



WEETABIX FOOD COMPANY

SUSTAINABILITY

REPORT 2023

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**STRONG COMMITMENT
TO SUSTAINABILITY**



NOURISHING THE NATION



Thank you for reading our Weetabix Food Company 2023 Sustainability Report. This year, we have decided to change our report to offer a more digitally enabled experience, blending conventional pictures and words with specially created films and animations. We hope you enjoy the experience as much as we have enjoyed creating it.

Over the past year, we have made steady progress with our Change for Even Better sustainability strategy. We know this has been another challenging year for everyone, as cost of living pressures continue to affect many aspects of life.

We also know progress on sustainability remains important to all our stakeholders, from employees and farmers through to consumers and local communities. This is why we are focused on providing tasty and nutritious products that help nourish the nation in a sustainable way.

I am pleased to say that our work developing Science Based Targets has continued and we expect to set these before the end of 2023. I am also delighted that we passed the important milestone of making 100% of our packaging recyclable this year.

The Weetabix Food Company is connected to many different communities, and we have tried to feature some of these in this report. You will hear from our sustainability experts, but also farmers in our Growers Group and some of our frontline factory workers.

We are proud of the relationship We have cultivated with the growers that farm more than 4 million acres within 50 miles of our factory to produce

Weetabix Original wheat* and we have introduced some of them to consumers on our new packaging this year.

Our connection with communities extends well beyond our supply chain. Over the past year, we have donated more than three million breakfasts via FareShare and Magic Breakfast to help ensure a healthy start to the day for those who need them.

We have been continuing work to deliver against our vision of fostering an environment of “inclusion without exception” at the Weetabix Food Company, led by our voluntary group of diversity champions.

We have also been working with The English FA and Football Association of Wales on programmes to help girls get more active, make new friends and boost their confidence. With the Lionesses’ fantastic achievement in reaching the Womens’ World Cup final, we are expecting participation in these programmes to grow strongly over the coming year.

I am a big believer in the power of teamwork, and looking forward to the continued progress we are going to make by working together in the coming year. I hope you enjoy exploring our latest report and welcome any feedback you might have.

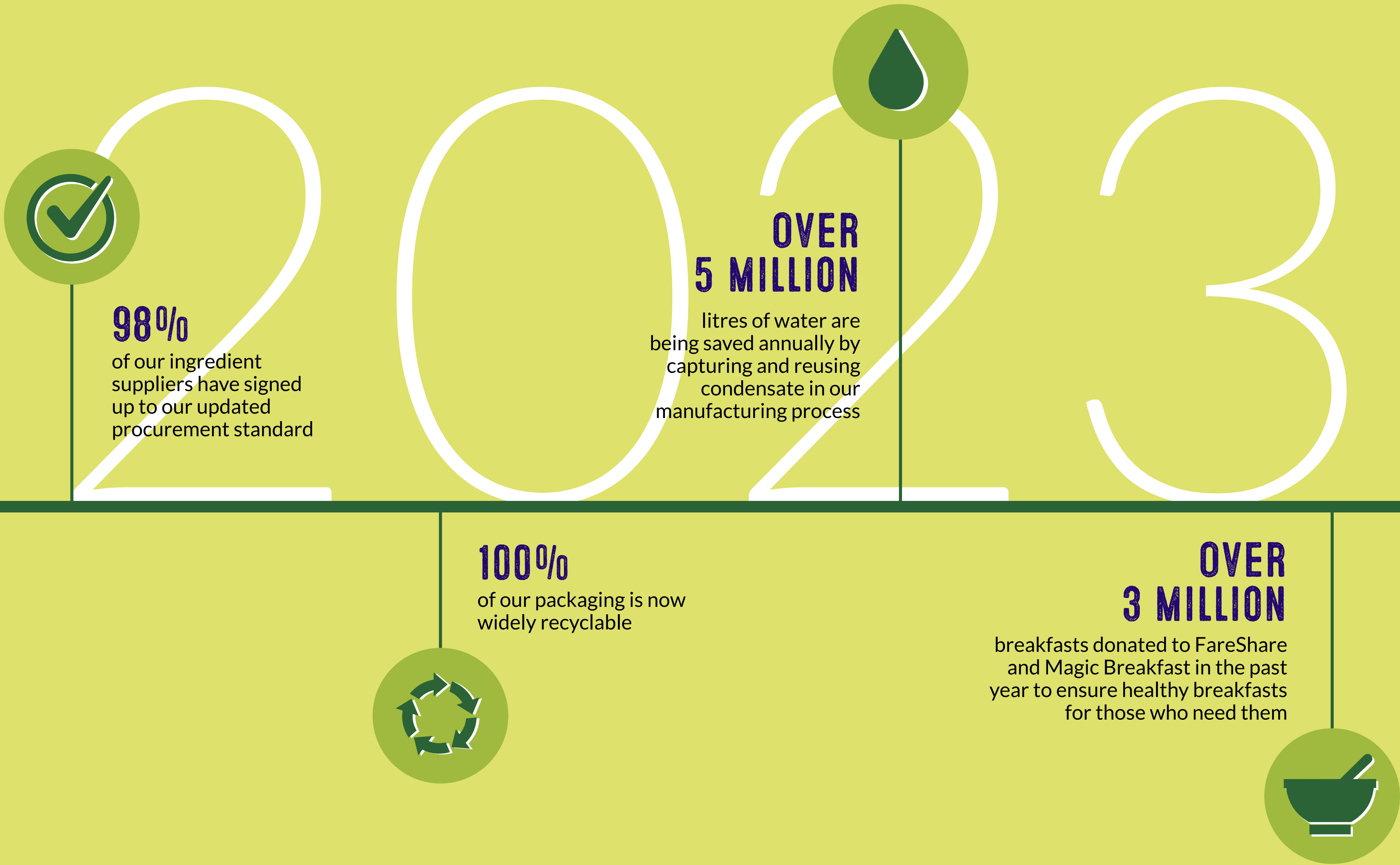
Sally Abbott

**MANAGING DIRECTOR
WEETABIX FOOD COMPANY UK & IRELAND**

[LEARN MORE >](#)

*Farm office situated within 50 miles of Weetabix Mills

2023 HIGHLIGHTS



OUR BUSINESS IN NUMBERS



IN 2022

we reached the milestone of donating 3 million breakfasts through our charity partners

41 TRAINED MENTAL HEALTH FIRST AIDERS

are now working across our business

100% OF PACKAGING

across all our brands is widely recyclable

50 MILES

is the maximum distance from within which wheat used to make Weetabix Original is sourced.

69% OF EMPLOYEES

who completed our latest inclusion maturity survey agreed Weetabix is an inclusive place to work

4 MILLION ACRES

of British countryside are farmed sustainably to grow Weetabix wheat

1,100 EMPLOYEES

work for Weetabix across our 4 sites

75,000 METRIC TONNES

of wheat is grown to make Weetabix



*Farm office situated within 50 miles of Weetabix Mills

THE JOURNEY FROM FARM TO SPOON



The 100% British wheat used to make Weetabix Original goes on a journey from field to bowl that has five key stages. We are working steadily to improve the sustainability of each stage.



Growing

Wheat seeds are planted in autumn and start to grow their roots. The wheat spends all spring growing bigger leaves and roots. The ears form in June and the grains swell up with goodness from the soil until they are ready to harvest in the summer.



Harvesting

Once the wheat is ready to harvest, our farmers wait for the right conditions and get to work with combine harvesters rolling across their fields 24 hours a day. The grain is stored on their farms until it is ready to be transported straight to our mills and turned into Weetabix.



Baking

The wheat is delivered to our factory, cleaned and stored ready for processing. We cook, dry and work the wheat into flakes so that it can be formed into our famous biscuits, before they are compressed and baked.



Distribution

Working with our distribution partners, we store the finished Weetabix in warehouses before they are transported to the wholesalers and retailers who stock our products for people to buy. The final step is for our biscuits to find their way into bowls to be enjoyed by the people who love to eat them.



Packaging

Our baked biscuits are carefully handled and packed first into a wrap, then inserted into different sized boxes before they make their way through our distribution system. 100 percent of the packaging we use is recyclable.

[< SEE THE ANIMATION](#)

OUR SUSTAINABILITY STRATEGY



Our strategy draws together initiatives under a clear vision, supported by four key pillars of action – Sourcing Responsibility, Product Responsibility, Operational Responsibility, Social Responsibility.

The different pillars allow greater representation of departments across our company in the work to deliver our strategy. This adds value and ensures our progress is informed by colleagues with a broad range of perspectives.

This annual report, which covers the period October 2022 to September 2023, gives us the chance to review and share progress against our commitments as they relate to our branded products. We are also working actively with retail customers on the own label ranges that we make for them.

We have made steady progress over the past year, continuing to improve performance and look for new opportunities to strengthen our approach. The work to develop Science Based Targets that will guide our sustainability progress has continued and we expect to be able set these before the end of 2023.

The Weetabix Food Company Sustainability Steering Team that oversees activation of Change for Even Better is a diverse group of colleagues with different backgrounds drawn from across the company. It meets on a monthly basis to oversee our progress and ensure we evolve our goals in line with business needs, best practice and stakeholder expectations.





OUR PROGRESS

PILLAR 1

SOURCING RESPONSIBILITY

COMMITMENTS

UPDATES

Extend our Carbon Footprint study to cover more wheat growers over multiple years.



We have repeated our Carbon Footprint study with more growers for the 2022 harvest. This data will provide a robust baseline from which to reduce net carbon emissions. Results from the 2022 harvest indicate that the growers surveyed use fertiliser very efficiently. This reduces water pollution and improves biodiversity.

Develop a roadmap to source Carbon Neutral Wheat.



We have developed a plan of how we will work with Weetabix growers to measure and reduce wheat net carbon emissions.

Maintain RSPO certification for Palm Oil, transition to Rainforest Alliance certified Cocoa and maintain our membership of the Roundtable of Sustainable Soy.



We insist that any Palm Oil used in our ingredients is from certified sources. Our membership of the roundtable for Sustainable Soy has been maintained.

Work with our ingredient suppliers to ensure they sign up to our ethical terms and conditions.



98% of our ingredient suppliers are signed up to Weetabix ethical terms and conditions.

PILLAR 2

PRODUCT RESPONSIBILITY

COMMITMENTS

UPDATES

Achieve 100% recyclable packaging target.



This was achieved in December 2022.

Reduce the carbon footprint of our packaging by 15%.



Changes to our plastic packaging are making big impacts on our packaging carbon footprint, for example, moving from 30% recycled content in our drinks bottle to 51% has reduced the carbon footprint by 8%. We are looking to add more recycled content to our other plastic packaging to make further reductions. Reducing the thickness of our cartons can achieve up to 20% footprint reduction, averaging out at 8-9%.

Achieve an 18% reduction in plastic packaging.



We have reduced the weight of plastics in our drinks bottle by 15% and the inner bags of our cereals by 9%. We have also reduced the amount of plastic in our Alpen portion packs and 1.1kg bags by 4%. We have further projects underway to reduce the plastic in our Weetabix wrap by 60% and additional reductions in plastic in our drinks bottle by 8%.

Implement a programme that allows consumers to understand more clearly where the wheat contained within their box of Weetabix Original has come from.



We have implemented a Wheat Traceability programme that now features on our Weetabix Original boxes to help consumers to understand the role played by the farmers in our Growers Group.



PILLAR 3

OPERATIONAL RESPONSIBILITY

COMMITMENTS

UPDATES

Set and submit Science-Based Targets to SBTi.



The work to develop Science Based Targets that will guide our sustainability progress has continued over the past year, and we expect to be able set and publish these before the end of 2023.

Continue with achieving our target of 20% reduction of Scope 1 and Scope 2 emissions by 2025, per tonne of product.



Our business continues to make good progress and is on track to achieve this target by 2025.

Continue financial year reporting of carbon footprint.



This was achieved in 2022/3.

PILLAR 4

SOCIAL RESPONSIBILITY

COMMITMENTS

UPDATES

Continue to support local and our chosen national charities.



This was achieved in 2022/3. See the report chapter on 'Social responsibility' for more details.

Donate 3 million breakfasts to FareShare and Magic Breakfast.



This was achieved in 2022/3.

Continue to onboard new manufacturing and engineering apprentices into our scheme maintaining our intake numbers as a minimum.



This was achieved in 2022/3.

Support the Mental Health First Aiders (MHFA) programme, providing further training to increase MHFA in our manufacturing and engineering functions.

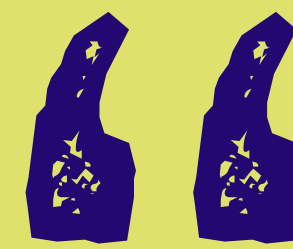


This was achieved in 2022/3. We now have 41 trained MHFAs working across our business.





PILLAR 1: SOURCING RESPONSIBILITY



**WORKING WITH OUR GROWERS TO HELP THEM UNDERSTAND HOW TO
REDUCE NITROGEN INPUTS TO WHEAT PRODUCTION AND ASSESSING
THE POTENTIAL FOR CARBON SEQUESTRATION PRESENT THE BIGGEST
OPPORTUNITIES FOR EMISSIONS REDUCTIONS, AS WELL AS WATER
QUALITY AND BIODIVERSITY IMPROVEMENTS.**

Peter Chandley,
Head of Quality and Food Safety, Pillar Leader

WORKING TOWARDS NET ZERO CARBON WHEAT



At Weetabix, we are committed to helping our farmers on their journey to producing net zero carbon wheat while enhancing soil quality, improving crop resilience and managing the risks presented by the uncertain environment in which they are working.

In 2022, we completed our first wheat production carbon footprint study with a representative group of volunteer farmers from within our Growers Group. The study showed their 2021 harvest was produced with significantly lower emissions than the standard factors for UK wheat production used in previous calculations.

Following this successful first study, we have repeated the carbon footprint study with an expanded group of volunteer farmers over the past year. The results have backed up the findings from the first year and provide us with a robust baseline on which to base our work to achieve further reductions.

We have established a smaller pioneer group of growers and industry specialists

to work together in exploring ways to reduce the carbon emissions of wheat grown for Weetabix original biscuits. Working with Map of Ag, a global data platform that provides insights to the agriculture industry, we are collating and analysing extensive historic data from this pioneering group to provide real insights on the impact of climate, soil type variety and farming techniques on carbon emissions.

We have also worked with two farmers this year to evaluate new carbon reduction technologies, including regenerative agriculture techniques, precision nitrogen applications and soil assessments. The team is focused on optimising the amount of nitrogen fertiliser applied to the wheat and assessing how carbon can be absorbed rather than released through farming methods, a process known as sequestration. These two areas present the biggest opportunity for net greenhouse gas emission reduction. Reducing nitrogen application also helps to improve water quality and biodiversity.

From this work, we will better understand the impact of farming practices, our growers' ability to produce lower carbon wheat and how we can close the gap to achieving net carbon zero wheat.

We are recruiting more volunteer farmers into our pioneer group over the coming year to develop a cohort of low carbon growers. As we continue on this journey, we hope to share learnings with others to help the industry move forward together.



WHAT WE'VE DONE



Maintained our commitment

to source wheat from 50 miles from our Growers Group*.



Set up a group of pioneer growers

and industry specialists to work together in understanding how to reduce the carbon footprint of the wheat they harvest. They have carried out detailed nitrogen monitoring on the 2023 harvest to directly assess impact of reduction initiatives on carbon emissions.



Sourcing soy, palm oil and cocoa

through certified sustainable schemes.



Ensured that 98% of our ingredient suppliers

are either signed up to our ethical terms for procurement or have equivalent policies in place.

*Farm office situated within 50 miles of Weetabix Mills

WHAT WE'RE DOING



Continuing on our journey

to understand how we can reduce greenhouse gas emissions associated with our wheat growing by reducing nitrogen fertiliser addition and soil management with our Growers Group pioneers.



Facilitating collaboration

between merchants, industry specialists and wheat growers to help them support farmers' transition to more sustainable farming practices.



Updating our protocol

for wheat growing to reflect best practice and reflect changes in UK agricultural policy post Brexit.

THE WEETABIX GROWERS GROUP

We require wheat grown to a clear set of standards in order to produce Weetabix original biscuits. Following analysis of the quantity and quality available from this year's harvest, we were delighted to once again be able to source 100% of our wheat for Weetabix Original from our Growers Group farming within 50 miles of our factory*.

The Weetabix Growers Group is a collective of environmentally aware farmers who we trust to grow, harvest, store and deliver the finest quality wheat. We ask them 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.

We held our Annual Growers Conference in July 2023. Representatives of our growers, merchants and support team attended to share their experiences, discuss developments to our Wheat Protocol and review best practice. This year, we invited two of the UK's leading sustainable farmers David White and Jake Fiennes to speak at the conference.

During the past year, Weetabix has also been facilitating collaboration between merchants and wheat growers, to help merchants understand how they can support farmers' transition to greener farming practices. As part of this, we are working with new sustainability recruits at ADM and Frontier to help build on sustainability initiatives within the production chain.



Every grain we grow adheres to the Weetabix protocol. Quality and providing the very best wheat is key to us and we're proud to work with a brand that strives for the best. We share a commitment to quality. When I see a box of Weetabix on the shelf, I feel really proud that we've played a part in creating the nation's favourite cereal.**

- Ben Atkinson, Weetabix Farmer



*Farm office situated within 50 miles of Weetabix Mills

**The number 1 cereal brand in the UK and ROI based on the last 52 weeks of sales



QUALITY INGREDIENTS, SUSTAINABLY SOURCED



Whilst wheat is our most important ingredient, we are also committed to ensuring we improve the sustainability of sourcing for others that we use.

We use over 1,650 tonnes of cocoa each year to flavour some of the products across our Weetabix, Weetos and Alpen range. We are signed up to UTZ, the world's largest certification programme which is a part of the Rainforest Alliance, so we can confirm the cocoa used to make all of our products over the past year was certified as sustainable in its production.

We insist that any Palm Oil used in our ingredients comes from Roundtable on Sustainable Palm Oil (RSPO) certified sources. We continue to participate in the Roundtable for Responsible Soy (RTRS) and support responsible production through the purchase of RTRS credits.

We continue to not use any Genetically Modified (GM) ingredients as defined in the regulations on GM food, traceability and labelling.

STRONG SUPPLIER RELATIONSHIPS

Over the past 90 years, the Weetabix business has grown thanks in large part to the strong supplier relationships we have built. We understand that one of the best ways we can improve the sustainability of what we do is to encourage and support our suppliers to progress along their own sustainability journeys. We are committed to playing an active part in ensuring their progress by sharing best practice, setting high standards and recognising outstanding achievements.

During the past year, we have ensured 98% of our ingredient suppliers are signed up to our ethical terms & conditions or have equivalent policies in place.



AWARD WINNING FARMERS



We were proud to be the headline sponsors of the Northamptonshire Food and Drink Awards and again this year sponsored an award that celebrates the outstanding work farmers are doing to develop more sustainable practices. The shortlisted farmers this year were:

JA Knight & Sons Farmers Ltd.

J A Knight & Son Farmers Ltd. is a successful family-run business based near Walgrave, Northamptonshire. In recent years, they have transformed the way land is farmed using both modern technologies to reduce chemical and fertiliser additions, as well as changing land use to encourage wildlife and biodiversity. The farm has planted eight acres of woodland as well as enabling the creation of a 'nature corridor' from the farm to Pitford Reservoir.

Courteenhall Farms

Courteenhall Estate is set in 2,000 acres of historic farm and parkland in South Northamptonshire. It has been owned and managed by the Wake family since 1672 and has been farmed constantly throughout that time. The farm was traditionally arable with a rotation of wheat and rapeseed, but over the last few years it has been strategically changed to a wider rotation and is now being farmed in new and innovative ways. Dr Johnny Wake is Managing Partner of Courteenhall and is on a mission to secure a sustainable future today and for generations to follow, and for the estate to be carbon neutral by 2030, if not sooner.

J.E. Atkinson & Son

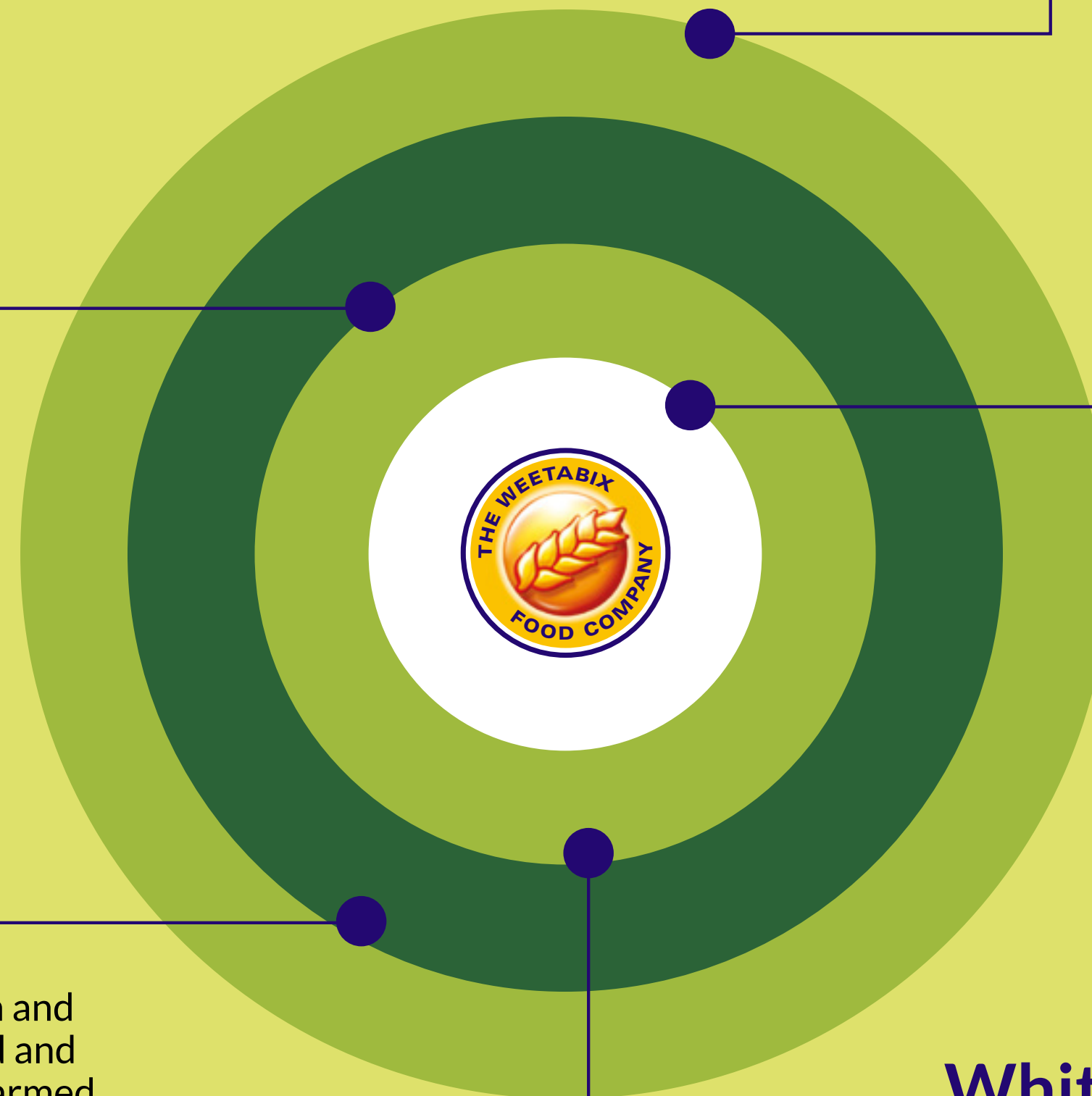
The Atkinson family have been farming in Lincolnshire for eight generations, and today are farming over 7,000 acres. A while back, the family realised that working with nature and understanding the soil was the only sustainable path for the business. With the help of specialist consultants, the team started their journey in regenerative farming. Five years in and the crop yields are every bit as good as they were using traditional techniques, but with a seriously reduced carbon footprint, a better bank balance, and all within a thriving natural environment.

Wold Farm

Jim Beatty took over the family farm in Burton Latimer, just one mile away from the Weetabix factory, to carry on his family's 175-year farming legacy in Northamptonshire. He has been dedicated to modernising the farm's operations while simultaneously enhancing its environmental impact without compromising productivity. Significant changes have been made to farming practices, transitioning from a conventional system to a regenerative minimum tillage approach. The farm already has 13 wind turbines producing renewable energy for the local area, and have recently installed solar panels to power the farmyard.

Whitehouse Farm

Whitehouse Farm is overseen by Will, who is a second generation farmer, working 219 acres in Bozeat with his sister. The family are committed to conservation, with long term programme of planting trees and hedgerows, installing wildlife boxes and restoring traditional wildflower meadows and ponds. At the same time, they use modern technologies to significantly reduce the application of nitrogen fertiliser within their farming activities.



FOCUS ON...

50 MILE COMMITMENT



According to a study quoted by the United Nations, production of the food we eat could be responsible for more than a third of global greenhouse gas emissions. This means reducing food-related emissions is a crucial part of tackling climate change.

We believe that consumers who want to reduce their carbon footprint can make a significant difference by looking at what they eat and choosing British foods where it is practical.

We source all the wheat for our core Weetabix range (Weetabix Original, Weetabix Chocolate and Weetabix Banana) from within a 50 mile radius of our Burton Latimer factory*. This means our products offer a lower food mile choice for people to put into their bowls at breakfast time than many other options.

Supporting our local British farming community through the way we source wheat is part of our overall approach to improving the sustainability of Weetabix. It also helps us maintain the quality and security of our wheat supplies, at a time when uncertainty is still significantly affecting global markets. Our farmers require a whole range of materials and services to support them, which presents opportunities for local businesses to create jobs and support prosperity across the wider community beyond those directly involved in agriculture.

*Farm office situated within 50 miles of Weetabix Mills





PILLAR 2: PRODUCT RESPONSIBILITY



**BY SUCCESSFULLY INTRODUCING NEW RECYCLABLE FILMS TO OUR PACKAGING
OVER THE PAST YEAR, WE HAVE MADE SURE THERE IS NO COMPROMISE ON
PRODUCT FRESHNESS, MEANING THAT OUR CONSUMERS CAN BE CONFIDENT OF
THE SAME GREAT WEETABIX QUALITY AND TASTE.**

Mark Tyrrell,
Packaging Development Manager, Joint Pillar Leader

TARGETING 100% RECYCLABILITY

The improvements we make to the way we package our products for both transport and sale to consumers have an important role to play in helping us minimise waste, improve recyclability and lower our overall carbon footprint.

In December 2022, we achieved our target of 100% recyclable packaging across all our brands. All of the Weetabix paper-based packaging components and On The Go drinks bottles can be widely recycled at home. Our plastic wrap components can be recycled with soft plastics at most major supermarkets.

One of our most significant achievements has been changing the paper wrap that protects our Weetabix biscuits within their box. The wrap is lined with a thin plastic coating to help protect the product and comply with food contact safety standards. By January 2024, we will have reduced the coating thickness down from 0.87 grams to 0.35 grams, representing a 59% reduction in material used. This will save more than 200 tonnes of plastic each year and ensures the wrap is now fully acceptable in UK curb side recycling processes.

Using our learning from the successful changes to Weetabix wrap, we have also introduced new materials for the Ready Brek portion sachets to make them 100% recyclable too.





SAVINGS IN DESIGN



Following our success in making the Weetabix wrap recyclable, we have initiated a project in which our packaging design team is investigating the potential to slim down Weetabix cartons and cases by reducing the thickness of board used. Our goal is to reduce carbon emissions through the material savings we achieve.

Changes to our plastic packaging are making big impacts on our packaging carbon footprint, for example, moving from 30% recycled content in our drinks bottle to 51% has reduced the carbon footprint by 8%. We are looking to add more recycled content to our other plastic packaging to make further reductions. Reducing the thickness of our cartons can achieve up to 20% footprint reduction, averaging out at 8-9%. We have an active program in place to complete this reduction by the end of FY24. For example, we recently reduced the weight of our Weetabix 48s carton by 4.6% and our Weetabix 72s carton by 8%.

We are also undertaking an initiative to see how we can make better use of the space in our warehouse, fill our pallets more effectively and double stack them to fit more products into lorries, which will increase the efficiency of our transport fleet, reducing miles travelled and saving carbon emissions.

Overall, the changes we have been able to make in our packaging configurations since 2020 have reduced carbon emissions of our packaging by 9.2% as a sales weighted average across all the material used.

NOURISHING THE NATION

Since the very beginning of the Weetabix Food Company, our ambition has been to nourish the nation with tasty, nutritious breakfasts. We have never lost sight of that goal and today we offer a broad range of great quality products in an array of formats developed to meet the varied breakfast needs and tastes of modern consumers.

The overwhelming majority (99%) of our sold products do not contain high levels of saturated fat, sugar or salt, offering people healthy choices to start their day.

Weetabix Original is made from whole grain wheat, which gives it more fibre than most cereals. Our biscuits contain less than 1 gram of sugar and are a good source of iron and vitamin B. Alpen also contains plenty of wholegrains, being low in saturated fat and salt, with no added sugar.

Despite our strong nutrition credentials, we are still looking for ways to improve our recipes. Over the past year, we have been working on development trials to achieve salt and sugar reductions on products we make for a number of customer brands. We want to play a positive role in inspiring and supporting efforts across the wider food industry to improve the nutritional profile of breakfast cereals.

We have introduced an update to our popular range of permissible cereal bars with the launch of Alpen Delight in the autumn of 2023. Available in six tasty flavours, the range has undergone a major makeover, with updated packaging, whilst also boasting strong nutritional credentials, with all bars containing less than 100 calories.



CHAMPIONING HOMEGROWN WHEAT

We believe better breakfasts create better lives, which is why we provide clear information on our product packaging to help consumers make informed decisions about what they buy and eat. We have always been clear on the nutritional profile of our products through the easy to understand traffic lights we include on every pack.

We are also passionate about keeping responsible production at the heart of what we do. In 2023, we have introduced new Weetabix Original packaging that incorporates elements to help consumers understand the provenance of our products.

Thanks to our packaging innovation, all elements of the packaging are marked as 100% recyclable. On the front, we have updated our messaging to champion the fact Weetabix is made from homegrown British wheat, sourced within a 50 mile radius of our Northamptonshire factory*.

On the back of packs, we are profiling some of our Growers Group farmers and information about the great work they do in protecting the environment and wildlife. Consumers can scan a QR code to learn more about the journey Weetabix makes from field to spoon. By refreshing our packaging in this way, we are making consumers more aware that buying Weetabix is a great way to support British farming and sustainable wheat production.

In addition to information on provenance, we have also introduced the NaviLens label on the front of our Weetabix Original packs for the first time. Developed by the Royal National Institute for the Blind (RNIB), the label can be used by visually impaired consumers with the help of a smartphone app to identify products more easily on shelf in retail stores.

*Farm office situated within 50 miles of Weetabix Mills



WHAT WE'VE DONE



Hit our packaging target

of 100% recyclable packaging across all our brands in December 2022, which is three years ahead of the target we had set.



Our drinks bottles

are 100% recyclable, made from 51% recycled plastic.



Reducing our impact

By changing our packaging configurations since 2020, we have reduced our carbon emissions by 9.2% as a sales weighted average across all the material used.

WHAT WE'RE DOING



Investigating the potential

to slim down Weetabix cartons and cases to reduce carbon emissions through the material savings we achieve.



Working to make better use

of the space in our warehouse, fill our pallets more effectively and double stack them to fit more products into lorries, reducing miles travelled and saving carbon emissions.



Joining the UK Plastic Pact

a unique collaboration which brings together businesses from across the entire plastics value chain.

FOCUS ON... PACKAGING INNOVATION

In 2023, the Weetabix Food Company achieved 100% recyclability of the packaging across our portfolio, two years ahead of our 2025 target. The final piece of the sustainable packaging puzzle for us was bringing Alpen 1.1kg inner bags and Ready Brek sachets in line with the credentials of the rest of our materials. We did extensive testing with our supplier to come up with recyclable film options that would run smoothly on our machines.

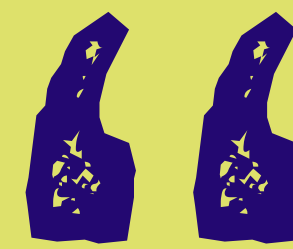
These new recyclable films ensure there is no compromise on product freshness, meaning that our consumers can be confident of the same great Weetabix quality and taste.

We will continue to look for ways we can make our packaging more sustainable as part of our quest to produce the first net zero carbon box of cereal and our wider ambition of operating as a net zero business by 2050.





PILLAR 3: OPERATIONAL RESPONSIBILITY



AS WELL AS ONGOING ENGINEERING IMPROVEMENTS, WE ARE ALSO EXPLORING HOW WE SET MEDIUM AND LONG-TERM CLIMATE GOALS ROOTED IN SCIENCE. WE EXPECT TO BE ABLE TO MAKE A FORMAL COMMITMENT TO SCIENCE BASED TARGETS BEFORE THE END OF 2023 THAT WILL DRIVE FURTHER EMISSIONS REDUCTIONS UP TO 2030 AND BEYOND.

Matthew Lawrence,
Senior Electrical Engineer, Pillar Leader

REDUCING EMISSIONS

Our latest carbon footprint studies show that we have reduced our Total Scope 1,2 & 3 emissions in absolute terms by 15,862 tCO₂e since our 2019 baseline. This equates to a 10.4% reduction.

Over the past year, our focus has been on making incremental gains through adjustments and efficiency improvements across our operation.

We have continued to work with our parent company Post Holdings Inc. on strategy development and initiatives to drive progress across all three scopes of emissions.



RENEWABLE ENERGY

We are drawing an increasing proportion of the energy we use in our business from the National Grid. Through our supplier, Smartest Energy, we have access to certificate-backed renewable electricity generation that is audited and assured by the Carbon Trust. Our investment with them supports independent generators by creating market demand for renewables.

Although we rely increasingly on renewable energy from the grid to power our manufacturing operations at Burton Latimer, we still generate a significant proportion of energy ourselves through a Combined Heat and Power Plant (CHP). We are working to upgrade this plant over the coming year to enhance its performance and efficiency, helping reduce the emissions associated with its operation.



EFFICIENCY GAINS

Like all businesses, we have been facing dramatically rising energy costs, so the benefits of incremental efficiency gains in energy, water or waste benefit our bottom line as much as they help us enhance the sustainability of our business.

We are continuing to progress a phased multi-million pound project to upgrade our transformers at Burton Latimer with the latest energy saving technology that will deliver 1,127 tCO₂ per year savings once all of the transformers are upgraded.

We are also undertaking a trial to refurbish the motors driving equipment within our wheat mills. We are aiming to achieve a 20% reduction in energy consumption through this trial,

potentially saving up to 483 tonnes of carbon emissions per annum if we undertake refurbishment across all our mills.

We are looking beyond energy to use water in our manufacturing plants and offices more efficiently too, with a target for 2025 to reduce consumption by 20% from our 2019 baseline of 252,955 m³. We are currently on track with FY22 figures showing a 28% reduction.

We have continued to send zero waste to landfill since 2015 by ensuring all waste streams are separated for recycling or re-use. All food surplus goes either for human consumption and charity donation if appropriate, or processing into animal feed if not. All our non-food waste is recovered for recycling, with nothing going to landfill.



SETTING OUR SIGHTS ON NET ZERO

Although we are very much focused on making day-to-day progress with our efficiency programmes, we are also continuing to formulate longer-term plans to help us achieve our 2050 ambition of operating as a net zero business.

We are exploring medium and long-term goals and signed the Science Based Targets Initiative Letter of Intent in 2022, demonstrating our commitment to setting climate goals rooted in science. We aim to make a formal commitment to Science Based Targets before the end of 2023 that will drive further emissions reductions up to 2030.



WHAT WE'VE DONE



Reduced our emissions

in absolute terms by over 15,500 tCO₂e since 2019.



Drawing an increasing proportion

of the electricity we use in our business from the National Grid, sourced via renewable electricity generation.



Continuing to upgrade

our transformers at Burton Latimer with technology that will deliver significant electricity and carbon savings.

WHAT WE'RE DOING



Aiming to achieve

a 20% reduction in energy consumption through a trial to refurbish the motors within our wheat mills.



Working to reduce

water use by 20% in our manufacturing plants and offices by 2025.



Making a formal commitment

to Science Based Targets before the end of 2023 that will drive further emissions reductions up to 2030 and beyond.

FOCUS ON... FRONTLINE ACTION BY COLLEAGUES

Our manufacturing and engineering colleagues are on the frontline of our operational efficiency initiatives, helping make our business more sustainable through their everyday work.

“

We do regular checks of the Alpen plant. If we find materials that need disposing, we always separate them and make sure they are put in the correct recycling bin. This helps minimise waste and maximise our recycling. I think people would expect Weetabix to be doing everything we can to recycle as part of our sustainability commitments, so it feels like I'm playing my part in helping meet this expectation.

Jacob Coles, Manufacturing Apprentice

“

I think being confident that Weetabix is manufacturing sustainably is very important to consumers. That's why continuing to improve our performance is not only important for the company, but also helps safeguard our jobs. When I started 20 years ago, there was limited recycling, but now that's really changed along with plenty of energy efficiency measures. It's just common sense and has become part of our daily routines.

Adrian Lockley, Process Engineer

“

Making our products in a sustainable way helps us keeps the consumer happy and ensures they come back to Weetabix time after time. But it's also really important for the future and I want to make sure that my grandchildren see the benefit of what we're doing today. Business can have such a positive impact on the future, so Weetabix should be leading by example and others will take inspiration from that.

Richard Cottingham, Regulatory Compliance Manager

“

Working to enhance sustainability is a good way to demonstrate that we're committed to creating a better future. Our buildings are set up with sensors to ensure lights aren't left on and we save energy. We're always generating new initiatives to reduce waste in our labs. There's definitely a strong culture of trying to be more sustainable by reducing the materials we use and recycling our waste.

Gabriel Roffe, Sensory & Systems Manager





PILLAR 4: SOCIAL RESPONSIBILITY



**ENSURING EVERYONE HAS AN EQUAL OPPORTUNITY
TO ACHIEVE GREATNESS IS A PHILOSOPHY THAT RUNS
THROUGH OUR BUSINESS. WE ARE COMMITTED TO DOING
THE RIGHT THING, AND DEVELOPING AN ENVIRONMENT
WHERE EVERYONE CAN MAKE A DIFFERENCE.**

Sarah Roberts,
Communication & Engagement Manager, Pillar Leader

FOSTERING YOUNG TALENT

The Weetabix Food Company is made up of a range of inspiring people and we really are one team. Through giving our people the freedom and support to drive improvement through making decisions - what we call The Weetabix Difference - our colleagues are ambitious, lead by example and always deliver.

We kicked off our apprenticeship scheme in 2016 and it has been a real success story so far. Completing an apprenticeship at Weetabix is a great start to a young person's career - it gives them access to a variety of activities that help to improve their knowledge and skills, and also gives them the opportunity to meet great people.

In 2023, we welcomed six new manufacturing and engineering apprentices. Working alongside our experienced factory teams, our apprentices will help deliver specialised mechanical and electrical maintenance and repairs. During their training programme, they will be provided with varied and exciting experience working across our iconic brands with rotations through our Burton Latimer and Corby factories.





STRENGTHENING EMPLOYEE SUPPORT



We are always looking for new ways to ensure we create a Great Place To Do Great Work. The health and wellbeing of our people is a priority and we have taken a number of steps over the past year to strengthen the support we provide to them:

- ◇ Providing free access to GP services and making free pension advice sessions available for all our colleagues.
- ◇ Running a programme of Energy and Effectiveness week webinars and training.
- ◇ Hosting a Wellbeing Week with free sessions for colleagues hosted by national and local charities such as Mind, Aquarius, Voices and Eve.

In addition to these events, we have also developed or introduced a number of new policies over the past year to support colleagues with their health and welfare, such as menopause, IVF, miscarriages and gender transition at work.

We continue to be a member of the Employers for Carers programme which allows us to further support any colleagues who have caring responsibilities, and partnered with Carers UK to host a stand in our restaurant on National Carers Day, offering information and support to colleagues to discuss how we can help to make caring visible, valued and supported.

We continued to expand our Mental Health First Aiders programme, with 15 newly trained volunteers joining the network, making the team 41 strong across the business in all functions and across the manufacturing teams.

PROMOTING EQUALITY



Both the median and mean gender pay gap across the organisation have been decreasing at the Weetabix Food Company since 2021. The median pay gap in 2022 sat at 1.86% (down from 3.44% in 2021), with the mean pay gap at 3.64% (down from 4.02% in 2021). This was in stark contrast to the UK national gender pay gap average of 14.9%.

We are proud of these results, but know that gender equality is not just about pay – there are other factors that contribute to creating a truly balanced and inclusive workplace. This includes offering additional support to our colleagues with

caring responsibilities, those going through the menopause, those returning to work after parental leave, and a myriad of other personal circumstances that can affect our working lives.

We are working to reduce any biases or barriers to ensuring equity of opportunity for all across the Weetabix Food Company. For example, we use gender neutral language in our recruitment processes and try to ensure that our advertising output appeals to all genders. This includes partnering with new third-party providers like Equalture, which enables us to better support candidates to bring their applications to life and helps us to hire based on cognitive abilities and behaviours – the strongest indicators of job performance.

Recognising and addressing our own unconscious biases is part of the ongoing work that we’re doing to evolve the company culture to ensure it is reflective of the wider world beyond the business. In April 2023, all of our colleagues were asked to complete an Unconscious Bias training. This was the first time we have had mandatory training across the whole business on a D&I topic.

We know that flexible working is also key to achieve workplace and workload parity. There is no one-size-fits-all solution, and what might be right for one team would not necessarily suit another. We have worked with each team to help them set up working practices that support them in delivering their goals.





HARNESSING THE POWER OF DIVERSITY AND INCLUSION



We have continued to focus on delivering against our vision of fostering an environment of “inclusion without exception,” led by our voluntary group of diversity champions who meet monthly.

Our strategy is focused on four core elements:

- ◇ Diverse Thought
- ◇ Inclusive Culture
- ◇ Inclusive Workplace
- ◇ Workplace Pride

We have continued our partnership with Edit, a specialist agency working to help us navigate diversity and inclusion. In 2023, they helped us conduct a survey to measure our progress as an inclusive business, which identified that 69% of our colleagues agreed Weetabix is an inclusive place to work.

Weetabix has been a member of the Diversity & Inclusion in Grocery (DIG) for over 3 years. Some of our colleagues sit on the shared learning steering group with other members, helping to contribute and drive the shared learning content for the whole programme.

Over the past year, we have continued to host our ‘Breakfast With’ sessions. Several of our executive team members have facilitated with a range of speakers, sharing personal reflections and stories of their own experiences of inclusion and diversity. Topics have included how best to support colleagues with caring responsibilities, neurodiversity, dealing with the menopause, the experience of colleagues with different sexual orientations and the perspectives of women in the workplace – all spoken about with candour and sensitivity, and all in a completely open forum.

COMMUNITY ENGAGEMENT



Our connection with communities extends well beyond our supply chain.

As part of our work to encourage people to live healthy lives, we have continued our flagship partnership with The English FA and Football Association of Wales on developing young girls' grassroots football initiatives. The Weetabix Wildcats and the Weetabix Huddle programmes that help girls all over England and Wales get active, make new friends and boost their confidence.

We now have 64 Huddle providers, and 2,071 registered Huddle participants in England and Wales. The Weetabix Wildcats programme also now has an amazing 28,000 registered players. With the Lionesses' fantastic achievement reaching the

Womens World Cup final, we're expecting participation in these programmes to grow strongly over the coming year.

As the cost of living pressures continue to make life challenging for many families across the UK, we continue to support those who face hardship and food poverty through our work with Grocery Aid, Magic Breakfast and FareShare.

We began supporting Magic Breakfast three years ago and have committed to continue our support in 2023. Magic Breakfast's mission is to end child morning hunger in the UK for good. With as many as one in four children at risk of starting their day hungry, our support is helping Magic Breakfast provide breakfast to children in England and Scotland every school day.



In 2020 we began donating Weetabix and now donate three additional brands of cereal, all of which meet School Food Standards in England and their Scottish equivalent, The Nutritional Requirements for Food and Drink in Schools. Thanks to support from Weetabix and other food suppliers, Magic Breakfast was able to provide fuel for learning to nearly 200,000 children in disadvantaged communities over the past year, helping them start their day without the distraction of an empty stomach.

Our colleagues have taken it on themselves to get actively involved in fundraising for these important causes. Over the past year, they have hosted bake sales to raise money for FareShare, Grocery Aid Day and the NHS Big Tea. We also organised a big breakfast event across our sites for all Weetabix colleagues to raise awareness of the important work undertaken by Magic Breakfast.



WHAT WE'VE DONE



**Welcomed six
new apprentices**

to our manufacturing and
engineering team.



**Expanded our
Mental Health
First Aiders**

network to over 40 by introducing 15
newly trained volunteers.



**We have
donated 3 million
breakfasts**

through our partnership with Magic
Breakfast this year.

WHAT WE'RE DOING



Continue the reductions

in our median and mean pay gap across the Weetabix Food Company that has been taking place since 2021.



Increase the proportion

of our employees agreeing that Weetabix is an inclusive place to work in our annual inclusion maturity survey.



Expand the participation

of young girls getting active through the Weetabix Wildcats and Weetabix Huddle programmes across England and Wales.



OUR COMMITMENTS



PILLAR 1

SOURCING RESPONSIBILITY

- ◇ Maintain our commitment to source wheat within 50 miles from our Growers Group
- ◇ Continue our commitment to source low carbon wheat on our path to net zero
- ◇ Maintain RSPO certification for Palm Oil, transition to Rainforest Alliance certified Cocoa and maintain our membership of the Roundtable of Sustainable Soy
- ◇ Ensure our suppliers are signed up to our ethical terms and conditions or have equivalent policies in place

PILLAR 3

OPERATIONAL RESPONSIBILITY

- ◇ Continue to reduce water consumption to help meet our 2025 target
- ◇ Continue to review our energy consumption and carbon emissions to help drive our path to net zero
- ◇ To carry out an ESOS study to establish opportunities to reduce energy consumption and carbon emissions

PILLAR 2

PRODUCT RESPONSIBILITY

- ◇ Work with external parties on environmental labelling schemes
- ◇ Refresh and relaunch the Weetabix sustainability website

PILLAR 4

SOCIAL RESPONSIBILITY

- ◇ Increase our offering in early careers. Diversify our apprenticeship programme, increase entry level talent at different levels
- ◇ Continue to support our chosen national charities and local communities
- ◇ Continue to donate three million breakfasts to FareShare and Magic Breakfast



MEET GINNI, WEETABIX BRAND MANAGER



HAVING BEEN BROUGHT UP ON A FAMILY FARM I DEVELOPED A PASSION FOR FARMING WHICH, AFTER STUDYING MARKETING, I'VE BEEN ABLE TO DRAW ON IN MY ROLE AT WEETABIX. WHEN I ARRIVED AND LEARNED OF OUR 50 MILE RADIUS SOURCING STORY, I KNEW WE HAD TO SHOUT ABOUT THIS STORY FROM THE ROOFTOPS! I AM SO PLEASED THAT THE BUSINESS HAS GOT BEHIND THIS INITIATIVE AND CAN SEE ITS IMPORTANCE.

Virginia Farbon,
Brand Manager & Joint Pillar 2 Leader, Weetabix Food Company

[VIEW THE FULL INTERVIEW WITH GINNI >](#)

TELL US ABOUT YOUR ROLE AT THE WEETABIX FOOD COMPANY?

Having originally joined as Brand Manager for Oatibix and Weetabix Protein, I have since taken on other brands in our portfolio. I have also been asked to lead a very exciting project to refresh the packaging of Weetabix Original because I've got a background in farming - which has come in handy!

The new look packaging we're introducing champions our homegrown British wheat and fabulous community of local farmers. I'm so proud to start sharing their stories on the new packaging that will be landing on shelves this Autumn. We're also launching a new website that will help consumers learn much more about the farmers growing for Weetabix.

HOW IMPORTANT IS IT FOR WEETABIX TO MANUFACTURE ITS PRODUCTS IN A SUSTAINABLE WAY?

I think it's what our customers and consumers would expect from a brand like Weetabix. We've been a trusted favourite for many decades and today that means reassuring people who choose our products that they're buying into a brand that's serious about sustainability.

Embracing sustainability also aligns with our commitment to reduce our impacts. By championing sustainable manufacturing, we can lower our carbon footprint, reduce waste and conserve resources. Given we use 100% British wheat sourced from our Growers Group, we can also help protect wildlife and countryside through the standards we set for our supply chain too.

WHY DOES WEETABIX HAVE SUCH A STRONG COMMITMENT TO USING BRITISH WHEAT GROWN WITHIN 50 MILES OF ITS FACTORY?



We're really proud that Weetabix has always had a really close relationship with the farming community. Over the years, we've nurtured and grown our relationships so that sourcing wheat from within 50 miles of our factory in Northamptonshire has become a core part of the way we operate, and what makes us so distinctive.

It's something we think resonates strongly with our colleagues, customers, consumers and communities, so we want everyone to recognise this commitment. Sourcing 100% British wheat grown close to our factory helps us cut food miles, ensures complete transparency of where our main ingredient comes from and supports farming communities that are vital for our local economy.

YOUR FAMILY IS INVOLVED IN FARMING. IS THIS WHERE THE PASSION FOR THE PROJECT CAME FROM?

I was brought up on a farm in Cambridgeshire and my father actually used to supply Weetabix! This gave me a passion for farming which, after studying marketing, I've been able to use in my role. When I arrived and learned of our commitment to British farmers, I felt our consumers would be so interested to hear their stories. Having now met this awesome community, and seen their passion for our business, I know this is a story we should be shouting from the rooftops!

HOW IMPORTANT IS WEETABIX TO THE FARMING COMMUNITY IN NORTHAMPTONSHIRE?

Having conducted quite a few interviews with our farmers recently, I think there is no-one better to answer this question than our growers themselves! For example, one of our farmers called Jim Beaty told me: “I want to look at things with a fresh perspective and drive change in the right way so that we continue to produce the very best wheat we can for Weetabix. I love doing farm tours to educate and inspire the next generation to help them connect with the land and nature around them. We farm less than a mile away from Weetabix Mills. You can smell the Bix from here!”

WHY ARE WHEAT FARMERS APPEARING ON THE PACKAGING FOR THE FIRST TIME?

Who better to bring our sourcing story to life than the key stars of the show themselves! All of our Growers Group, have their own dynamic story and areas of interest. Whether it's the creation of renewable energy on their farms, the education of the local community or young people returning home to start the next generation of farming – all of these help to illustrate their commitment and passion, aligning with our value at Weetabix.

YOU ARE ALSO INTRODUCING THE NAVILENS CODE ON TO WEETABIX PACKAGING FOR THE FIRST TIME. WHY?

This is something we're so proud to be launching on our new packs. The NaviLens code works in association with the RNIB to allow members of the blind and partially sighted community better recognition and access to information on our packs in store and at home. This code will be present on front and side of pack so that it can be easily scanned with a smart phone so that consumers can hear an audio description of key information. We have really strong equality and inclusion commitments at Weetabix, so it feels right for us to be reflecting these in the way we develop our product packaging.



LOOKING FORWARD



Thank you for reading our 2023 Sustainability Report and we hope you enjoyed the more digital experience this year. We thoroughly enjoyed creating the report, it helps us to reflect on those things that we've done well, and realise those we could have pushed - just a little further.

Our Change for Even Better strategy has guided us again this year, but its our people that really make the difference, ensuring that sustainability remains part of our Weetabix DNA and as important to us as our customers and consumers. I look forward to working with the team to develop Science Based Targets over the remainder of this year, and to planning to reach them thereafter. We've achieved some significant steps forward this year and we intend to continue, so I hope that you'll continue to remain interested as we plot our Weetabix Food Company sustainability journey, for the good of the company, the world we live in and our future generations.

John Petre,
Supply Chain, Procurement & Technical Director



QUESTIONS OR COMMENTS?

If you are interested in following our sustainability journey or asking us questions, you can follow our brands on social media and visit weetabixfoodcompany.co.uk.

You can also learn more about the Environmental, Social and Governance (ESG) program of our parent company Post Holdings at postholdings.com/responsibility.

