity purchased for our factory this year.

PILLAR 2

TARGET	2021 PROGRESS
Make 100% of packaging 'widely recyclable' by 2025.	▶ By summer 2022 we'll be at 99% recyclable across all our packaging. We're actively working on the remaining 1% to hit our 2025 target.
Deliver an 18% reduction in plastic packaging (compared to 2007 levels) by 2025.	▶ Last year we were a third of the way towards this target. This year we're working on reducing the thickness of the bags and wraps we use to keep cereal fresh by 10%.
Increase the amount of recycled plastic (rPET) we use in our On The Go Drinks bottles to 50% by 2022, and reduce plastic used for each bottle by 10%.	▶ We're about to switch the Protein range of drinks to 51% rPET bottles and the rest of the range will follow next year. We're also on track with the lightweighting project.
Launch recyclable wrap for Weetabix in 2021 to achieve 20% reduction in carbon footprint of Weetabix packaging.	▶ We're due to launch the recyclable Weetabix wrap next month, which will deliver the 20% carbon footprint reduction for Weetabix packaging.
Trial 100% recyclable Alpen bags and Alpen bar packaging.	▶ We ran trials for recyclable Alpen bars but couldn't find a technical solution that kept bars fresh, so we're looking at other ways to recycle the existing wrappers. The Alpen bag trial is on track and we're due to launch the new bags by January 2022.

PILLAR 4

TARGET	2021 PROGRESS
Invest in research looking at technology innovation for sugar reduction.	▶ Discovered breakthrough technology that can deliver 20% further reduction in sugar coating. Moving to product innovation stage.
Tackle food poverty by providing 2 million breakfasts to disadvantaged school children with Magic Breakfast.	▶ Provided 3 million breakfasts through Magic Breakfast and Fareshare, plus joined Marcus Rashford's Child Food Poverty Taskforce.
Set targets for our inclusion maturity score based on this year's baseline figures.	▶ Improved scores across all metrics in inclusion maturity research. Investing heavily in inclusion programme, including appointing 8 new Inclusion Champions and assigning inclusion objectives to Executive Leadership Team.
Set new targets to reduce our gender pay gap even further.	▶ We decided that setting targets for gender pay gap reduction wouldn't be as effective as working more holistically to ensure women thrive at Weetabix. We strengthened our flexible working policies through the pandemic and continue to work on a culture of Inclusion without Exception.

PILLAR 1: SUSTAINABLE INGREDIENTS



Our recipe for sustainability starts with a whole lot of ingredients... It's my job to ensure that all those ingredients are sourced responsibly. The great pleasure of working for Weetabix is the strength of relationships with our suppliers, particularly our wheat farmers who are all within a 50 mile radius of the factory. That enables us to work in partnership on sustainability, making a bigger impact together than we could have done apart."

Peter Chandley,
Head of Quality and Food Safety, Pillar 1 owner

SUSTAINABLE FROM SOURCE

From the beginnings of our sustainability strategy, we've divided Pillar 1 into two key areas. Unsurprisingly, wheat is our most important ingredient but there are some others that go towards our range of flavours and products that we felt required particular attention from a sustainability perspective.

A big priority for us was sustainable cocoa, which we use in products such as Weetabix Chocolate, Weetabix Crispy Minis and Weetos, as well as chocolate flavours of our Weetabix On the Go Drinks and Alpen bars. Unless it's certified as sustainably sourced, it's an ingredient that can have a really negative global impact in the way it is farmed, with environmental as well as social impacts on the communities that produce it. We've therefore been working hard to ensure that all of the cocoa we use, across every single product, is certified as sustainable.

Working closely with UTZ, the world's largest certification programme which is a part of the Rainforest Alliance, we've now been able to confirm that all of our cocoa is fully audited and certified sustainable. This represents a really significant amount of work across the business, from changing recipes, updating about 700 records and training staff. And that's before the auditing process itself. It's therefore with great pride that we display our UTZ Cocoa certification, adding it to our Roundtable on Sustainable Palm Oil (RSPO) certification which we achieved last year.

THE WEETABIX GROWERS GROUP

Of course we couldn't hold back from talking about wheat for much longer. From the day the very first wheat biscuit was produced in Burton Latimer in 1932, we've been passionate about the stuff. Wheat fields are a feature of the landscape in Northamptonshire and the surrounding counties, and we'd like to see it stay that way.

Our relationship with local farmers goes back to the beginnings of the company, but in the last decade we've formalised that relationship through the Weetabix Growers Group. This is a group of environmentally aware farmers who we trust to grow, harvest, store and deliver the finest quality wheat. It has enabled us to maintain our commitment to exclusively source Weetabix wheat from within a 50 mile radius of Weetabix Mills in Burton Latimer.

The past year has refocused lots of minds on the importance of buying and eating local. We ran some consumer polling last summer which found a third of respondents have been more supportive of local sourcing since the first lockdown. Nearly half (45%) would like to see big brands sourcing local ingredients to lead the way and 83% are likely to be more supportive of brands which use locally sourced ingredients.

As a business we've really felt the benefit of having close relationships with the local farmers who grow our wheat. Throughout a disruptive year - navigating the Covid-19 pandemic and Britain's departure from the European Union - the growers were incredibly supportive of Weetabix, and we're very grateful for their support.



WE STAND FOR
QUALITY INGREDIENTS,
RESPONSIBLY SOURCED.

PILLAR 1

WHAT WE'VE DONE

Sustainable cocoa

Achieved UTZ certification for sustainable cocoa across all products.

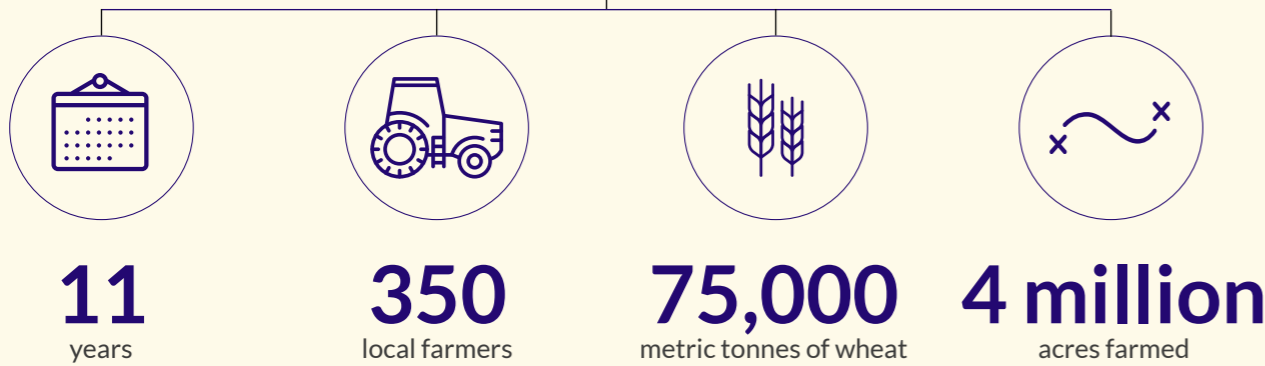
50 miles

Maintained our commitment to source wheat from 50 miles.

82%

Suppliers signed up to updated procurement standards.

GROWERS GROUP IN NUMBERS



WHAT WE'RE DOING



Updating our Wheat Protocol based on the latest sustainable farming principles.



Working with suppliers and local communities to encourage sustainable best practice.



Maintaining sustainable ingredient certifications (e.g. RSPO and UTZ).



Our local sourcing commitment not only keeps food miles low, we also require growers to abide by our Wheat Protocol, which sets out environmental as well as quality requirements. All farms must be members of an appropriate environmental scheme and be able to demonstrate compliance, as well as Red Tractor certification.

THE SECOND DECADE: NEW SUSTAINABLE HORIZONS

The Growers Group has been a key part of our sustainable sourcing policy for ten years, but we don't want to stand still. The Group has always had a stated aim of sharing best practice amongst farmers. We want to lean into this aspect of the Group as we enter its second decade, and formulate new guidelines to help our farmers achieve their sustainability goals.

We know that British farmers are facing an uncertain future and we want to equip them to thrive no matter how policies change. There are changes from the UK Government on the horizon under the Environmental Land Management scheme, but these are still under development and we want our farmers to continue pursuing best practice in the meantime.

We're currently working with the Group to find the right enhancements for the Wheat Protocol over the next decade, which could focus on one or a combination of:

- ◇ Carbon footprint measurement
- ◇ Achieving carbon neutral wheat
- ◇ Working with the Sustainable Agriculture Initiative, which includes broader measures than carbon
- ◇ Working on sustainability initiatives with local farming advisory groups

We will work with the growers to find the right targets that we can support them with. This will help with benchmarking and measuring, and ultimately help to achieve our goals. The good news is that the farmers are excited about working on sustainability with Weetabix and there is a real sense of energy and vision amongst the Group. We're looking forward to the many great things we can achieve over the next decade of sustainable wheat farming working with the Weetabix Growers Group.

"These are exciting times for UK agriculture, but there are also challenges we face with changing policies and regulations on the horizon. That's why we have been engaging with our Wheat Merchants, Protocol Growers and sustainability forums such as Sustainable Agricultural Initiative, Cool Farm Alliance, EFFP and MapofAg to help navigate the changes on the road ahead."

"By working with our Protocol Growers Group and building closer relationships with our key growers, we can assess how we can drive improvements in agriculture sustainability and biodiversity."

James Croskell, Ingredients Quality Manager

SUPPLIER RELATIONSHIPS

We've always included our relationships with suppliers under our sustainability strategy, because we recognise that we can achieve more together than we could achieve on our own.

We value our working relationship with our brilliant suppliers, all of whom are on a journey of their own with sustainability which we're proud to play our part by sharing best practice, setting high standards, and recognising outstanding achievements.

In our 2020 report, we described how we had completed a review of our supplier contracts to ensure they include updated ethical standards. We have now signed 82% of our suppliers up to these new ethical contracts, and are continuing to work with the remaining suppliers to ensure we reach 100% by 2022.

Our very own John Petre, Weetabix's Head of Supply Chain and Technical who also heads up our Sustainability Strategy, was recently asked for his top tips on engaging suppliers with sustainability by the publication *edie*. They included his advice in their [Sustainability Communications Best Practice Handbook](#):

John's top tip:

"In my experience, the rules for engaging suppliers with sustainability don't really differ that much from the ordinary rules for good supplier relationships: set clear expectations, show that you're willing to share knowledge, recognise and reward best practice."

"Be willing to share success. Often, your suppliers' hard work plays a big part in your own organisation's reputation. We run a special 'Responsible Business' award as part of our supplier engagement and we know the businesses that win it are really proud of what it says about them and use it to improve their own reputation for sustainability."

"We've expanded this focus on encouraging best practice out beyond our suppliers as well. In 2020, Weetabix took on the role of headline sponsor for the Northamptonshire Food and

Drink Awards, and we introduced a brand new award category to commend local businesses for their sustainability efforts.

"Farrington Oils won the sustainability award for its world first carbon & plastic neutral certification. Since winning, the company has also gone on to win the Queen's Award for Enterprise: Sustainable Development, showcasing the great work the local business has achieved."

Amy Clowes, Marketing Manager, PMP Recruitment talks about what it means for the business to have won the Responsible Business and Service Awards:

"PMP Recruitment is extremely proud to have won both the Responsible Business and Service Award at the 2020 Weetabix Supplier Awards. Since 2014 we have worked in partnership with Weetabix to drive improvements and efficiencies across a number of business processes, and most recently supported with changes needed to keep colleagues safe during the COVID-19 pandemic."

"Winning these awards reflects the daily hard work and dedication from our team and this recognition amongst our peers shines a spotlight on our ongoing commitment to delivering the highest level of service whilst tackling modern slavery within our industry."



PILLAR 2: LOW-IMPACT PACKAGING



I've been working at Weetabix and with packaging for over 22 years now. Before the level of attention on sustainable packaging over these past few years, most packaging professionals never thought they'd be this famous! What I love about working on our low-impact packaging Pillar is the constant challenge of balancing recyclability, food preservation and a low carbon footprint. Finding a material that hits the sweet spot between all of those competing factors is the real deal."

Mark Tyrrell,
Packaging Development Manager, Pillar 2 lead

A CLEAR FOCUS

Sustainable packaging is one of the biggest challenges for the food industry. The level of consumer, government and NGO interest, which has particularly centred on the issue of single use plastic packaging, has generated lots of good. There are many initiatives and innovations across the industry which are helping to reduce the impact of food packaging.

However, the level of noise generated has, perhaps unsurprisingly, also created a level of confusion, and sometimes changes are being made without full attention to their complete environmental impact.

At Weetabix, our Pillar 2 focus is on reducing the overall impact of our packaging. For us, that means taking a holistic view of all our packaging choices and ensuring that ultimately, they reduce waste and reduce emissions.

All the packaging changes we're trialling and putting into production this year will reduce the overall carbon footprint of our packaging by 10% by the end of 2022. That's a figure we're proud to put our name to.

RECYCLE, RECYCLE, RECYCLE

We've been following the aims of WRAP's UK Plastics Pact, which commits us to achieving 100% reusable, recyclable, or compostable packaging by 2025. As we explained in last year's sustainability report, we are aiming for 100% recyclable packaging, as we believe this is the best option for our food-grade packaging.

This year we've made a big stride forward in the journey to this milestone: by summer 2022, 99% of our packaging will be recyclable. This compares to the 93% of our packaging which was recyclable last year.

The major changes that have enabled us to reach this exciting milestone are:

- ◇ Completing our shift to 100% recyclable bottles for the Weetabix On The Go Drinks range by introducing new bottles for the Protein drinks. These new bottles are also made with 50% recycled plastic (rPET). Together, these changes produce a 9% reduction in the carbon footprint of our drinks range.
- ◇ Introducing an innovative new wrap for Weetabix, which is 100% recyclable in kerbside collections. This update shrinks the carbon footprint of Weetabix packaging by a whopping fifth (20%).



WE STAND FOR
EFFECTIVE PACKAGING
THAT DOESN'T COST
THE EARTH.

PILLAR 2

WHAT WE'VE DONE

99%

of all packaging will be recyclable by summer 2022.

Recyclable bottles

Switched to recyclable bottles for all our On The Go Drinks.

10%

Reducing plastic by 10% for On The Go Drinks bottles.

Recyclable wrap

Introduced a recyclable Weetabix wrap.

Innovations

Developed a testing model to ensure packaging innovations don't create food waste.

WHAT WE'RE DOING



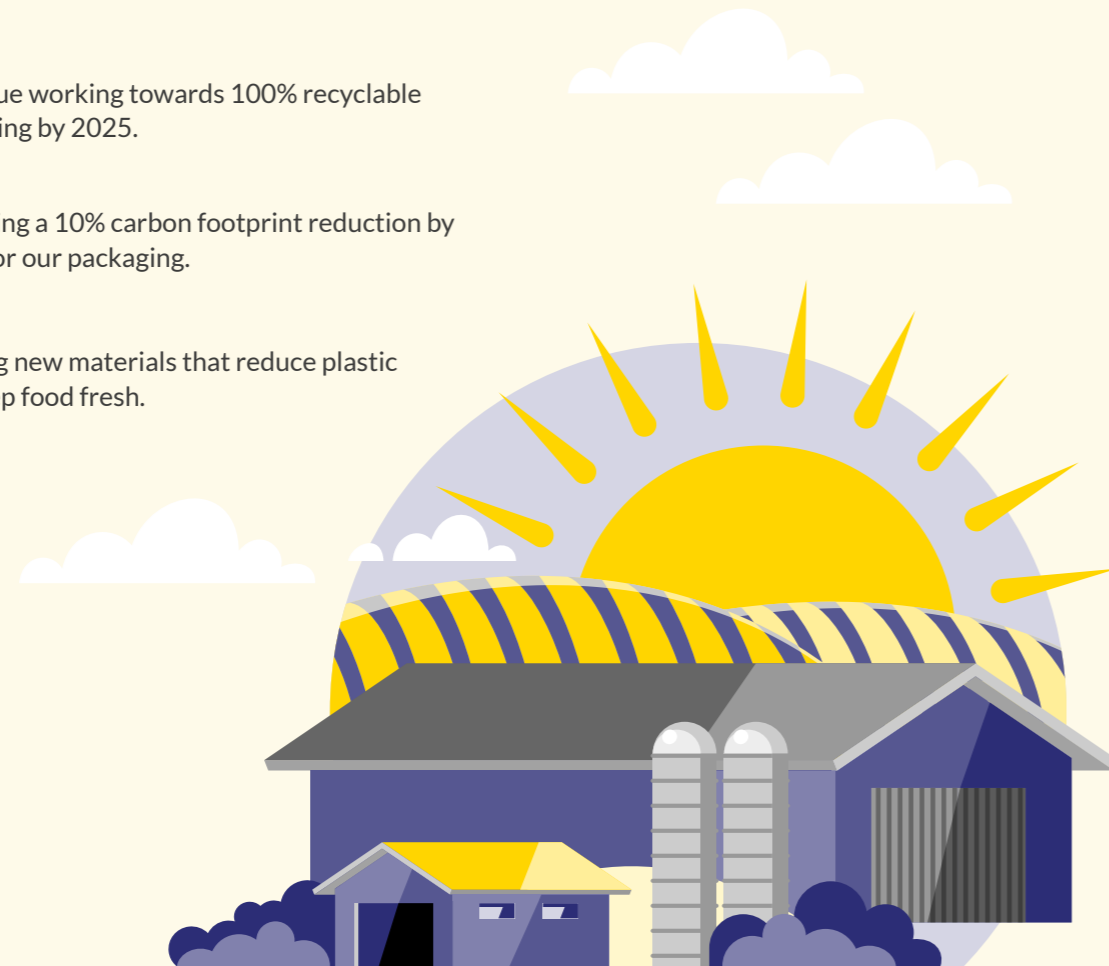
Continue working towards 100% recyclable packaging by 2025.



Achieving a 10% carbon footprint reduction by 2022 for our packaging.



Trialling new materials that reduce plastic but keep food fresh.



We're passionate about encouraging consumers who enjoy Weetabix products to do their bit by recycling our packaging. In the past year, we ran a campaign with sustainability influencer Dougie Poynter to encourage our drinks lovers to recycle their bottle, and we're rolling out consumer communications across our Weetabix social media accounts this autumn to remind everyone to do their bit.

Although we've been following along with the aims of the Plastic Pact for years, we've not officially signed up before. This year, we decided it would be a good idea to join, gaining the opportunity to share and promote best practice with the rest of the industry.

GETTING TO 100

Reaching the magic number - 100% of our packaging recyclable - remains our major focus. We're hopeful we'll be able to get there well ahead of the 2025 commitment we've made.

However, the 'low-hanging fruit', the packaging changes that can be made quickly and easily, are well and truly harvested. What remains are a handful of tricky decisions we have to make.

During the Covid-19 disruption, the factories were focused on meeting increased demand - getting enough breakfast cereal made to feed the nation - so trialling new packaging solutions was a bit slower than usual. Now that things are improving, our packaging trials are back on track and we're currently working on a number of projects.

Alpen muesli: this May, we started trialling a recyclable bag for Alpen. This has so far gone smoothly. Provided the trials continue to go well, we anticipate full-scale production by January 2022.

Recycle Ready Alpen bars: we've been through a number of trials for our Alpen bars. Some of the plastic-free materials we've trialled don't perform well enough in our factory. We've had problems with stretchy materials that don't wrap the bars securely, material that doesn't keep the cereal bars fresh - all issues that run the risk of creating food waste, which we certainly don't want.

Due to all these technical constraints, we're looking at alternative ways for consumers to recycle them easily. The wrappers are already 'Recycle Ready' because they are made from a single type of plastic which means that when the UK industry begins to collect this plastic they can be recycled easily. At the moment we're working with retailers who are trialling collections of this material for recycling which is another option.

Lightweighting projects: we've mentioned a project to reduce the amount of plastic we use in each On The Go Drinks bottle

by 15%. We're also reducing the thickness of the cereal bags and sleeves used to keep our products fresh. Simply by reducing each one by 10% we can save 31 tonnes of plastic per year, taking us to the minimum that current technology can produce for these types of bags.

rPET bottles: when we introduced our new recyclable plastic bottle, made out of PET plastic, for On The Go Drinks last year, we also included 31% recycled plastic (rPET) in the bottles. This year we've been trialling bottles with 51% recycled plastic content and should have those in stores next year.

Another important piece of our packaging is cardboard cartons. We're launching a project to reduce their carbon footprint by around 9% by using lower grammage card.



WASTE NOT WANT NOT

Although this Pillar is all about low-impact packaging, food preservation remains front of mind in all our decisions as food waste is a bigger threat to the environment than packaging waste, with a bigger carbon footprint.

We developed a model last year that predicts the effect of different materials on food waste, and it has been successful in helping us select materials to trial.

Getting the balance between plastic reduction and carbon footprint reduction is key. While there are plastic-free options out there, many of them don't keep our food fresh and so actually increase carbon footprint compared to our existing packaging.

We remain committed to doing all the due diligence to find the best environmental solutions to keep the impact of our packaging low.

FOCUS ON... SPEAKING UP FOR CHANGE

At Weetabix, we've always believed in doing the right thing even when no one is looking, and most of the time we haven't seen the need to show off what we're doing.

But when it comes to sustainability, more and more people – from consumers and customers to government stakeholders and the media – are looking, and rightly so, and specifically they're looking for businesses to put their hand up and take responsibility for their sustainability efforts to drive action and motivate others.

Over the past few years, there's been a bit of a mindset shift over at Weetabix Mills. We've always been a business with sustainable practices built into our business model, but increasingly we see the value in using our voice to inspire and advocate for "change for better" outside of our walls.

Our Sustainability lead, John Petre, has become a trusted expert who contributes to the sustainability trade publication *edie* and in June he gave the keynote at The Manufacturer's Sustainable Manufacturing Symposium.

We share our case studies with our suppliers, such as with Tesco's Supplier Network, and joined WRAP's Plastic Pact to share best practice and support the industry's efforts to make packaging sustainable.

Influencing consumer behaviour is probably the biggest challenge for sustainability professionals, but when it comes to things like people's habits around packaging disposal, it's absolutely key. Weetabix has incredible brand recognition and powerful social media and marketing platforms that give us a real responsibility as well as an opportunity to influence what people think and do around sustainability. We're always

mindful of the impact we can have on society and we've run a number of sustainability campaigns encouraging people to recycle and to think about where their food comes from.

We know that supporting communities to get back to healthy food and exercise habits in the aftermath of the pandemic is more important than ever. Our flagship partnership with the Football Association (FA) this summer focuses on encouraging people to make healthy choices to Eat Well, Play Well and Live Well. Our Weetabix Wildcats programme is focused on giving girls aged 5-11 the chance to get outdoors and play football, whether they've played before or not, to encourage them to have fun and adopt a healthy lifestyle even from a young age.

We've also used our reputation to put our weight behind campaigning causes, including Marcus Rashford's Food Poverty Taskforce and Magic Breakfast's School Breakfasts Bill.

We're under no illusion that we can bring about the kind of change that is needed all on our own, but we've become much more aware of the impact that we can have on society and the environment around us when we use our voice and our resources to stand for the change we believe in.



PILLAR 3: EFFICIENT OPERATIONS



We've had a really exciting year in this Pillar. I took on this role 12 months ago and it's been pretty busy! But I'm so proud of all we've achieved. We have ambitious plans in place and over the coming 12 months and beyond and we're planning to make really significant progress as we continue to slash our carbon footprint as part of our long-term commitment to sustainable manufacturing."

Marko Vucenovic,
Energy and Utilities Manager, Pillar 3 lead

MORE FROM LESS

As any orienteering fan knows, pinpointing exactly where you are is the first step in getting to where you want to be. Our Energy and Utilities Manager, Marko Vucenovic, has been leading a project to fully benchmark our energy and water consumption, as well as our carbon footprint, per tonnage of food we produce.

Our carbon footprint benchmarking completed by the end of 2020 shows the following:

- ◊ A reduction in Scope 1, 2, and 3 emissions by 24% from 2006 - 2019, specifically with a reduction of 29% in Scopes 1 and 2 emissions over this period
- ◊ A reduction in Scope 1 and 2 emissions of 3% from 2018 to 2019

As we look to the future of this Pillar, we're exploring a number of ambitious medium and long term goals that will help us to build on this momentum. We're working with our parent company Post Holdings Inc on ESG strategy development and focused initiatives. We are exploring the use of Science Based Targets to support our commitment to net zero carbon emissions which is a priority for Weetabix in 2022.

We're also fuelling our low carbon ambitions by investing in training for our people. Our core Efficient Operations team recently completed a Business Sustainability Management course at the University of Cambridge Institute for Sustainability Leadership and we're implementing these learnings within the business.

Marko had this to say about the experience:

"The course was enlightening. Putting us through our paces with a rigorous academic schedule but also connecting us with other sustainability professionals in a range of industries, it enabled us to start envisioning what the opportunities are for Weetabix over the next 5 or 10 years. We're already starting to put some of the skills back into the business, and we're benefitting from being part of a broad network of practitioners who are all playing their part in the development of a circular economy."



WE STAND FOR
MANUFACTURING EXCELLENCE
THAT RESPECTS RESOURCES.



PILLAR 3

WHAT WE'VE DONE

100%

Switched to 100% renewable electricity imports.

Benchmarking Study

Completed carbon footprint benchmarking.

Initiated 2020 carbon footprint study (June 2021).

Energy efficiency

Completed an energy efficiency programme.

Zero waste

Maintained zero waste to landfill.

WHAT WE'RE DOING



Setting Scopes 1, 2 & 3 emissions reduction targets, using Science Based Targets.



Exploring sustainable energy generation options to replace our CHP.



Exploring ways to improve water management.

SCOPING OUT THE FUTURE

Carbon footprint studies measure the emissions of Greenhouse gas (GHG) emissions across three different scopes. Scope 1 refers to direct emissions that we create on site, Scope 2 to any emissions created by energy we purchase, and Scope 3 includes specific emissions created by our suppliers, along with any other emissions such as travel.

We include measures to reduce GHG emissions across all three of these scopes in our strategy.

- ◇ **Scope 1** - We generate around three quarters of our energy ourselves onsite, through a Combined Heat and Power plant (CHP). We're currently looking at the feasibility of options for the future that will help us to reduce our carbon footprint further.
- ◇ **Scope 2** - We import the remaining quarter of the energy we need for our factories. You can read below about the significant switch we've made this year to zero carbon renewable electricity, slashing our Scope 2 emissions.
- ◇ **Scope 3** - This includes emissions from our major suppliers, such as our wheat farmers, packaging producers and logistics partners. You can read under Pillars 1 & 2 how we're working to reduce the carbon footprint of our wheat and packaging. We're also exploring options to collaborate with our logistics and contractor partners to see how we can reduce our Scope 3 emissions further.

SWITCHING THINGS UP

Perhaps our most exciting move this year is the switch to green energy at our factories. Through our supplier, Smartest Energy, we're importing certified natural renewable electricity generated by wind, sun or water.

This zero carbon electricity will be used to supplement the energy we generate on site through our CHP. Smartest Energy's certificate-backed renewables are audited and assured by the Carbon Trust to ensure that the origin of the renewable energy is clear and that our investment with them supports independent generators by creating market demand for renewables.

Hayley Thompson, Head of Marketing from Smartest Energy explains the impact that Weetabix's switch will have on the development of renewable energy generation in the UK:

"At Smartest Energy we work closely with small, independent renewable energy generators in the UK. The money these generators earn as a result of the sale of their power and REGOs enables the upkeep of their sites and investment in new projects, making the business case stack up to support new subsidy-free generation assets."



EFFICIENCY'S THE GAME

As you might expect in a Pillar called 'Efficient Operations', the day to day focus remains on making efficiency improvements that reduce our resource consumption.

One aspect of this work has been a focus on reducing food surplus. We have maintained our zero waste to landfill record by ensuring all waste streams are separated for recycling and re-use, including food surplus which is converted into a range of alternatives such as animal feed or biomass energy. However, we still think it's important to reduce the overall amount of food surplus because it's yet another way to reduce overall energy consumption.

On the back of our recent energy saving audit, we have also just committed to a multimillion-pound project to be completed in phases over the coming years to upgrade our transformers with the latest energy saving technology, aimed at delivering a significant reduction in our electricity consumption and carbon footprint.

It's not all about energy. We're working to meet our target of reducing water consumption by 20% by 2025, compared to our 2015 baseline. This year, we also kicked off a capital investment programme to capture and reuse the condensate (steam that becomes condensation) that is generated during our manufacturing process. This investment reduces our water consumption by millions of litres a year.

In fact, water may well get more attention over the coming years. The Food and Drink Federation (FDF) is beginning to turn from a long-running food waste reduction campaign towards a focus on water management. We will be keeping close to this programme as it develops to see how we can work with our suppliers to support efficient water management in our supply chain.

PILLAR 4: HEALTH AND WELLBEING



Whenever you tell someone you work for Weetabix they always immediately associate our products with nutritious breakfasts and healthy choices. We have a responsibility to maintain that trust, not only by providing tasty, nutritious breakfast choices, but also by creating a positive and inclusive environment to work in and by doing good in our local community. That's the focus of Pillar 4. Health and wellbeing in all its aspects has probably never been more important than in this past year, so I'm really proud to work for Weetabix and to lead this stream of work."

Zoe Brimfield,
Senior Brand Manager and joint Pillar 4 owner



Our people are absolutely at the heart of everything we do and we take their health and wellbeing seriously. We've continued to grow our commitment to our people this year in terms of how we can proactively support their physical and mental wellbeing, as well as doing all we can to really build an equal and inclusive culture. An important part of this has been offering people the flexibility they've needed over the past year, and we're taking many of the lessons from these experiences into our new ways of working so that we can better support people's professional and personal lives in the future."

Elinor Twiselton,
Engagement and Internal Communications Senior Manager and joint Pillar 4 owner

LOW IN FAT, SALT AND SUGAR

The Weetabix Food Company's reputation has always been staked on our delicious, nutritious breakfasts. That's no different today, when we still take our commitment to nutrition very seriously.

The health of the nation has clearly taken on a new focus this year, and the Government has introduced new legislation to tackle the problem of obesity in the UK. The measures, designed to tackle foods that are high in fat, salt or sugar (HFSS), should help consumers to make healthier choices.

The overwhelming majority of our products, 99%*, are non-HFSS (that is not high in fat, salt or sugar) and represent healthy choices for consumers.

WHAT'S COOKING?

Innovation is an important part of ensuring we are always offering consumers the most nutritious and delicious options. This year, we introduced tasty new products, such as Weetabix Melts and Oatibix Flakes Nutty Crunch, which all maintain our nutrition record: all our products are either green or amber traffic light rated.

*For the very small minority of our products that are classified HFSS, we continue to review their nutritional profile and provide information to consumers that enable them to make tasty, healthy choices as part of a balanced lifestyle.



WE STAND FOR GOOD FOOD
YOU CAN TRUST, AND A
GREAT PLACE TO WORK.

PILLAR 4

WHAT WE'VE DONE

Traffic light rating

Maintained green or amber nutritional traffic light rating across all products.

90%

90% of our employees recommend Weetabix Food Company as a great place to work.

3 Million

Donated 3 million breakfasts through Magic Breakfast and Fareshare to tackle food poverty.

15

Met apprenticeship target and also hired manufacturing apprentices and an engineering apprenticeship graduate into permanent roles. In total we now have 15 apprentices.

81%

Of our employees are now 'sustainably engaged'.

WHAT WE'RE DOING



Working on food science breakthrough to reduce sugar coating by 20%.



Looking to extend apprenticeship scheme further in future years.



Aiming to donate a further three million meals through Fareshare and Magic Breakfast.



After four years of successful technical innovation which saw us reduce the sugar across our portfolio by 16%, to well below the industry average and voluntary targets set by Public Health England, we chose to hold our active sugar reduction programme in 2018. At this point the gains we could make with known technology were minimal.

Since then we have been working on a series of technology development programmes to search out new technology to help us find the next big step in food science that will enable further sugar reduction. We are currently working on a project that has identified a way to reduce coated sugar by a further 20%. This exciting project is now something that we're looking to apply to products. We are also due to start a new project to look at low sugar developments on breakfast cereals... so it's very much watch this space!

BOOSTING HEALTH

Collectively as a nation as we seek to recover from the effects of the Covid-19 pandemic, our health and wellbeing have come sharply into focus. We believe we have a role to play in nourishing the nation.

Alongside our existing range of nutritious foods, we're currently exploring new products such as a range of On The Go Drinks with added vitamins and minerals that play a role in boosting the immune system.

Our flagship partnership with The FA aims to empower people to Eat Well, Play Well and Live Well. The partnership focuses on giving young girls the chance to get outside and play football in their local communities, through our support of the 2,000 FA Wildcats providers who support 40,000 Wildcats players in local communities across the UK.

The way we communicate with consumers and the information we offer them remains crucial in empowering everyone to make healthy and sustainable choices with the food they eat. We work hard to ensure consumers have the

clear, relevant information they need to make informed choices, including full nutritional traffic light labelling, certifications from recognised organisations like Red Tractor and Rainforest Alliance, and compelling social media content that helps them to understand the sustainability of Weetabix.

WORKING THROUGH A YEAR LIKE NO OTHER

In last year's report, we detailed the many measures we had taken to ensure our employees stayed safe through the Covid-19 pandemic. Of course, we have maintained those measures and kept them under regular review over the past months to ensure they are still fit for purpose.

As the focus has moved from short-term contingency planning into medium-term decisions about the 'new normal', we have increasingly focused our attention on the general health and wellbeing of our employees in these new conditions.

We've worked hard to ensure our working arrangements support people through the added pressures of the pandemic, including through flexible working arrangements. Studies into the effect of the pandemic have shown that women in particular have borne the brunt of the extra childcare and home-schooling responsibilities, so we've paid close attention to how we can help to relieve some of the stress of trying to fit work into that too.

Throughout the first half of the year, we made sure to really listen to our employees to gather their views on working through the pandemic, and what their ideal 'great place to work' would look like in the future. It's really important for us that we find a way forward that maintains the unique elements that make Weetabix what it is. The location of our head office and manufacturing teams on the same site, for example, is unusual in the industry but plays a big part in our collaborative culture and close working relationships between teams.

DIVERSITY & INCLUSION

For information about the work we're doing to create a culture of 'Inclusion without Exception' read Focus on Diversity and Inclusion on [page 34](#).

GETTING ON

In our most recent employee survey, we were delighted to hear that 90% of our workforce recommend the Weetabix Food Company as a great place to work. Over 80% of employees are 'sustainably engaged', which means they are motivated, enabled and energised to deliver their best for Weetabix. This is well above UK and industry benchmarks. We're very proud of this but we never want to stand still.

One of the areas that our employees told us could be better is our people development and line management. We've since invested in new line management training to improve the capabilities we have within our teams.

Our people development offering has also had a refresh. The pandemic forced us to make a lot of our learning and development (L&D) virtual, introducing new e-learning and bitesized modules. In fact, that has turned out to be a positive, as it allows people to fit learning into their working schedule more easily. We believe in a 70:20:10 model, which describes our ideal balance between learning on job, individual coaching or mentoring and formal L&D courses, that we want to achieve for every employee.

Our Apprenticeship scheme, which we kicked off in 2016 has been a real success story. As our next cohort of apprentices reach the end of their programmes, including both manufacturing and our very first engineering apprentices, we're feeling very proud to see them progress their careers in a variety of roles across the business, including Business Improvement, New Product Development, Manufacturing, Supply Chain and Engineering. We continue to recruit four apprentices each year, working closely with our local college to promote careers in manufacturing and engineering.

Due to the success of the scheme, we're now looking at the possibility of expanding the scheme further in future years.

"Completing an apprenticeship at Weetabix was the best start to my career I could have hoped for. Throughout the scheme, I engaged in a variety of activities that helped to improve my knowledge of the work we do and gave me the opportunity to meet lots of great people on the way. Now, in my permanent role as a Shift Manager, I'm applying everything I learnt during the apprenticeship, whilst still learning something new nearly every day."

Tom Bird,
Shift Manager

"I am so proud of our apprenticeship scheme and the talent that it is creating for the future of the business. It is hugely inspiring to be part of the apprentices' development journey as they progress through the programme, and it is fantastic to see so many of them securing permanent roles at Weetabix. The Weetabix apprenticeship programme is being recognised throughout the manufacturing sector with many of our apprentices being nominated for and reaching the finals of national awards. Our apprentices continue to make the difference for the future and we're looking forward to this year's intake of four new apprentices and working with them as they start their journey."

Paul Middlehurst,
Site General Manager and Apprenticeship Lead

CARING FOR OUR COMMUNITIES

Weetabix has always been proudly Northamptonshire born and bred (or perhaps we should say grown and made). We're closely connected with our local community, and the importance of those connections was thrown into sharp focus during the pandemic. Last year we put the spotlight on some of the amazing initiatives our employees were spearheading in and around Northampton during the early days of the crisis.

Since then, we've taken on some new projects. As headline sponsors of the Northamptonshire Food and Drink Awards (NFDA), we've had the pleasure of supporting the local food and drink businesses that make Northamptonshire such a thriving place to live and work. Through the difficult days of the lockdowns, we were able to support the NFDA team as they pivoted to provide advice and support to the many small local businesses who enter awards. It's been a pleasure to see the resilience of the local sector and we're looking forward to seeing the amazing things they've done this year at the awards ceremony in November.

Speaking of amazing things, at Christmas time in 2020, on behalf of our teams, we donated the money that would usually fund a Weetabix Christmas dinner to people in need in the local community. With the charity Food4Heroes, we were able to deliver 2,000 festive meals to people suffering from food poverty in and around Northampton on Christmas Eve.

On a national level, we've been able to respond to increased need through the pandemic with a number of initiatives to tackle food poverty. Through our partners Fareshare and Magic Breakfast, we've distributed three million meals in the past year and we're aiming to continue donating to this level in the year ahead. We've also been proud to form part of the Child Food Poverty Taskforce so ably led by Marcus Rashford as part of his campaign against hunger. Marcus has secured significant progress in the fight against food poverty, and raised awareness of the issue to new heights. Our long-term partners Grocery Aid continue to offer support to any grocery workers who face hardship.



Philip Johnson pictured with his daughter, Fay and grandson Lawrence, from Rectory Farm in Leicestershire. The Johnson family have farmed for us for 10 years and are part of the Growers Group, working with us to make sure the very best of British wheat makes it from the field to the breakfast bowl.

FOCUS ON... DIVERSITY AND INCLUSION

Danny Singh, Diversity and Inclusion Lead, shares the Weetabix 'Inclusion Without Exception' vision and the work that he's been leading to achieve it.

"It sounds like a real cliché but we have been on the most incredible journey in our diversity and inclusion at Weetabix."

"I became the D&I Lead about a year ago, and was so privileged to inherit a D&I programme that is part of the company's overall business strategy. The leadership team at Weetabix recognise the importance of inclusion in realising the business' strategic commitment to 'brilliant people', believing people do their best work when they can be themselves. Every Executive Leadership Team member now has a personal objective linked to inclusion. Having that kind of endorsement right from the top of the business is a brilliant starting point for a D&I programme that can actually make a difference."

"Two problems that diversity and inclusion programmes often run into are a lack of senior support and a lack of resource. As well as our inclusion steering group made up of senior leaders, we have a cross-functional inclusion forum which brings together passionate people from all levels within Weetabix."

"We realised this year that we needed to protect the time that these fantastic people are dedicating to their D&I work, as well as giving them an opportunity to be recognised for their efforts. We developed an official 'Inclusion Champion' role, which has a job description and objectives, as well as time allocated to it. We now have eight official 'Inclusion Champions' who play a huge role in keeping the momentum up."

"We've also benefited from third party expertise. Our 'Inclusion Without Exception' strategy was heavily influenced by the advice of D&I consultants, who showed us compelling evidence to suggest that if you focus on inclusion, making sure everyone can be their true self at work without facing prejudice, you'll attract and develop a diverse workforce."

"That strategy has already started to pay off. This year we ran our second annual Inclusion Maturity Survey, and were delighted to see we've improved across every metric. Nearly two thirds of our respondents now agree that Weetabix is an inclusive workplace."

"There's still progress to be made. Learning from the survey results, we're currently focusing on 'inclusion for all', taking a wider perspective so all our employees understand how inclusion relates to them. We've had some fantastic stories from all kinds of people who have felt the benefit of our inclusive culture, such as a working father who's used our flexible working policy and feels he's been a better dad because of it."

"We do all of this because we truly believe that it's our differences that make The Difference at Weetabix."

INCLUSION WITHOUT EXCEPTION: OUR EMPLOYEES' STORIES

Story of the month
Dustin Wood

"It's important to me that as a modern man I am a prevalent figure in my sons' life, and I take the pressure off my partner.
Having a manager who recognises this and supports me with the opportunity to play a key role in my sons' life helps me to feel included.
This gives me the right level of energy to demonstrate the right leadership behaviours at Weetabix."



INCLUSION WITHOUT EXCEPTION

Story of the month
Faruk Mulla

"Weetabix makes me feel included as I am able to observe fasting during the month of Ramadan as a Manufacturing Manager. Prayer breaks are encouraged and working times are flexible to allow me to maintain my spiritual wellbeing and fulfil my duties as a Muslim. This provides me with a positive outlook and is vital for my mental health so I am able to better lead my team.
Ramadan is a time for giving and being grateful - and I am thankful to be working at Weetabix."



INCLUSION WITHOUT EXCEPTION

Story of the month
Mahesh Joshi

"The experiences we've been through in the past few years have been extremely tough, with my wife going through cancer and recently having to shield from COVID, but working for Weetabix has made it much easier.
The flexibility has helped me immensely with keeping my family safe and secure, whilst supporting me to be able to upgrade my own skills in the Health & Safety team. Completing the Level 3 Audits have especially been so valuable for me to learn and grow in this time.
It's always been my main value to make sure I can be there for my wife and family when they need me, and Weetabix has been instrumental in allowing me to do that."



INCLUSION WITHOUT EXCEPTION

Story of the month
Phoebe Millican

"Being the first female to be offered a Weetabix apprenticeship made me feel like I'd broken through an unacknowledged barrier.
Since joining Weetabix I have been involved in numerous activities internally and externally to the business. I have always had an opportunity to learn, develop and grow my skills.
Weetabix embraces me for who I am and have helped support the career path I chose to follow."



INCLUSION WITHOUT EXCEPTION

WHAT ELSE HAVE THE INCLUSION TEAM BEEN UP TO?



Inclusion Breakfasts

We give people from the business a chance to tell their story and hear from others. These have been very well attended and have fostered greater understanding.



Regular Comms

We use a calendar of communication to give people a chance to learn about issues related to diversity and inclusion. We've recently covered Pride Month, Ramadan and Black History Month.



Inclusion Training

We run regular training sessions to equip employees for a more inclusive culture. Recent courses include Conscious Inclusion and Dealing with Banter in the Workplace.



Inclusion Site Audit

Our workplace has been audited by a third party who's helped us to make it more accessible. We now have a disability confident accreditation and new quiet space which can be used for prayer, breastfeeding, or as a space for neurodiverse colleagues.



Policy changes

We've made some changes to our business policies designed to foster a more inclusive culture. These include our flexible working policies as well as a more informal dress code.



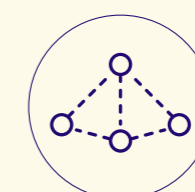
Recruitment

Our recruitment practices have been reviewed, so that we're doing all we can to attract diverse talent from the outset. We've updated our job descriptions to be gender neutral, and proactively advertise jobs to diverse candidates.



Inclusive culture

We continue to develop an environment where everyone can thrive. We've strengthened our flexible working arrangements through the pandemic and continue to work on our inclusive culture. We've expanded our pay analysis beyond gender, looking at wider data points of diversity & inclusion.



Diversity in Grocery network

Through our longterm partner Grocery Aid, Weetabix has been a member of the Diversity in Grocery network since it was founded. We will be one of the major sponsors of the event that runs in October at Wembley stadium.



Post Holdings

Danny has been representing Weetabix on Post's Diversity Council, to share best practice and hear what other part of the business have been doing.

OUR 2022 SUSTAINABILITY COMMITMENTS

PILLAR

1

- ◇ Update Wheat Protocol for new decade based on latest sustainable farming principles.
- ◇ Maintain 100% sustainable cocoa certification with UTZ.
- ◇ Reach 100% suppliers signed up to contract that incorporates new ethical standards.

PILLAR

3

- ◇ Explore the use of Science Based Targets to set emissions targets for 2022.
- ◇ Identify sustainable energy generation options to replace CHP at end of life.
- ◇ Explore ways to bring water management best practice to our teams.
- ◇ Purchase 100% renewable energy through Smartest Energy.

PILLAR

2

- ◇ Make progress towards 100% recyclable packaging by 2025.
- ◇ Reduce carbon footprint of packaging by 10%.
- ◇ Launch On The Go Drinks bottle with 51% recycled plastic content and a 10% reduction in bottle weight.
- ◇ Launch recyclable Alpen bag.

PILLAR

4

- ◇ Work on food science breakthrough to reduce sugar coating by 20%.
- ◇ Explore the expansion of our apprenticeship scheme further.
- ◇ Continue to make progress on Inclusion Maturity Score.
- ◇ Aim to donate a further three million meals through Fareshare and Magic Breakfast to tackle food poverty.
- ◇ Continue to drive employee engagement and our employee rating of a Great Place to do Great Work.

CLOSING THOUGHTS



As I look back over the past year, I'm incredibly proud of the team and to be a part of what we're doing here at Weetabix. We've continued to make progress at a good rate through challenging times, and our vision for the future has stayed imaginative and ambitious.

"It has become increasingly clear to me just how important it is that employees, customers and consumers are interested in sustainability. The engagement from different stakeholders who all have a different perspective, a different interest, and a different set of priorities, helps to keep sustainability issues fresh, relevant and front of mind.

"Some of the changes we've achieved this year seemed like they would be impossible a few years ago. By summer 2022, 99% of our packaging will be recyclable. Fully sustainable cocoa is used across all our products. Green energy is powering our factories. These are all testament to the dedication of the team and their determination to keep working away at each problem until a sustainable solution becomes possible.

"One of the strengths of our approach - distributing responsibility for sustainability between a cross functional team - is that Weetabix's progress is in the hands of a group of subject matter experts who all do this because they care.

"We're in the wonderful position of having met the majority of the targets that we set ourselves a few years ago when we

set our current sustainability strategy. Now, as we look to refresh our long term objectives, they're being proposed by people with real expertise in their focus area and whose job it will be to see each objective through to completion.

"Our targets aren't being handed down in heavy handed fashion, but are owned by the teams who will need to work day-in, day-out to make them happen. We've always said sustainability is part of the DNA of the Weetabix Food Company, and I personally believe that this set-up helps to keep it authentically part of the fabric of the business.

"As we look out to the next year, as a business and as an individual I want us to do more to inspire and learn from others - suppliers, customers, consumers, peers - through our communications, our community involvement, and within industry networks.

"We want to continue expanding our vision for the positive impact we can have, and I'm confident we'll continue creating Change for Better for many years to come."

John Petre,
Supply Chain and Technical Director,
Sustainability Steering Group Lead





**Thank you for reading our sustainability report.
We hope you found the information you were
looking for.**

At the Weetabix Food Company, our core goal is to provide tasty, nutritious products that nourish the nation. We're committed to doing this in a sustainable way, meeting our responsibilities to all our stakeholders, and we're always striving to find new ways to meet our commitments.

If you're interested in following our sustainability journey you can connect with us via our website: weetabixfoodcompany.co.uk / weetabix.co.uk



Members of the Weetabix D&I team from left to right: Paul Middlehurst, Site General Manager, Corby; Georgia Harwood-Collins, Manufacturing Apprentice; Simon Palmer, Business Improvement Manager; Nina Ohol, HR Business Partner; Emma Varlow, General Manager, Drinks; and Danny Singh, Head of Revenue Management and leader of the D&I team.

