

WEETABIX FOOD COMPANY

Sustainability Report 2020



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WELCOME TO THE 2020 WEETABIX SUSTAINABILITY REPORT

At Weetabix Food Company our purpose is to help people live better lives by providing better breakfasts. Our founders set Weetabix up in 1932 with this ambition and we remain true to their purpose today.

We've been working hard to ensure that we fulfil this commitment and the work highlighted in this report showcases the ways in which we are dedicated to supporting people, society and the environment through our British, locally sourced products.

Over recent months we have all encountered challenges that have impacted our lives and our communities as a result of the Covid-19 pandemic. Being resolutely committed to our purpose and our beliefs has never been more important, and we are proud to have continued to expand our positive impact through these challenging times. We have supported our employees, strengthened our health and safety protocols, and supported local communities and will continue to do so.

Since publishing our 2019 Sustainability Review, we have made strong progress across each of our key pillars under

our 'Change for Better' framework:

On Sustainable Ingredients we achieved RPSO certification for palm oil in January 2020 and we're about to move to UTZ certified cocoa. We expect to achieve full certification in 2021.

To Reduce Packaging Waste 92 percent of our packaging is now recyclable and our drinks bottles are now 100% recyclable, with 30 percent of the bottle made from recycled plastic.

Our Efficient Operations pillar targets have been boosted by the opening of the new state-of-the-art factory in Corby which uses 50 percent less energy than our previous facility.

Under Health and Wellbeing, we continue to take pride in our nutritious and delicious products, and have further reduced sugar across our range this year.

We recognise that these goals cannot be achieved in isolation and we are proud of the lasting relationships we have built over the years with partners – from growers, to suppliers, to logistics teams and retailers – to ensure that we are working together to tackle the sustainability challenges facing our society and our environment.

As an organisation we are passionate about our products and ambitious for our future. As such, we have once again set ambitious sustainability targets for the next 12 months and look forward to reporting on our progress and the positive impact we have achieved in the 2021 report.

We're very proud of the progress we have made over the past 12 months and I would personally like to thank every one of my colleagues and partners for working together towards a more sustainable future.

Sally Abbott
Managing Director
Weetabix Food Company UK & Ireland





OUR BUSINESS



Our products

We make 56 Weetabix Food Company products, the most famous of which is the Weetabix wheat biscuit. We make 70 million wheat biscuits per week, enough to fill 35 million breakfast bowls.



Our people

We employ 1,100 people in the UK, many of whom have Weetabix in the family as their parents or grandparents worked here before them.



Our locations

We're proudly Northamptonshire born and bred. Our main site is in Burton Latimer and we also have a manufacturing hub in nearby Corby and smaller factory in Manchester.



Our governance

We are led by Sally Abbott in the UK & Ireland. Our parent company is Post Holdings Inc. Our international business services 80 markets around the world.





OUR SUSTAINABILITY STRATEGY

We introduced our new Change For Better framework in 2019 following a strategic review of our sustainability approach and activity. Our Sustainability Steering Group was set up to take overall responsibility for implementing the Change For Better strategy and is made up of colleagues from different functions within the business, working into each of our four pillars.

The Sustainability Steering Group meets monthly and creates a forum for us to set annual targets, review external standards and practices, assess progress and establish plans to engage Weetabix employees with sustainability progress and initiatives. Fundamentally the Steering Group exists to drive action while ensuring that we are aligned across the business and single-minded in our focus to support people, society and the environment within each of the pillars.

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 their own brand ranges that we produce for them.

We have set ambitious targets against each of the pillars based on the 12 areas of focus within the framework, progress against which is detailed below.

Our pillar owners will be guiding you through the report, giving some context to the work that has taken place under each pillar of the strategy. So we'll hand over to them to introduce each area in their own words:

Our strategic pillars

1



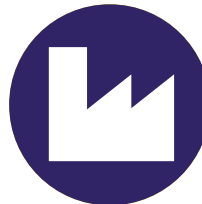
Sustainable ingredients

2



Low-impact packaging

3



Efficient operations

4



Health & well-being





Sustainable ingredients

Peter Chandley



All our Weetabix wheat is sourced from within a 50 mile radius of our Burton Latimer factory. We're incredibly proud of the impact this has, not only in terms of supporting local farmers and local communities, but also in ensuring we minimise the food miles associated with our products. In particular this year, I'm delighted that we have achieved RPSO certification for palm oil.



Low-impact packaging

Mark Tyrrell



We've been working really hard to reduce our carbon footprint and in particular to reduce the impact of packaging waste. We've made great progress in this area – 92% of our packaging is now recyclable as per our 2019 target, and we've also achieved our ambition of 30% rPET in Weetabix On The Go bottles, ahead of government targets.



Efficient operations

Lee Orbell



I chair the Sustainability Steering Group and am also responsible for our Efficient operations targets, covering energy, waste and water. Our key focus this year was twofold: firstly we wanted to undertake our carbon footprint assessment in order to create a benchmark for future CO₂ reduction targets and I'm very pleased to report that this was completed this year. Secondly, we wanted to reduce our energy usage. We've hired an Energy Manager to dedicate resource to this area, and have successfully halved the energy usage of one of our Corby factories through our investment there. We're ready and committed to working towards a net zero future.



Health & well-being

Zoe Brimfield



We have focused heavily on the health and well-being of our people and consumers over the past 12 months. We've continued to work hard on delivering good food you can trust, and have reduced sugar ahead of PHE guidelines. We're proud to have continued to support our people and our local communities through these uncertain times and our commitments in this area will continue to grow as part of our core purpose as a responsible business.



OUR PROGRESS

Pillar	2019 Commitment	2020 Progress
Sustainable Ingredients	<ul style="list-style-type: none"> Working with supply chain bodies, such as Roundtable on Responsible Palm Oil (RSPO), to ensure ingredients from recognisably sustainable sources. 	<ul style="list-style-type: none"> Achieved RSPO certification for Palm Oil in January 2020, two years earlier than our target date. Working to reach UTZ certification for Cocoa over the next 12 months.
Low-Impact Packaging	<ul style="list-style-type: none"> 90 percent of packaging recyclable, with a target of 100 percent by 2025. We have reduced our plastic packaging by 12 percent since 2007 and plan a further 18 percent reduction by 2025 Working towards 30 percent rPET in Weetabix On The Go bottles ahead of government targets set for recycled content in 2022. 	<ul style="list-style-type: none"> 92 percent now recyclable, with key change made to our On The Go Drinks bottles. We have reduced our plastic use by a further 6 percent in the last year, putting us one third of the way towards meeting our 2025 target. Achieved and made bottles 100 percent recyclable as well. Now looking into feasibility of 50 percent rPET in bottles, based on availability of recycled materials.
Efficient Operations	<ul style="list-style-type: none"> Carbon Footprint assessment completed by 2020 to create a benchmark for CO₂ reduction targets. Work with charity partner FareShare to identify ways to reduce surplus stock and waste before it occurs. We have set a target to reduce our total annual food surplus by 20 percent by 2025. Targeting a 20 percent reduction in water from 2015 figures by the year 2025. In the process of appointing a dedicated Energy Manager to help us continue to develop our approach. 	<ul style="list-style-type: none"> Assessment completed and benchmark set, ready to create CO₂ reduction targets. Submitted a report to WRAP on food surplus, working with them to identify ways to reduce amount of surplus created. On track. We have a programme of continuous improvement to help us to reduce water usage even further over the next five years. Appointed a dedicated Energy Manager, creating 1, 3 and 5 year plans for carbon footprint reduction.
Health & Wellbeing	<ul style="list-style-type: none"> Weetabix branded cereals already have less sugar than Public Health England's guidelines for 2020. Reviewing charity partnerships to see where we can align impact with our purpose. 	<ul style="list-style-type: none"> The average sugar in Weetabix products is now 26 percent less than average sugar levels in the category. Commencing charity partnership with Magic Breakfast with aim to provide 2million breakfasts annually to disadvantaged school children.





PILLAR 1: SUSTAINABLE INGREDIENTS

We stand for quality ingredients, responsibly sourced.

“ Our commitment to better breakfasts starts with responsible production, which we take care to ensure at every step of the journey from field to breakfast table. This year, we’ve made some important steps forward, and we continue to benefit from our long-standing relationships with local farmers and suppliers.

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



What we’ve done

- 1 Maintained our commitment to sourcing all the wheat for our Weetabix range from within a 50 mile radius of our factory in Burton Latimer
- 2 Updated our commitment to sustainable farming in our Growers Group Protocol
- 3 Sourced milk for our Drinks from within a 50 mile radius of the West Country factory
- 4 Achieved certification for 100 percent sustainable palm oil
- 5 Created updated procurement standards to hold our suppliers to higher ethical and environmental standards; 93 percent of suppliers are now signed up

The Weetabix Growers Group

Our relationship with local farmers goes right back to the beginnings of the Weetabix Food Company.

Today, we have our Growers Group, a collective of farmers who are proud to grow the best quality wheat for Weetabix. We continue to be committed to sourcing the wheat for Weetabix exclusively from farms within a 50 mile radius of our Burton Latimer factory. This significantly reduces the food miles involved in transporting our main raw ingredient, and it also allows us to work with farmers to establish sustainable farming practices.



Wheat for Weetabix sourced exclusively from farms within a 50 mile radius of our Burton Latimer factory

A decade of sustainable farming

Since 2010, we have been guided by the Weetabix Wheat Protocol, which we set up in collaboration with the Growers Group to establish environmental standards and produce high-quality, great-tasting wheat. These include:



Red Tractor standards for fertiliser usage



Reduced nitrogen application, and high levels of environmental stewardship such as hedgerow preservation





“

The team at Weetabix is one of the few food manufacturers that take the time to directly engage with farmers, helping to ensure high-quality wheat is grown in a sustainable way for the local environment and for farms like ours through the Wheat Protocol initiatives. The Protocol also supports environmental stewardship initiatives, such as planting hedgerows and wider field margins to sustain local wildlife.

”

Michael Sly,
Park Farm Thorney





10
years

200
farmers

75,000
tonnes of wheat

4M
acres

We regularly review and update the requirements of the Protocol. Now, as we look out to the second decade of this initiative, we are tracking scientific and industry guidance carefully to understand what the priorities are for sustainable farming, whether carbon reduction, water conservation or ecosystem preservation. We know that British farmers are facing an uncertain future, particularly in relation to subsidies, and we want to equip them to thrive no matter how policy changes. We expect to publish a new version of the Weetabix Wheat Protocol in the next year, to set us and our farmers up for another decade leading the way on sustainable sourcing.

Sustainable ingredient initiatives

Although wheat is our major ingredient, we do of course use other ingredients in varying amounts, and we're committed to ensuring these ingredients are sustainably sourced.

For instance, the milk we use in Weetabix On The Go Drinks is locally sourced from Red Tractor-approved dairies within a 50-mile radius of the factory in Bridgwater, Devon, where the drinks are made.

At the Weetabix Food Company we use a very small amount of palm oil in one of our products. We have been working with the Round Table for Sustainable Palm Oil (RSPO) to ensure that 100 percent of the oil we do use is certified as sustainable and we're pleased to say that since January 2020 we have been certified as such by the RSPO.

We have also made significant progress on cocoa. We use this raw ingredient in a number of our products such as Weetos, Weetabix Chocolate and some Alpen bars. As of October 2020, we have started to use cocoa that is certified as sustainable by UTZ, with the aim of achieving 100 percent UTZ certification in the next 12 months.

Working with Suppliers

We pride ourselves on our excellent relationships with suppliers, from our farmers and raw ingredient providers right through to our logistics partners. The strength of these relationships enables us to work closely with partners across our supply chain to ensure the highest standards of ethical and environmental compliance.

We remain one of only 135 companies across the world to receive Standard Corporate Certification from The Chartered Institute of Procurement & Supply, and the only food manufacturer. This follows an assessment of our procurement and supply operations against internationally respected standards.

In our 2019 report, we described how we were reviewing our contracts with all suppliers to ensure that updated ethical standards are incorporated into all of them. Since then, we have completed this review and included a set of ethical requirements in our supplier contracts. We have now signed 93 percent of our suppliers up to this new standard, and are continuing to work with the remaining suppliers to ensure we reach 100% by 2022.



It is great to work with a customer who places a high value on environmental protection and is keen to exchange learning experiences that can promote sustainability in the supply chain, particularly where it relates to raw materials which also provide significant nutritional benefit to consumers.

Dr Nigel Davies, Director of Technical and Sustainability, Muntons

Hon Prof Nottingham University School of Biosciences



It has clearly been a challenging year for many businesses, and we know that many in our supply chain have faced uncertainty and difficult decisions. We're committed to working with our fantastic suppliers to get through the tough times together.

Our targets

- Update Wheat Protocol for new decade based on latest sustainable farming principles
- Achieve 100% sustainable certification for Cocoa



PILLAR 2: LOW-IMPACT PACKAGING

We stand for effective packaging that doesn't cost the earth.



How to minimise the impact of our packaging is something we think about a lot, and have been working hard on for a number of years. Our priorities are finding ways to reduce the carbon footprint of our packaging, increase the recyclability, and ensure there's no risk of extra food waste. Balancing those three factors is what makes this pillar challenging, but oh so rewarding when we hit on an innovation that ticks all the boxes, like we did this year with our On The Go Drinks bottles.

Mark Tyrrell, Packaging Development Manager, Pillar 2 lead



What we've done

- 1** Made our drinks bottles 100% recyclable and introduced 30% recycled plastic to the bottle
- 2** Reduced plastic by 28% on our Weetabix wrapper, saving 102 tonnes of plastic per year
- 3** Reduced the size of the wrapper for our Alpen Light bars, saving 24 tonnes of plastic per year
- 4** Reduced the carbon footprint of our Weetabix boxes by 22%. The new boxes will launch in 2021

The countdown to 2025

We are committed to meeting the aims of the UK Plastics Pact as set out by the Waste and Resources Action Programme (WRAP). This requires us to make 100 percent of our packaging reusable, recyclable or compostable by 2025, which we are currently on track to do.

FY 2019

Complete development of 100% recyclable On The Go bottle

FY 2020

Trial 100% recyclable Alpen bags

FY 2021

Launch recyclable Weetabix Wrap

FY 2022

Launch Alpen bars in recyclable packaging

FY 2023

Launch plastic free Weetabix wrap

Figure 1: An excerpt from our five-year packaging roadmap showing steps along our journey to reach 100% recyclable packaging by 2025.



We have made significant progress towards the goal of 100 percent recyclable packaging since our last report.



As much as 92 percent of our packaging is now considered recyclable, up from 90 percent in 2019.



A big step forward is the launch of our new On The Go Drinks bottles in 100 percent recyclable and 30 percent recycled packaging.

As we introduce new packaging, we're also taking the opportunity to review and update the labelling to ensure it is clear and easy for consumers to understand. We were an early adopter of the On-Pack Recycling Label scheme six years ago and we remain committed to delivering a simple and transparent recycling message to consumers for every element of our packaging.

Small is beautiful

We are also constantly working to reduce the overall amount of packaging that we produce.

Since 2017, we've reduced the thickness of the wrapper on Alpen bars by half, and made the wrap smaller, which saves 24 tonnes of plastic per year. This year we've also been making the wrapper on our Weetabix biscuits thinner, saving 102 tonnes of plastic (and 74 tonnes of paper) per year. This process has helped us to reach a point where we will be able to launch a recyclable wrap for Weetabix in early 2021.

Together, these innovations have helped us deliver a 6 percent reduction in plastic this year, pushing us closer to our 2025 target.

The key here is finding the right balance between reducing our packaging and keeping food fresh for its entire shelf-life. Any compromises here create the risk that food will be wasted. Since food waste is a big contributor to carbon emissions and environmental damage, our concern is always to balance packaging innovation against that risk. See our Focus on Drinks (p. 14) for more on what goes into this innovation process.

A shrinking footprint

All of our packaging decisions are ultimately made on the basis of whether they reduce our carbon footprint: we believe this to be the most important measure of impact and one which is often overlooked in the efforts industry is making to trial new forms of packaging.

Simple changes can make a big impact on emissions. We are reducing the carbon footprint of our cardboard boxes this year by 22 percent by searching out new board materials

and suppliers. Our cardboard comes from FSC-certified forests in Finland.

All of the changes that we are lined up to make in the year ahead will reduce the total carbon footprint of our packaging by a fifth (20 percent).

We are looking to a world beyond plastic and trialling new materials that may be able to replace plastic in the future, such as plastic-free coatings for our Alpen bar wrappers that will still keep our bars fresh. We are working hard on innovations in this area while being mindful of the overall environmental impact of these options, as we must ensure any changes we make reduce, rather than increase, our overall carbon footprint and ensure food safety.



What we're doing

- Preparing to launch recyclable wrap for Weetabix in early 2021
- On track to reduce carbon footprint of our packaging by 20% in the next year
- Trialling 100% recyclable Alpen bags and Alpen bar packaging
- Preparing to trial On The Go Drinks bottle with 50% recycled plastic content and a 10% reduction in bottle weight



Focus on Drinks

Our Weetabix On The Go Drinks range promises consumers the Weetabix Advantage in a bottle. And it's the bottle that has been keeping us busy for the past 18 months, as we've been transforming it into the fully recyclable wonder that it is today.

Drinks Development Manager, Lindi Tembha, tells of her experience of what has been going on over the past year and why it's a significant step for Weetabix Food Company.

I joined Weetabix in March 2019 and back then we were already talking about a recyclable bottle for our drinks, but the challenges were considerable. 18 months ago, we decided to devote our efforts to making a fully recyclable bottle possible.

Our first priority is always food safety and ensuring that consumers can always enjoy the high-quality products they expect from us. As our drinks are milk-based, the packaging plays a critical part in ensuring product quality over shelf-life. Our product is sensitive to the presence of UV light, so we need the packaging to act as a barrier with a very low transmission rate of natural daylight. This preserves product quality and also keeps the vitamins and minerals in our drinks stable.

For this reason, our existing bottles were manufactured from white plastic, which was great for the drink, but not so easy to recycle. We knew we had to find a way of keeping UV light away from the product that was more sustainable.

So, we embarked on a journey of trials and testing that has taken the best part of 18 months. We trialled various recycable sleeves and bottle designs, but we had to be sure that any packaging innovation would keep the product fresh for its entire shelf life – which meant almost a year evaluating in a lab!

We worked hard to simulate the effect of being on a shelf for 10 months in a shorter space of time – exposing the product to elevated amounts of UV light – to see if we could speed the process up, but in the end there was no replacement for the real thing. Eventually, some 12 months later, we were confident that we had a 100 percent recyclable bottle that would keep the product nutritious and delicious throughout its shelf life.

This has given us a fantastic basis upon which to innovate further. We've decided to make the bottle with 30 percent recycled plastic right now, and we're considering how to bring that up to 50 percent. We're also working on making the bottle lighter, reducing the amount of plastic we use to make each one by 10 percent. Over the coming year we will also spend time looking at our multipacks and plan to innovate to deliver a reduction in packaging use there too.

All in all, it's the start of an exciting journey for us, and one that has taken a lot of dedication and commitment from everyone involved. This autumn we've been supporting the launch of our new bottle with a consumer campaign to encourage people to recycle while they're on the go. We're looking forward to consumers taking advantage of the ease with which they can recycle our new bottles.

100%

Bottle is made from 100 percent recyclable plastic

30%

Bottle made with 30 percent recycled plastic right now

50%

Considering how to bring that up to 50 percent

10%

We're also working on making the bottle lighter, reducing the amount of plastic we use to make each one by 10 percent





PILLAR 3: EFFICIENT OPERATIONS

We stand for manufacturing excellence that respects resources.

“ We’re proud of our Northamptonshire roots, and it’s fantastic to have built a global centre of manufacturing excellence here. Our new factory in Corby is now one of the best cereal plants in the UK, and of course this means in particular that it meets the highest standards of resource efficiency. We might stand here in factory boots but we certainly believe in treading lightly in terms of our carbon footprint!

Lee Orbell, Environmental Manager,
Pillar 3 lead

What we’ve done

- 1** Opened a state-of-the-art manufacturing line in Corby, cutting energy use by 50% on the line
- 2** Recruited a full time Energy Manager to focus on reducing our carbon footprint
- 3** Completed a carbon footprint benchmark study to work towards carbon reduction in light of government’s net zero commitment
- 4** Maintained our zero waste to landfill record and engaged with WRAP to cut surplus

A global centre of manufacturing excellence

We’re proud of our Northamptonshire roots, which date back to 1932, and we are committed to maintaining a global centre of manufacturing excellence here.

Our £16m investment in our site at Corby came to fruition this year, as we opened the doors and started up production at our new, state-of-the-art factory. This investment forms a key part of our sustainability strategy and efforts to maintain resource efficiency, and has already slashed the amount of energy consumed by the line in half.

”

£16M

investment in our
Corby site

50%

reduction in
energy use

This year we’ve also increased the scope of our business improvement department, who have engaged external consultants to help us baseline all our plants and the kW hour per kg of products we produce. This work started almost 12 months ago and the team will shortly be reporting back on areas for improvement. Next year, we will be able to report on efficiencies made on the basis of this research.

We’re also on track to meet our target of a 20 percent reduction in water use compared to 2015 by the end of the year. We are now working with external partners to set new baselining measurements and to help us create a new goal for water conservation.





Welcome, Marko

We're determined to reduce our energy use and carbon footprint in whatever way we can. In last year's report we let everyone know that we were actively looking to hire an Energy Manager to help us reduce the energy use and carbon footprint of the business. Enter Marko Vucenovic.

Marko was appointed as our Energy and Utilities Manager in March 2020 and has thrown himself into the role, making great strides in the seven months he has been in post.

Over to him:



It's been a busy start to my new role. My main focus has been working with teams across the business to complete a detailed benchmarking study. This gives us a clear set of measurements so that we can track our improvements across energy, water and waste usage and set goals for our carbon reduction journey.

Having completed the study, my focus has now shifted to setting a strategy, broken down into 1, 3 and 5 year goals. We're drawing on a lot of external expertise to ensure that our plans match up to industry best practice.



Our ultimate goal is of course to align with the government's commitment to reach Net Zero by 2050. We already keep our footprint low by producing 75 percent of our power on site. In the next decades, we're excited to achieve a significant reduction in carbon emissions across our business.



Waste not, want not

We're proud to say that we have maintained our record on waste this year.



We have now sent zero waste to landfill since 2016.

We have a number of ways that any waste or food surplus gets turned into useful products. Any food that is suitable for human consumption is distributed by our charity partner Fareshare to those in need, whilst lower grade surplus such as processing by-products becomes animal feed for local farms. Even the lowest grade wheat chaff is used in bird feed. Some of our waste, such as any On The Go Drinks that cannot be eaten, are used to create biofuel through a process of anaerobic digestion.

This year, we submitted our first report to WRAP on food surplus and we are working with them to identify further ways to reduce surplus.

What we're doing

- Working on a 1, 3 and 5 year plan to deliver our energy and water reduction commitments
- Benchmarking consumption across all resource use - energy, water, waste
- Conducting detailed analysis of manufacturing efficiency to identify a scheme of improvements to be made





PILLAR 4: HEALTH AND WELLBEING

We stand for good food you can trust, and a great place to work.

“ Health and wellbeing has come into sharper focus this year than perhaps ever before. The challenges of a global pandemic have been felt in nearly every walk of life but the implications for mental and physical health at work have been particularly important. We’ve also seen cereal consumption increase as individuals and families have been eating breakfast at home. Under this pillar of our sustainability strategy, we’re committed to ensuring that our breakfasts offer the healthiest start to the day, and that our people are set up to thrive.

Zoe Brimfield, Senior Brand Manager
and Pillar 4 owner



What we’ve done

- 1 Successfully reduced sugar by as much as 10% on products like Weetos
- 2 Reduced Gender Pay Gap to just 4.4%
- 3 Expanded the remit of our inclusion and diversity forum and conducted an inclusion maturity study

Nutritious and delicious

Ever since the inception of the Weetabix Food Company, we have believed that better breakfasts help to create better lives, and our nutrition credentials are a big part of this. The majority of the volume that we sell is cereals with green ratings.

Four of our cereals - Weetabix Original, Weetabix Organic, Oatibix and Ready Brek - were recognised for their excellent health credentials by Public Health England under their Change4Life campaign, as representing a healthy way to start the day.

We’re proud to offer delicious and nutritious breakfasts to consumers, and are particularly convinced of the importance of informed choices given the government’s ‘Better Health’ campaign.

Weetabix continues to be the UK’s favourite healthy cereal and is already one of the lowest salt, sugar and fat options available, with the average level of sugar in Weetabix products 26 percent less than the average sugar level in the category.

We’ve been committed to reducing the already low amounts of added sugar in our products since the mid-1990s. Since then, we’ve reduced added sugar in Weetabix Original by 25 percent to just 1.9 percent, and salt by 60 percent to 0.28 percent.

Since our last report we have continued to make steps forward in our reformulation journey. By the end of 2019, we had reduced the sugar in Weetos by a further 10





percent, bringing the total reduction up to 20 percent since the beginning of 2016. We reduced sugar by another 5 percent in Weetabix Crispy Minis Chocolate and Fruit & Nut, on top of the 14 percent reduction we had completed in 2018.

We're not content with resting on our laurels though, and we are continuing to track the latest nutritional advice and policies from the new National Institute for Health Protection as we remain committed to offering consumers the healthiest breakfast choices.

We remain committed to reducing sugar even further, but are shifting our focus to technology breakthroughs going forward. This means we'll be doing fewer individual sugar projects, freeing up resource to focus on innovation. We'll be looking for ways of making more delicious cereals that meet our better breakfasts promise.

A Great Place to Work

We're a significant local employer, with many of our 1,100 employees following in their parents' and even grandparents' footsteps. Providing a great place to work, where everyone can be their best selves and reach their full potential, is central to our purpose.

We have led the manufacturing industry on gender equality, and we're proud to have reduced our median pay gap to 4.4 percent from 6.6 percent last year. This compares to a UK average of 17.3 percent in 2019. Gender equality at work isn't just about pay, and we recognise that there are often underlying factors that contribute to the problem of a pay gap in the first place. We've worked hard to address these issues, with policies to create generous parental leave, flexible working, and learning and development that is designed to equip people upon return to work.

This year, we've expanded the impact of our inclusion and diversity forum, 'Inclusion without Exception', which we set up two years ago to create space for individuals to raise concerns, celebrate successes, educate team members and develop the inclusive culture further. It also signals our

commitment to making changes where necessary. Inclusion training with our third party provider has enabled us to have some honest and helpful discussions. Our forum has also helped us to take tangible steps, such as ensuring that our internal signage and communication as well as external

Weetabix is a great example of making an already healthy product healthier.

Public Health England





advertising accurately and sensitively reflects the diverse make-up of modern Britain.

This commitment to inclusion goes right to the top of our parent company, Post Holdings Inc. Rob Vitale, Post CEO, has written personally to employees about the issues raised by the Black Lives Matter movement, and we have been able to engage with Post's Diversity Council as we strive to make Weetabix a place for everyone to do great work.

On top of our existing annual employee engagement survey, we are running an inaugural inclusion maturity study to help us identify further actions we can take, and to help us measure the health of our organisation over the next years.

During the Covid-19 pandemic, taking care of our employees, many of whom are designated by the government as key workers, has been our first priority. For more on how we have responded and adapted, see *Caring during Covid* (p. 21).

Learning and development

We're committed to ensuring that our people get the input and opportunities they deserve.

Our WeetaLearn platform offers a wide range of courses and certified development opportunities, and over the past year our HR team have added 75 new eLearning modules and 75 video learning courses – ranging from Leadership, Management, and Sustainability to Wellbeing, Mental Health and Equality and Diversity training - plus 30 virtual workshops. We have also partnered with the Chartered Management Institute to offer more certified development.

During the lockdown, we saw great engagement with our virtual learning options as people took the time to immerse themselves in our learning and development culture.

Finally, we've maintained our commitment to employing apprentices each year through our partnership with Tresham College in Northamptonshire. This year we're delighted to welcome our first female engineering apprentice, a great step towards more inclusion in this part

of our work. For the second time, we are a finalist in the Food and Drink Federation's Apprenticeship of the Year awards, having previously been highly commended in the Food Manufacturing Awards.

Community

Our local community in and around Northamptonshire is very important to us. We have a number of longstanding partnerships which enable us to find ways to support our community and give back.

Our purpose is to help people live better lives by providing better breakfasts. We've lent our support to Marcus Rashford's campaign to end child food poverty, signing up to become part of his TaskForce, and we're very excited to have partnered with Magic Breakfast to support school breakfast clubs. Their mission to ensure that no child is too hungry to learn is a cause that aligns perfectly with our purpose, and we're aiming to provide two million breakfasts a year to children who would otherwise start their school day hungry.

We continue our partnerships with FareShare and GroceryAid and are currently working on a recommendation for future charity partnerships that align with our purpose and our employees' passions.

What we're doing

- Setting new targets to reduce our gender pay gap even further
- Setting targets for our inclusion maturity score based on this year's baseline figures
- Working on technical innovation for sugar reduction
- Aiming to provide 2 million breakfasts to school children with Magic Breakfast





Caring during Covid

When the coronavirus pandemic first started to rear its ugly head, it quickly became apparent that companies like ours would have a huge role to play. Clearly our first priority as a business had to be keeping our colleagues, communities and consumers safe, but we're also hugely proud of how individuals across the business have stepped up to respond to the crisis.

Caring for our employees

Stuart Branch, People & Technology Director, gives his view:

"The government's early designation of our employees as key workers meant that we knew we had a big responsibility to keep feeding the nation through this difficult time.

"Thanks to the fantastic efforts of employees all over the business, we have survived the pandemic with no-one being furloughed, no redundancies and no wage cuts, and in fact we've invested in employing more people to help us keep the nation fed.

"We have witnessed brilliant cross functional working too, between many teams such as HR, Safety & Compliance, IT, Procurement and Manufacturing who quickly implemented a significant number of new processes and controls to help us deal with the challenges of Covid-19, including:

- Close Contact Assessment, quarantining and Return to Work care
- Factory safety controls for social distancing
- "Access to Site" controls for us and our contractors
- Training for around 60 additional team members to support us during the crisis
- Increased Company Sick Pay offering

"What makes me most proud is that all of this hard work has kept our employees safe. We've maintained remarkably low levels of absence. Some of our colleagues who have been shielding are confident enough in our safety measures to

have now come safely back to work, which is great to see.

"Our remote-workers are coping brilliantly with the new way of working. We've developed a plan to test a socially-distanced office space, in anticipation of a return to office once the crisis is over. The safety of all of our colleagues remains our clear priority, so we'll only change our current guidelines and ways of working when we know it's safe to do so.



"A final thought from me: since lockdown started, colleagues have nominated each other for official recognition over 1,100 times on our platform WeetaStars. If there's one thing we can all take away from this time, it's surely this reminder to appreciate each other that bit more."



Caring for our Communities

We know that the past months have been incredibly tough for many in our community. Our employees across the business have risen to the challenge in many creative and inspiring ways. Let's hand over to them to report back on what they've been up to.



When the scale of the crisis started to become clear, I think everyone's thoughts turned to 'what can I do?'. Working for Weetabix, the answer was pretty obvious: we have great products that help to keep people going on the go, and so we quickly organised for over 100,000 Cereal Bars & Drinks to be delivered to our wonderful local NHS services such as Kettering, Northampton & Coventry General hospitals, along with local smaller charities, Fareshare Foodbanks & other NHS hospitals across the UK. It felt like a great way to play even just a small part in the gigantic efforts they are taking to keep us all safe.

Paul King

Inventory Manager, organised donations to local charities and the NHS



The food service arm of our business was hit particularly hard when Covid-19 struck, we reacted quickly as a business with two of our key customers and got involved with the food packs for those who were shielding. The government-organised packs were sent to vulnerable & needy members of the community and included some of our products. It was great to have something useful to help organise and deliver, and to know that our work was directly supporting those in need around us.

Darryl Burgess

Head of Sales, managed the project with DEFRA to provide food parcels to the vulnerable



I co-ordinate a group of 200 volunteers called Scrubs Up For Northants NHS, and we cut, sew and deliver scrubs to NHS and care home workers across the county. I wanted to get involved for a few reasons. My daughter is an A&E nurse and I wanted to help her and her colleagues. In addition, my mum makes costumes for the Corby Gang Show. When that was cancelled, I knew mum would need a project. I suggested this as an alternative.

I knew Weetabix would want to help. After pondering it for a while, I messaged senior management late one night. I got a reply early the next morning, along with a promise of help, offering to buy 10,000 metres of fabric for us. We are so happy to have this fabric provided, enough to make around 2,000 pairs of scrubs.

Catriona Eaton

Planning Manager, set up a local group to make scrubs for the NHS



Pillar	2021 commitment
Sustainable Ingredients	<ul style="list-style-type: none"> • Update Wheat Protocol for new decade based on latest sustainable farming principles • Achieve 100% sustainable certification for Cocoa • Work towards 100% suppliers signed up to new contract that incorporates ethical standards
Low-Impact Packaging	<ul style="list-style-type: none"> • Continue progress towards 100% recyclable packaging by 2025 • Launch recyclable wrap for Weetabix in early 2021 • Reduce carbon footprint of our packaging by 20% • Trial 100% recyclable Alpen bags and Alpen bar packaging • Prepare to trial On The Go Drinks bottle with 50% recycled plastic content and a 10% reduction in bottle weight
Efficient Operations	<ul style="list-style-type: none"> • Create a 1, 3 and 5 year plan to deliver our energy and water reduction commitments. • Benchmark consumption across all resource use - energy, water, waste • Conduct detailed analysis of manufacturing efficiency to identify scheme of improvements to be made
Health & Wellbeing	<ul style="list-style-type: none"> • Set new targets to reduce our gender pay gap even further • Set targets for our inclusion maturity score based on this year's baseline figures • Work on technical innovation for sugar reduction • Aim to provide 2 million breakfasts to school children with Magic Breakfast



CLOSING THOUGHTS

I'm sure you'll agree as you've read through this report that this year we have made great progress through challenging times.

Those of us who have the privilege of working at the Weetabix Food Company know that we are building on a heritage of responsible, sustainable business that goes right to the DNA of this organisation. Since our beginnings in 1932, we've maintained our commitment to our local community, to our people, and to our customers.

It's become increasingly evident to me just how invested our employees are in the sustainability of our business. There is a palpable sense of excitement and commitment to the actions we're all taking to move forward. As much as our sustainability strategy is a corporate endeavour that is supported all the way to the top of the business, it is also something that each of our employees is involved with and is pursuing in their daily work. This for me is crucial to our success; it signals that our commitment to sustainability goes to the core of who we are and what we believe in, as people all over the business.

We're going to need to draw on this commitment in the months and years ahead. The road is uncertain but there are clearly challenges coming, whether that be the outcome of our departure from the European Union, the challenges of the country's economic situation, and of course when and how we will come out of the Covid-19 pandemic.


But for us, one thing is certain: we won't change our view on sustainability. We'll continue to retain our focus and commitment and, with the support of all our dedicated employees, suppliers and customers, I'm sure that our sustainability report in 2021 will make for even better reading.

John Petre

Supply Chain and Technical Director

Sustainability Steering Group Lead, Weetabix Food Company





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: [weetabix.co.uk](https://www.weetabix.co.uk)

