WEETABIX FOOD COMPANY

Sustainability REPORT 2025

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OUR STRONG COMMITMENT TO SUSTAINABILITY

This is my second update at the helm of Weetabix, and I'm really proud of the progress we've made on our sustainability goals over the last year.

Our wheat farmers faced significant challenges from the weather this year, so I am incredibly proud of the progress we have maintained through partnership. Together, we have taken a vital step on our path to lower carbon wheat. Specifically, 14 farms have been involved with a greenhouse gas assessment to establish our baseline emissions. 6 farms have been involved in field trials to reduce nitrogen use and improve efficiency – this is an FDF award winning initiative.

These achievements are underpinned by a clear strategy, and 2025 is a milestone year in which we have had our ambitious Net-Zero targets validated by the Science Based Targets Initiative. It's the energy and collaboration of our people and partners that make this progress possible, and I look forward to the great strides we will continue to make together.

I hope you enjoy exploring our latest report and welcome any feedback you might have that will help us improve.

Colm O'Dwyer

Managing Director
Weetabix Food Company UK & Ireland

AT A GLANCE: OUR PROGRESS

LESS CARBON-INTENSIVE

We have been conducting Greenhouse Gas assessments with farms since 2022, to understand baseline emissions and help us in our mission to produce less carbon-intensive grains at economic scale.

STRETCHING TARGETS

Our new scope 1 & 2 science based targets are now focused on an ambitious 54.6% reduction by 2033.

REDUCE EMISSION

The end of this year is also the deadline by which we committed to reduce our Greenhouse Gas emissions by 20% against a baseline of 2018.

BETTER BOXES

A successful trial at our Corby plant achieved a reduction in the Greenhouse Gas emissions of our packaging of 40%, with the potential to extend across our business.

GREAT STARTS

We hit the milestone of more than 25 million breakfast servings donated via FareShare since 2014, with an ongoing target of 3 million a year across our FareShare and Magic Breakfast contributions.

SHARED VALUES

100% of our suppliers are now signed up to our ethical terms and conditions - another first for us in 2024/25.

OUR BUSINESS IN NUMBERS

93
The number of years Weetabix has been creating nutritious breakfasts.

15
The number of apprentices who work with us.

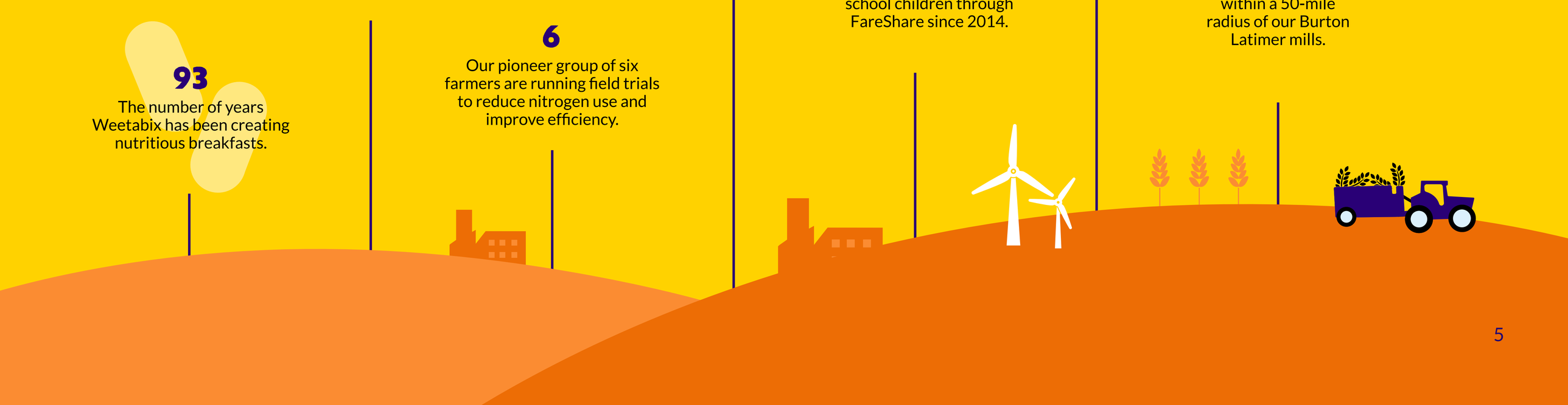
6
Our pioneer group of six farmers are running field trials to reduce nitrogen use and improve efficiency.

2870
The number of charities and community groups we supported this year.

+25 MILLION
The number of breakfasts we have provided to school children through FareShare since 2014.

120
The number of wheat farmers in the Weetabix Growers Group.

50
Our Weetabix wheat is sourced from farms within a 50-mile radius of our Burton Latimer mills.



OUR STRATEGY:

2025 marks a key milestone in our sustainability strategy, as it is the year by which we committed to have our near-term, Net-Zero and FLAG (Farming, Lands and Agricultural) targets validated by the Science Based Targets Initiative (SBTi). The end of this year is also the deadline by which we committed to reduce our Greenhouse Gas emissions by 20% against a baseline of 2018.

Achieving these milestones requires sustained effort and progress across four key areas – Sourcing, Product, Operations and Social.

This annual report, which covers the period up to September 2025, gives us the chance to review and set new stretching targets against our long-term commitment to reach net-zero greenhouse gas emissions across our value chain by our financial year 2050.

Our framework for action is at the heart of our strategy, but it is the hearts and minds of our people and partners that make these changes possible and continue to deliver shared value for our colleagues, communities and customers.

You can find more about our strategy, the governance structure we have in place and how we turn our commitments into action on our website.

Pillar 1
SOURCING RESPONSIBILITY

OUR REFRESHED 2023 COMMITMENTS	OUR PROGRESS IN 2024/25
Extend our Carbon Footprint study to cover more wheat growers over multiple years.	Our pioneer group of six farmers are running field trials to reduce nitrogen use and improve efficiency. This initiative was awarded the Food and Drink Federation Net Zero Initiative Award. 14 of the 120 farms within our Weetabix Growers Group participated in a GHG assessment to help further establish our baseline.
Develop a roadmap to source low emissions wheat.	Our low emissions wheat trial has 185 hectares of wheat committed, exploring ways to deliver our signature Weetabix biscuits with a significantly reduced carbon footprint.
Maintain RSPO certification for Palm Oil and transitioned to Rainforest Alliance certified Cocoa.	Removed Palm Oil and Soy from the majority of our products. Cocoa continues to be Rainforest Alliance Certified.
Work with our ingredient suppliers to ensure they sign up to our ethical terms and conditions.	Up from 98% of ingredient suppliers in 2023 to 100% in 2025. We have committed to no deforestation across our primary deforestation-linked commodities (e.g. removing palm oil and soy, and reducing packaging material usage) by December 2025.

Pillar 2
PRODUCT RESPONSIBILITY

OUR REFRESHED 2023 COMMITMENTS	OUR PROGRESS IN 2024/25
100% of our packaging meets the criteria for recycling.	A change in the methodology for recyclability assessment both within the UK and across the EU has seen us move from 100% recyclable packaging by volume to 95.01%. We are working on solutions to return to 100% in the near future.
Reduce the carbon footprint of our packaging by 15%.	We are on track to achieve our target of a 15% reduction in the carbon footprint of our packaging against a 2022 benchmark. We are currently at 13% having achieved a 1,319.4T reduction in packaging footprint.
Achieve an 18% reduction in plastic packaging.	We have exceeded our target of an 18% reduction in plastic packaging against a 2022 benchmark achieving a 19% reduction - equivalent to 122 tonnes. In 2024/25 we achieved: • We have reduced the amount of plastic on our Weetabix wrap by 12% equating to 29.2 tonnes each year. • We have moved to a new pallet stretch wrap material containing 30% recycled plastic. This has allowed us to achieve a 24% reduction in stretch wrap plastic representing 19 tonnes per annum.
Implement a Wheat Traceability consumer programme to allow consumers to trace Weetabix Original back to one of the Wheat Growers that grew the wheat.	This was launched to consumers as part of the Weetabix packaging refresh at the end of 2023.

Pillar 3
OPERATIONAL RESPONSIBILITY

OUR REFRESHED 2023 COMMITMENTS	OUR PROGRESS IN 2024/25
Set and submit Science-Based Targets to SBTI.	Our near-term, Net-Zero and FLAG (Farming, Lands and Agricultural) targets have all been validated by the Science Based Targets Initiative (SBTi) since July 2025. • A commitment to reduce absolute scope 1 and 2 GHG emissions by 90% by 2050 from a 2022 base year - 53692 tCO2e. • A commitment to reach net-zero greenhouse gas emissions across the value chain by 2050. • A commitment to reduce absolute scope 3 greenhouse gas emissions by 90% by 2050 from a 2022 base year - 124,490 tCO2e.
Continue with achieving our target of 20% reduction of Scope 1 and Scope 2 emissions by 2025, per tonne of product.	Back in 2018 we committed to set a near-term company-wide emission target of Scope 1 & 2 emissions against our baseline year of 2018. • To the end of 2024 we have achieved a 20.54% reduction in our absolute scope 1 and 2 GHG emissions. • We have identified a further 10% of savings through the Energy Saving Opportunity Scheme.
Continue financial year reporting of carbon footprint.	We have adopted a new software system “HowGood” bringing us into line with our parent company Post and helping us to identify suppliers with lower emission factors.

Pillar 4
SOCIAL RESPONSIBILITY

OUR REFRESHED 2023 COMMITMENTS	OUR PROGRESS IN 2024/25
Continue to support both local and national charities.	We supported 2,870 charities between October ‘24 and July ‘25 with food donations - equivalent to 1.96 million breakfasts. • 18 mental health organisations. • 57 asylum seeker and refugee charities. • 822 children and young people’s groups (aged 18-25 years). • 91 older people’s community groups.
Donate three million breakfasts annually to FareShare and Magic Breakfast.	Since 2014 we have redistributed 25 million breakfast servings via FareShare - diverting surplus food away from waste towards people that can use it. In the last year we provided 1.3 million bowls of cereal to Magic Breakfast.
Continue to on-board new manufacturing and engineering apprentices into our scheme maintaining our intake numbers as a minimum.	We welcomed nine trainees for 12-month placements, up from four new manufacturing and engineering apprentices in 2024. We have also added HR and IT apprenticeships to our programme.
In 2022 we set ourselves the target to support the mental health of our manufacturing and engineering functions with MHFA training.	We have maintained 22 trained Mental Health First Aiders 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.

James Croskell,
Head of Quality and Food Safety, Pillar Leader

WORKING TOWARDS LOWER CARBON WHEAT

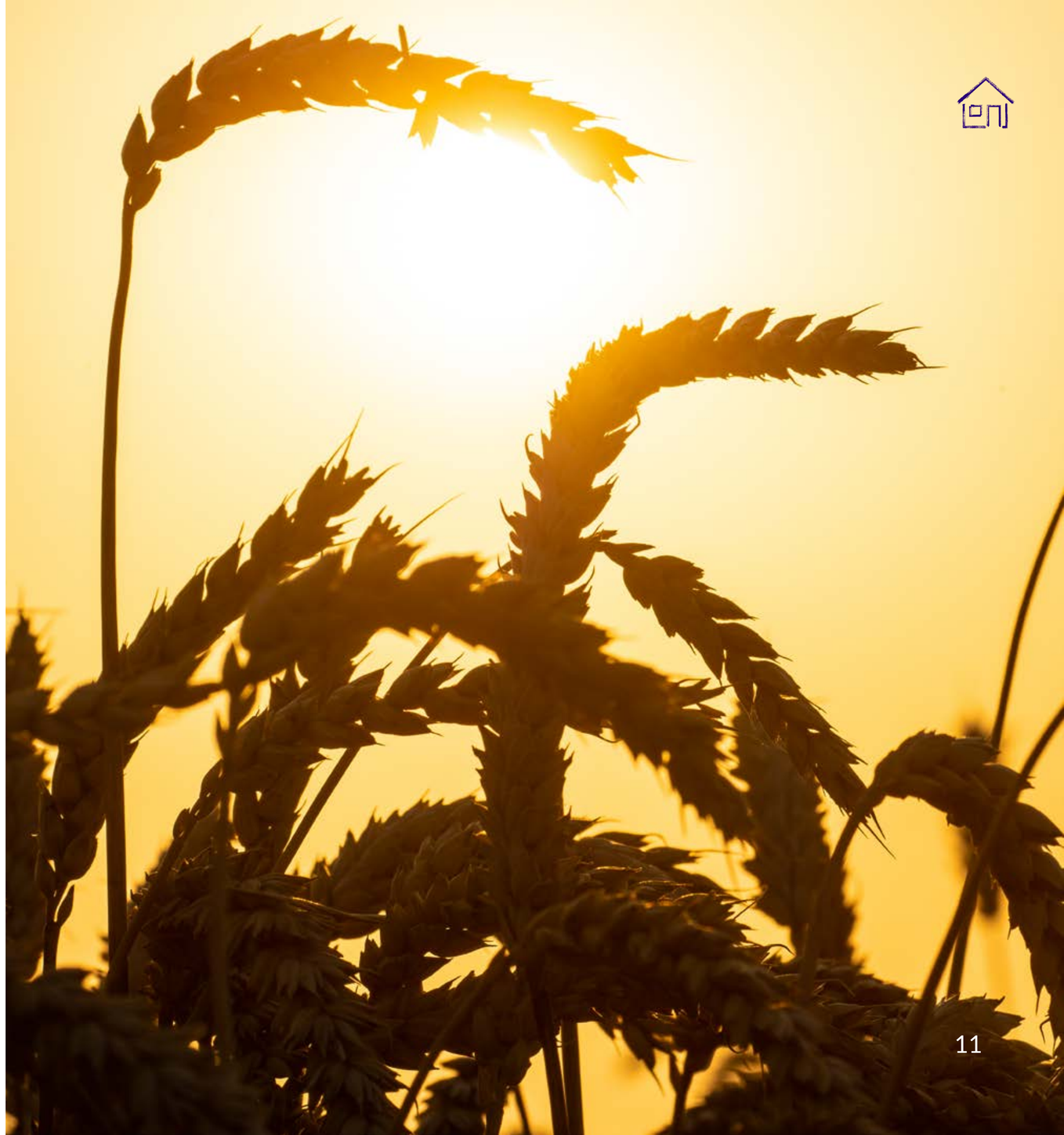
At Weetabix, we are committed to helping our farmers achieve net-zero carbon wheat while enhancing soil quality and improving crop resilience. We have been conducting Greenhouse Gas assessments with farms since 2022 to understand baseline emissions, and help us in our mission to produce less carbon-intensive grains at economic scale.

These farms have been scientifically assessed by Map of Ag, providing a robust baseline to measure our progress.

This year, we have worked with our farmers to grow 185 hectares of wheat with reduced application of nitrogen fertiliser.

Despite a tough growing season, we are optimistic for the future of this approach as a route toward lower carbon wheat. Our work is focused on the two areas with the biggest potential for impact: optimising nitrogen fertiliser application and increasing carbon sequestration (absorbing carbon into the soil). This has the potential to not only reduce greenhouse gas emissions but also improve local water quality and biodiversity.

Through a close partnership with our growers we are working toward a stronger understanding of how we can close the gap to achieve our long-term net-zero goals.



THE WEETABIX GROWERS GROUP

We require wheat grown to a clear set of standards to produce our iconic Weetabix Original biscuits. We are proud to source 100% of this wheat from our Growers Group, a collective of 120 environmentally aware farmers located within a 50-mile radius of our factory.

All members of the group abide by our Wheat Protocol, which sets out strict environmental and quality requirements. This includes membership in an appropriate environmental scheme and full Red Tractor certification. We facilitate collaboration between our growers, merchants, and industry specialists to help farmers transition to more sustainable practices, holding events like our Annual Farm Walk to share best practices and discuss developments.

WHAT WE'VE DONE

Carbon trials

Continued our carbon footprint study to cover 14 farms within our Weetabix Growers Group, assessing their emissions over multiple years.

Lower emissions

We have grown wheat across 185 hectares of land using reduced nitrogen fertiliser.

Responsible ingredients

Removed Palm Oil and Soy from the majority of our products and maintained Rainforest Alliance certification for our cocoa.

Shared values

Ensured that 100% of our ingredient suppliers are signed up to our ethical terms for procurement, up from 98% in 2023.

WHAT WE'RE DOING

Science backed

Continuing our journey to source Net-Zero Carbon Wheat by validating our data collection process for use in official company Carbon Footprint studies.

Forest focus

Working towards our commitment to have no deforestation across our primary deforestation-linked commodities by December 2025.

50 mile commitment

Maintaining our commitment to source wheat from farms within a 50-mile radius of our factory.

FOCUS ON... STUART TABERNOR, FARM MANAGER AT FARRINGTON FARMS

Q: Farrington Farms defines its approach as 'common sense farming' rather than 'regenerative.' What's the difference?

A: 'Regenerative' can sometimes be a bit of a buzzword with no clear definition. On a commercial farm like ours, we need to balance what's good for the environment with what's economically viable. We're actively trying to improve our land, which means focusing on improving our soils, reducing carbon, and cutting costs while maintaining the high yields and clean crops that commercial farms strive for. We're applying the best aspects of regenerative practices - like using cover crops and natural inputs - but we're not tied to a dogmatic approach. We still use synthetic fertilisers and herbicides, but we do so in a smarter, more targeted way. That's what we call common sense farming: it's a practical, applicable approach from a commercial lens.

Q: What specific trials are you running to improve soil and plant nutrition?

A: We've been running several trials to improve our soil and plant health. One successful example is using molasses, which we trialled two years ago. We conducted meticulous tests, including weighing our yields, and found that the molasses paid for itself in the benefits it provided to the soil and plants.

We're also trialing foliar-applied nitrogen, which is more efficient than applying it to the soil. As part of that, we're testing a hydrolysate product to feed the beneficial fungi and bacteria in the soil, working in tandem with the molasses. Our goal is to feed every living aspect of the soil, which in turn improves the health of our crops.

Q: How are you using technology and data to inform your decisions?

A: Technology is crucial to our approach. For two years, I've been using satellite imagery to apply nitrogen more precisely where it's needed, ensuring we get a more even crop. We're now taking that a step further with a new hyperspectral satellite system that can actually sense the nitrogen levels in the plant itself. This allows us to apply just the right amount, reducing waste. We're also using this technology to scientifically validate if new products work. The national average for nitrogen use efficiency is 40-50%, but we're aiming for mid-80%, which would be a huge step forward in cutting waste. We're also working with Map of Ag, whose expertise in data analysis ensures we can trust the results we get back from our trials, giving us confidence in our decisions.

Q: How has your experience working with Weetabix been on this project?

A: The project is going really well. Working with Weetabix has been a great experience, and the collaboration has been excellent. The communication from the team is very good; it's not too much, not too little, and they're very good people to work with. The level of commitment from Weetabix has been a pleasant surprise. We ran a farm walk several months ago which was so well-attended by Weetabix, with senior management from the UK and even America flying over to see what we're doing. That shows how seriously they're taking this project. They aren't just giving it lip service; they are fully behind it, which gives me confidence that this is a long-term initiative with real legs. It's good to be part of a pilot project that has the full backing of the company's hierarchy.

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 whilst knowing they are using their purchasing power for the good of the planet.

Mark Tyrrell,
Packaging Development Manager, Joint Pillar Leader

TARGETING 100% RECYCLABILITY

The improvements we make to our packaging play an important role in helping us minimise waste, improve recyclability, and lower our overall carbon footprint.

While we previously met our 100% recyclable packaging target in 2023, new EU laws requiring a minimum of 30% recycled content in food packaging have affected the recyclability of our paper wrap. This also affects Alpen Inner Bags and Ready Brek sachets. This has temporarily shifted our figure from 100% recyclable packaging by volume to 95.01%. We are already testing a new wrap with a reduced plastic coating and anticipate its introduction will bring us back on target, with a renewed commitment to return to 100% recyclable packaging by 2026. We are currently exploring new options to meet both regulatory and sustainability goals.

REDUCING OUR PACKAGING FOOTPRINT

Despite setbacks to pack recyclability due to recent legislative changes, we are making significant progress toward our goal of reducing the carbon footprint of our packaging by 15% against a 2022 benchmark. We are currently at a 13% reduction, having achieved a 1,319.4 tonne reduction in our packaging footprint. A key contributor was a successful trial at our Corby plant which cut the carbon footprint of products packaged there by 40%; this is now being extended to our main production lines at Burton Latimer.

We have also exceeded our target of an 18% reduction in plastic packaging, achieving a 19% reduction - equivalent to 122 tonnes. This was accomplished through several initiatives:

- We have reduced the amount of plastic on our Weetabix wrap by 12%, equating to 29.2 tonnes each year.
- We have moved to a new pallet stretch wrap material containing 30% recycled plastic, which has reduced our stretch wrap plastic use by 24%, representing 19 tonnes per annum.
- Following a switch to a new glue for our boxes, we have successfully reduced the amount of glue required by 55%, a saving of 13.05 tonnes.

WHAT WE'VE DONE

Reduced plastic

Exceeded our plastic reduction target, achieving a **19% reduction** in plastic packaging against a 2022 benchmark.

Better packaging

Reduced the carbon footprint of our packaging by **13%**, well on track for our 15% reduction target.

Field to spoon

Launched our Wheat Traceability programme on Weetabix Original packaging, allowing consumers to trace their breakfast back to the growers.

Factory pilot

Successfully trialled packaging changes at our Corby plant, achieving a **40% reduction in its carbon footprint**.

WHAT WE'RE DOING

Return to 100%

Working to **return to 100% recyclable packaging by 2026** by testing a newly engineered paper wrap.

Extend pilot

Extending the successful packaging trial from our Corby plant to our main production lines in Burton Latimer.

Clear target

Continuing to work towards our target of a **15% reduction in the carbon footprint of our packaging by 2030**.

FOCUS ON...FRANCESCO BALDUCELLI, QUALITY MANAGER

Q: As Quality Manager, how does science and technology influence your daily mission to protect product quality?

A: My role is fundamentally about protecting the quality of our products, and science and technology are the leading aspects of that work. We are actively involved in designing well-coordinated solutions to ensure our products are the best they can be. This extends from monitoring the raw materials to the finished packaging, ensuring that every element meets our rigorous standards through technological insight.

Q: Weetabix is committed to sustainability. Can you share what you've learned about the science behind making our packaging more sustainable?

A: One of the most eye-opening experiences I've had was visiting our leading packaging suppliers. What may appear as a normal cardboard box or protective material actually has a massive level of chemistry, science, and technology sitting behind it. It's fascinating. The science involved in making sure a material is both food-safe and highly recyclable or sustainable is incredibly complex. I now look at a box with a completely different perspective, understanding the immense effort required to develop sustainable packaging solutions that don't compromise product integrity.

Q: How does this focus on technology and science contribute to Weetabix's wider sustainability goals, such as reducing greenhouse gas (GHG) emissions?

A: We use science to drive significant reductions in our environmental footprint across the board. For instance, in collaboration with our farming partners, we are supporting projects aimed at reducing GHG emissions from the wheat we source, which comes from within a 50-mile radius of our factory.

Q: You mentioned the application of technology across the supply chain. What is one of the most technologically advanced parts of the process?

A: The production process itself is highly automated and scientifically controlled. From the moment the ingredients are added right up until the finished product is boxed, palletized, and ready to be stored in our warehouses, there is virtually no manual or human intervention. That entire end-to-end journey, driven purely by precision technology, is quite a fascinating example of how science ensures consistent quality and efficiency at scale.

Pillar 3:
OPERATIONS
RESPONSIBILITY

Securing SBTi validation was the starting gun, not the finish line. It solidifies our net-zero commitment and empowers our team to focus on the critical engineering work ahead – from pioneering new energy sources to building a truly low-carbon supply chain.

Matthew Lawrence,
Infrastructure Manager, Pillar Leader

DATA DRIVEN ACHIEVEMENTS

A pivotal moment in our sustainability journey arrived in July 2025, when we had our near-term, Net-Zero, and FLAG (Farming, Lands, and Agricultural) targets formally validated by the **Science Based Targets Initiative (SBTi)**. This independent validation confirms that our long-term goals are ambitious, credible, and aligned with climate science.

Our validated commitments include:

- A commitment to reach net-zero greenhouse gas emissions across our entire value chain by FY2050.
- A commitment to reduce our absolute Scope 1 and 2 GHG emissions by 54.6% by FY2033 and by 90% by FY2050, from a FY2022 base year.
- A commitment to reduce our absolute Scope 3 GHG emissions by 54.6% by FY2033 and by 90% by FY2050, from a FY2022 base year.
- We are committed to reduce our absolute Scope 3 FLAG GHG emissions by 39.4% by FY2033 and 72% by FY2050 from a FY2022 base year.

Recognising that Scope 3 emissions (those outside our direct control) account for the majority of our carbon footprint, our sustainability steering group is working closely with our procurement teams to make emissions a key factor in all supplier decisions. We are also improving efficiency in our logistics.

PROGRESS ON EMISSIONS REDUCTION

In 2018, we set a target to reduce our Scope 1 and 2 emissions by 20% by 2025. To the end of 2024, we have achieved a 20.54% reduction in our absolute Scope 1 and 2 emissions, and through the Energy Saving Opportunity Scheme, we have already identified a path to a further 10% of savings.

The validation of our new Science-Based Targets gives us the confidence to set a more ambitious goal for the next five years: to reduce our absolute Scope 1 and 2 GHG emissions by 54.6% by 2030 (from a 2022 base year).

Key initiatives we are exploring to achieve this include evolving our energy sources. While our onsite Energy Centre which first came on line in 2004 and has since been proven to have generated 85% of our electricity at Burton Latimer since 2023, we are now assessing alternative energy sources such as solar, hydrogen, or biogas to further reduce our Scope 1 emissions. We have already addressed our Scope 2 emissions by shifting to 100% renewable grid electricity.

We have maintained a record of sending no waste to landfill since 2016 and we have zero food waste, with food surplus being directed to local charities or to animal feed.

To enhance our emissions reporting, we have also adopted the “HowGood” software system, bringing us into line with our parent company, Post Holdings Inc., and helping us to more effectively identify suppliers with lower emission factors.

WHAT WE'VE DONE

Science backed

Achieved a major milestone by having our **near-term, Net-Zero, and FLAG targets validated by the Science Based Targets Initiative (SBTi)** in July 2025.

On target

Reduced our absolute **Scope 1 and 2 GHG emissions by 20.54%** towards our 2025 target.

Smarter systems

Adopted the **"HowGood" software system** to improve carbon footprint reporting and supplier selection.

WHAT WE'RE DOING

Data driven

Working towards our new, ambitious SBTi-validated target to reduce **Scope 1 & 2 GHG emissions by 54.6% by 2033**.

Alternative energy

Actively assessing **alternative energy sources**, including solar, hydrogen, and biogas, to power our sites.

Supplier partnerships

Continuing to use our procurement process to influence and reduce our **Scope 3 emissions** across our supply chain.

FOCUS ON...HUGH MARTINEAU, TECHNICAL DIRECTOR, MAP OF AG

Q: Hugh, tell us about the process for a farmer in the Weetabix Growers' Group to get involved with Map of Ag's system. What does that journey look like?

A: It's designed to be as straightforward as possible. As a protocol grower (those growers involved with the lower emissions wheat pilot project) for Weetabix, a farmer is invited to undertake an annual emissions assessment. We get in touch with them and work to make the process streamlined. We're able to tap into existing data sources, like their farm management records, which saves them a lot of time and effort. We then run a greenhouse gas emissions assessment, providing them with a personalised dashboard. This not only shows them their own emissions but also benchmarks them against other farmers in the group, which can be very powerful. We follow up with meetings to highlight specific opportunities for reduction.

Q: Your work seems to focus heavily on nitrogen fertiliser. Why is that such a big area of concern in wheat farming?

A: Nitrogen is a massive focus because it's the single largest share of emissions from wheat production, by a long way. In fact, both the production and the application of nitrogen fertiliser can account for about 75-80% of the total emissions. That's why we've spent almost five years concentrating our efforts on nitrogen use. It's an area where we can make a significant and measurable difference.

Q: Many people associate greenhouse gases solely with carbon dioxide. Can you explain why nitrogen fertiliser contributes so much to agricultural emissions?

A: There are two main components. The first is the production of the fertiliser itself. The industrial process of converting atmospheric nitrogen into a form that plants can use is known as the Haber-Bosch process. It requires a lot of energy, and thus, significant carbon dioxide emissions. The second component is the biological process that occurs once the fertiliser is applied to the soil. We need nitrification in the soil to make the nitrogen plant-available, but as an unfortunate by-product, this process creates nitrous oxide. Nitrous oxide is a very potent greenhouse gas. In agricultural systems, we're dealing predominantly with nitrous oxide and methane as the two major sources of emissions, with nitrous oxide being the biggest in arable production like wheat.

Q: That sounds like a tough challenge. Are there new technologies being explored to tackle this?

A: Absolutely. It's a key area of innovation. The fertiliser manufacturing industry has already done a lot to improve efficiency, reducing the CO2 equivalent emissions per kilogram of nitrogen produced. We've seen figures that have been reduced from around six kilograms of CO2 equivalent to about three. Weetabix is looking even further upstream at novel approaches. For instance, we've been working with a poultry farm and anaerobic digester that are stripping nitrogen from poultry manure. This process has resulted in a verified figure of just one kilogram of CO2 equivalent per kilogram of nitrogen, which is a huge step forward. It shows that Weetabix isn't just focused on what happens on the farm, but also on reducing the impact of fertiliser manufacturing itself.

Q: The recent harvest has been difficult due to the weather. How does that impact these sustainability efforts?

A: It highlights the challenges farmers face. They are, of course, at the mercy of the weather. While we can implement all the best practices, events like a drought, or a lack of moisture as I would prefer to call it, can present significant challenges. It underscores the importance of our partnerships and the need to provide farmers with flexible, adaptable support - there is no 'one size fits all' solution here, and Weetabix is committed to finding scalable solutions that work for each of the farms they work with.

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

OUR PEOPLE: A SNAPSHOT

Our team is the foundation of our business. We employ 1,210* people, the vast majority of whom are permanent (1,022) and full-time (948) employees. Our workforce is dynamic; in the last year, we welcomed 87 new starters with a turnover rate of approximately 15% which is in line with our peers within the food manufacturing industry. The majority of our workforce are direct employees, with on average 576 resident contractors.

Our vision is to foster an environment of “inclusion without exception.” We are delighted that this work is having a real impact. Our sixth annual survey of business inclusivity saw 74% of our colleagues agreeing that Weetabix is an inclusive place to work. This represents a 5% increase year-on-year and reflects the success of our leadership training and awareness programmes.

*Correct on 1st Nov 2025

PROMOTING EQUALITY

Our median gender pay gap for 2024/25 is now 1.6%, versus a national median gender pay gap of 6.9% (ONS), and we remain committed to continuous improvement in pay equity.

However, this is not just about pay; we continue to foster a balanced and inclusive workplace through gender-neutral recruitment, flexible working policies, and open forums to discuss topics like neurodiversity and caring responsibilities.

FOSTERING TALENT AND DEVELOPMENT

Our success is built on the ambition and talent of our team. We are committed to nurturing the next generation through our highly successful apprenticeship scheme.

In 2024, we hired six new manufacturing and engineering apprentices. We also expanded our programme to include HR and IT apprenticeships for the first time. Through our membership of MDS, the UK's foremost provider of management training for the food industry, we also welcomed twelve trainees for 6-month placements.

Reinforcing our commitment to inspiring the next generation, Weetabix participated in 22 early careers events this year. This focus on development extends to our entire team and through our Weetalearn platform, 30,489 individual pieces of learning have taken place, and 38,352 eLearning modules have been completed. This equates to an average of 16 hours of training per person across the business.

COMMUNITY ENGAGEMENT

Our connection with our communities is vital and our support for those facing hardship continues to grow. We have now redistributed 25 million breakfast servings via FareShare since 2014, diverting surplus food to those who need it most and in the last year alone, we provided 1.3 million bowls of cereal to Magic Breakfast.

Through our partnerships our food donations have a wide reach; between October 2025 and July 2025 we supported 2,870 charities with food donations - equivalent to 1.96 million breakfasts - this benefited 18 mental health organisations, 57 asylum seekers & refugees' charities, 822 children and young people (aged 18-25 years) groups and 91 older people's community groups.

We are proud to be the only cereal brand early adopter of the Department for Education (DfE) Breakfast Club Scheme, offering nutritious breakfasts in even more places, giving even more children a better start to the day.

We continue to sponsor the Weetabix Northants Food and Drink Awards, these awards celebrate businesses and individuals across the county who are blazing a trail in low-carbon farming, waste reduction, and responsible production - reflecting Weetabix's own commitment to building a more sustainable food system rooted in the local community.

WHAT WE'VE DONE

Gender pay parity

Our median gender pay gap is now 1.6%, versus a national median gender pay gap of 6.9%.

Fair access

Hit the milestone of donating **25 million breakfast servings** via FareShare since 2014.

Fresh talent

Expanded our apprenticeship scheme to include **HR and IT** and welcomed **twelve new trainees through our MDS partnership**.

Inclusive employer

Improved our inclusivity score by 5%, with **74% of colleagues** now agreeing Weetabix is an inclusive place to work.

WHAT WE'RE DOING

Early careers

Continuing to **extend our apprenticeship programme**.

Gender pay parity

Working to **reach gender parity for pay** across our business.

Charity support

Continuing to support our chosen charities, targeting **1,750 national and local charities in 2025/26**.

Breakfast commitment

Committing to donate a further **3 million breakfasts via FareShare in 2025/26**.

FOCUS ON...ROSIE KEENAN MANUFACTURING APPRENTICE

“

I chose Weetabix after hearing a former apprentice speak about the opportunities here. As a local company with a strong reputation, it felt like the right place to start my career. From the very beginning, I experienced a supportive culture where colleagues offered guidance, encouraged me to take on new challenges, and actively sought out opportunities for me that aligned with my interests.

Through rotations across different teams, I’ve gained a wide range of experiences. A big milestone for me was taking on a leading role in a die plate handling project at our Corby site. Moving from shadowing to taking responsibility for liaising with suppliers, contractors, and design teams pushed me to develop new skills.

Looking back, the biggest change has been in my confidence and communication skills. A year ago, I would never have imagined leading meetings or presenting to senior leaders. Now, those are regular parts of my role, and I can clearly see how far I’ve come in my professional growth.

I was delighted to be asked to be involved with Weetabix’s episode of the ‘Space to Grow’ film series with North Northamptonshire Council, showcasing the area’s unique strengths, opportunities, and offerings to investors, industry leaders, and organisations exploring future expansion. I also got the opportunity to meet Lee Barron, MP for Corby and East Northamptonshire, on his site visit earlier this year - and to present him with his very own bespoke box of Weetabix!

I also had the huge honour of representing Weetabix at the Northamptonshire Day Parliamentary Reception at the House of Commons, attending alongside our MD, Colm O’Dwyer, to celebrate the county’s achievements. It was a real ‘pinch me’ moment to get to share my experience as an apprentice with MPs and business leaders.

Winning Weetabix Apprentice of the Year was further recognition of that journey of stepping outside my comfort zone and embracing every opportunity. My apprenticeship has cemented my ambition to specialise in health and safety, and my advice to others is to approach every experience with an open mind. Growth comes from saying ‘yes’ - and Weetabix make that easy to do!

OUR RENEWED COMMITMENTS

Pillar 1
SOURCING RESPONSIBILITY

- Maintain our commitment to source wheat within 50 miles from our Growers Group.
- Continue our Greenhouse Gas assessments.
- Validate the data collection process so that the new emission factors can be used in our company Carbon Footprint studies.
- Maintain Rainforest Alliance Certification for our cocoa.
- Maintain 100% of our suppliers signed up to our ethical terms and conditions or have equivalent policies in place.

Pillar 2
PRODUCT RESPONSIBILITY

- Return to 100% recyclable packaging by 2026.
- Reduce the carbon footprint of our packaging by 15% by 2030.
- Achieve an 18% reduction in plastic packaging by 2030.

Pillar 3
OPERATIONAL RESPONSIBILITY

- Our Science Based Target Commitments cover active annual sourcing of 100% renewable electricity through FY2030.Continue our Greenhouse Gas assessments.
- No deforestation across our primary deforestation-linked commodities, with a target date of December 31, 2025.
- Reach net-zero greenhouse gas emissions across our value chain by 2050.
- Reduce our absolute scope 1 and 2 GHG emissions by 54.6% by 2033.
- Reduce our absolute scope 1 and 2 GHG emissions by 90% by 2050 (FY2022 base year).
- Reduce our absolute scope 3 FLAG GHG emissions by 39.4% by 2033 (FY2022 base year).
- Reduce absolute scope 3 FLAG GHG emissions 72% by FY2050 (FY2022 base year)
- Reduce our absolute scope 3 GHG emissions from purchased goods and services, fuel- and energy- related activities, upstream and downstream transportation and distribution, business travel, and employee commuting by 54.6% by FY2033 (FY2022 base year).
- Reduce absolute scope 3 GHG emissions from purchased goods and services, capital goods, fuel- and energy related activities, upstream and downstream transportation and distribution, waste generated in operations, business travel, and employee commuting by 90% (FY2022 base year).

Pillar 4
SOCIAL RESPONSIBILITY

- Continue to extend our apprenticeship programme.
- Maintain gender parity for pay across our business.
- Continue to support our chosen national charities and local communities targeting 1750 national and local charities in 2025/26.
- Donate a further 3 million breakfasts via Fareshare in 2025/26.

Q&A WITH LEE ORBELL - ENVIRONMENT MANAGER AND CHAIR OF THE SUSTAINABILITY STEERING TEAM

As Weetabix continues its journey to reduce its environmental impact, we sat down with Lee Orbell, Environment Manager and Chair of the Weetabix Sustainability Committee, to discuss the progress made and the challenges that lie ahead.

How did you come to work at Weetabix and chair its Sustainability Committee?

I'm actually in my second stint at Weetabix. I first joined back in 1989 in research and development and had 11 fantastic years working on new products like Minis. After broadening my experience across technical and compliance roles outside the business, I had the chance to rejoin Weetabix in 2015, initially as Health & Safety Advisor at Corby and then as Environment Manager from 2017. Three years in, we adopted a formal strategy to embed sustainability into our 'business as usual' mindset through a steering group I was humbled to be asked to chair.

Seven years on, what are you most proud of?

Our first achievement was capturing the full breadth of our activities and effort. We knew we were doing great things, but we didn't have the mechanisms to bring it all together. Publishing our first sustainability report was a huge milestone. Since then, we've made fantastic progress, and I feel real pride in representing a team of knowledgeable and passionate people who are driving this change.

The report marks a new phase in the journey, with the validation of your Science-Based Targets. What does this mean for the business?

It's a massive step. We're now at a crossroads, moving from activities totally under our control to leading change amongst our suppliers, customers and consumers. Committing to the Science-Based Targets initiative (SBTi) adds real gravitas to our ambitions. It ties our greenhouse gas reduction targets directly to the Paris Agreement's goal of limiting global temperature rises. We've spent months gathering data, to set ambitious but validated targets for 2033 and net-zero by 2050. This is the real world now; we've made a public commitment, and it sets a clear, challenging path for the next phase of our journey.

What are the biggest challenges in meeting those targets?

There are three key areas that make up the bulk of our carbon footprint: the wheat itself, the energy we use to bake it, and the packaging it comes in. The work our team is doing with our farmers to understand and reduce the emissions from wheat is potentially our biggest milestone of the past year. As we look to 2030, our focus will be evolving the operations of our energy centre, considering the most viable alternatives to burning gas, i.e. biofuels, hydrogen, solar panels, wind, or other alternative energy sources.

The longer-term focus will be to continue baking great breakfast biscuits, but using alternative toasting technology instead of gas. Finally, we must continue to innovate with our packaging to continue to work with our customers and consumers to reduce its impact even further.

And finally, what truly motivates you in this work?

I'm 55 now, and my children are grown up. Fundamentally, sustainability is about doing the right thing today so that the people of tomorrow—including my own children—can thrive. It gives me a huge sense of personal reward. What's really exciting is that new talent joining the business is now asking about our sustainability work from day one. They have a real appetite for it. My job is to ensure they aren't disappointed and that we give them, and the generations to come, every opportunity to continue this vital work.

GRI DISCLOSURE INDEX

GRI 2 (General Disclosures)

2-1	Organizational details	Page 46
2-2	2-2 Entities included in the sustainability reporting	Page 46
2-3	Reporting period, frequency and contact point	Page 6
2-4	Restatements of information	None
2-5	External assurance	Please refer to Post Holdings Inc. 2025 Sustainability Report Page 43
2-6	Activities, value chain and other business relationships	Pages 11, 12, 15, 17
2-7	Employees	Pages 32, 33, 36
2-8	Workers who are not employees	Page 32
2-9	Governance structure and composition	Please refer to Post Holdings Inc. 2025 Sustainability Report Pages 5-8, Pages 41-43 ; 2025 10-K
2-10	Nomination and selection of the highest governance body	Page 46
2-11	Chair of the highest governance body	Please refer to Post Holdings Inc. 2025 Sustainability Report, Corporate Goverance Guidelines
2-12	Role of the highest governance body in overseeing impacts	Page 46 and Weetabix website
2-13	Delegation of responsibility for managing impacts	Page 46
2-14	Role of the highest governance body in sustainability reporting	Page 46

GRI 2 (General Disclosures)

2-16	Communication of critical concerns	Post Holdings Inc. P. 5-8; P. 10; P. 18; P. 25; P. 34; P. 41-43; 2025 10-K; Audit Committee Charter
2-17	Collective knowledge of highest body	Page 46
2-18	Evaluation of performance of highest body	Please refer to Post Holdings Inc. 2025 Sustainability Report Page 41
2-19	Remuneration policies	Page 46
2-20	Process to determine remuneration	Post Holdings 2025 10-K; Corporate Governance Guidelines; Corporate Governance and Compensation Committee Charter
2-21	Annual total compensation ratio	Page 46
2-22	Statement on sustainable development strategy	Pages 3, 6
2-23	Policy commitments	Post Holdings Inc. 2025, pages P. 5-8; P. 10; P. 18; P. 25; P. 34; P. 41-43; Global Code of Conduct
2-24	Embedding policy commitments	Post Holdings Inc. 2025 Sustainability Report, Pages 41-43; Global Code of Conduct
2-26	Mechanisms for advice and concerns	Terms and conditions, competition privacy policy and modern slavery statement https://weetabix.co.uk/
2-27	Compliance with laws and regulations	Compliant, no instances of non-compliance
2-28	Membership associations	Page 12
2-29	Approach to stakeholder engagement	Pages 11, 12, 32, 35
2-30	Collective bargaining agreements	Post Holdings Inc. 2025 Sustainability Report, Page 12

GRI DISCLOSURE INDEX

GRI 3 (Material Topics)

3-1	Process to determine material topics	Please refer to Post Holdings Inc. 2025 Sustainability Report, P. 5-8; P. 10; P. 18; P. 25; P. 34; P. 41-43; 2025 10-K
3-2	List of material topics	Please refer to Post Holdings Inc. 2025 Sustainability Report, P. 5-8; P. 10; P. 18; P. 25; P. 34; P. 41-43; 2025 10-K
3-3	Management of material topics	Please refer to Post Holdings Inc. 2025 Sustainability Report, P. 5-8; P. 10; P. 18; P. 25; P. 34; P. 41-43; 2025 10-K

Environment
GRI 302 (Energy)

302-1	Energy consumption within the organisation	Please refer to Post Holdings Inc. 2025 Sustainability Report, Page 22
302-4	Reduction of energy consumption	Page 8

GRI 303 (Water)

303-1	Interactions with water as a shared resource	Pages 10, 11

GRI 304 (Biodiversity)

304-2	Significant impacts of activities, products and services on biodiversity	Please refer to Post Holdings Inc. 2025 Sustainability Report, Pages 10, 11

GRI 305 (Emissions)

305-1	Direct (Scope 1) GHG emissions	Page 8
305-2	Energy indirect (Scope 2) GHG emissions	Page 8
305-3	Other indirect (Scope 3) GHG emissions	Page 8
305-5	Reduction of GHG emissions	Pages 8, 25, 26

GRI 306 (Waste)

306-1	Waste generation and significant waste-related impacts	Pages 15, 18, 19
306-2	Management of significant waste-related impacts	Pages 19, 20, 21, 39

GRI DISCLOSURE INDEX

Social

GRI 401 (Employment)

401-1	New employee hires and employee turnover	Page 32

GRI 403 (Operational Health and Safety)

403-1	Occupational health and safety management system	Page 8
403-2	Hazard identification, risk assessment, incident investigation	Please refer to Post Holdings Inc. 2025 Sustainability Report, Page 26

GRI 404 (Training)

404-1	Average hours of training per employee	Page 34
404-2	Programs for upgrading skills and transition assistance	Page 34

GRI 405 (Diversity)

405-2	Ratio of basic salary and remuneration	Pages 36, 37, 39	Please refer to Post Holdings Inc. 2025 Sustainability Report

GRI DISCLOSURE INDEX

GRI 406 (Non-Discrimination)

406-1	Incidents of discrimination and corrective actions taken	Please refer to Post Holdings Inc. 2025 Sustainability Report, Page 25

GRI 406 (Child Labour)

408-1	Operations and suppliers at significant risk for incidents of child labor	Please refer to Post Holdings Inc. 2025 Sustainability Report, Pages 7, 39

GRI 413 (Local Communities)

413-1	Operations with local community engagement, impact assessments and development programs	Pages 5, 8, 34

Product Responsibility
GRI 416 (Product Safety)

416-1	Assessment of the health and safety impacts of product categories	Weetabix website https://weetabix.co.uk/
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	No incidents

GRI DISCLOSURE INDEX

Sector Standards

GRI 13 (Agriculture, Aquaculture, Fishing)	**13-1**	Land and resource rights	Pages 7, 13, 39
GRI 13 (Agriculture, Aquaculture, Fishing)	**13-2**	Biodiversity and ecosystem services	Pages 10, 11
GRI 13 (Agriculture, Aquaculture, Fishing)	**13-3**	Soil health	Page 11
GRI 13 (Agriculture, Aquaculture, Fishing)	**13-5**	Fertilizer use	Page 11
GRI 13 (Agriculture, Aquaculture, Fishing)	**13-6**	Water use and quality	Please refer to Post Holdings Inc. 2025 Sustainability Report, Page 14
GRI 13 (Agriculture, Aquaculture, Fishing)	**13-9**	Decent work in agricultural supply chains	Page 39

Weetabix Food Company is a wholly owned subsidiary of Post Holdings Inc which is listed on the New York Stock Exchange.

Weetabix is led by Colm O'Dwyer and employs around 1,210.

Sustainability oversight and reporting is provided by a steering team chaired by Lee Orbell, a qualified environmental manager, with individual pillar owners for Sourcing, Product, Operations and Social providing information and recommendations, including climate-related risks and opportunities through quarterly meetings with two members of Weetabix's Executive Leadership Team – Francesca Theokli and Stuart Branch. Materiality of all risk factors and opportunities is discussed at these meetings. For purposes of the 2025 Sustainability Report, we use the GRI definition of materiality. The scope of this report is based upon the UK operations of Weetabix Food Company. No material fines or sanctions relating to our sustainability operations were incurred in the period August 2024 to July 2025.

Executive management remuneration is not currently governed by sustainability target performance.

This report reflects the UK operations of Weetabix Food Company and contains no restatements of numbers from prior years.

WEETABIX FOOD COMPANY