



ESG at Grocery



Within the Grocery segment there are an extensive number of social and environmental programmes relevant to their businesses.



Tractor on a Jordans Farm Partnerships farm in Hampshire, UK

Our Grocery segment comprises: Grocery Group, Twinings Ovaltine, George Weston Foods and ACH.

Each division within this segment manages its Environmental, Social, and Governance (ESG) strategies and initiatives independently, tailoring their efforts to address their specific needs and priorities. This allows each division to effectively manage environmental and social impacts, risks, opportunities across their operations and supply chains.

ESG Governance

Grocery Group

Businesses within the Grocery Group division have established their own medium to long-term ESG actions, reflecting their most material issues and demonstrating their commitment to create more socially responsible supply chains and reduce their environmental impacts. These focus on working conditions, livelihoods, plastic, carbon, water and waste reduction, and are guided by collaborations with organisations such as WRAP, the Sustainable Spice Initiative and the Sustainable Rice Platform.

The Finance Director of Grocery Group is accountable for the overall ESG agenda for the division, while the individual businesses are responsible for implementing ESG programmes and policies at business level.

There is also a divisional Corporate Responsibility team at the Grocery Group level whose function is to provide guidance and oversight on ESG topics.

Each business within the Grocery Group has dedicated policies for Responsible Sourcing, Environment and Escalation and Remediation, alongside roadmaps to meet the expectations set out by their policies.

Twinnings Ovaltine

Within the Twinnings Ovaltine business, the Social Impact and Sustainability team is responsible for driving the ESG agenda. This team is based in the UK and in all key tea sourcing regions, including Kenya, India, Sri Lanka, China and Argentina. Its role is to identify, oversee, monitor and address risks within the supply chain.

For Twinnings, ESG risks and impacts related to its tea and herb supply chain are managed through Sourced with Care, part of Twinnings Ovaltine's responsible sourcing programme. Sourced with Care aims to drive positive change through empowering women, supporting incomes, improving living standards and looking at ways to minimise its packaging and reduce its carbon footprint. Twinnings also collaborates with others in the tea sector, including the Ethical Tea Partnership, to develop a more sustainable tea industry.

George Weston Foods

George Weston Foods is focused on ensuring that its products are safe and on promoting good health, while reducing its impact on the environment, as well as providing a safe, healthy and inclusive workplace. ESG initiatives at George Weston Foods are framed centrally within its Sustainability Framework, which is built around three core pillars: People, Products, and Planet.

George Weston Foods operates in a decentralised model with distinct business units, employing a range of governance measures both at the individual business unit level and consolidated George Weston Foods divisional level. A cross-business Sustainability Taskforce comprising senior representatives from each business ensures individual business sustainability-related plans and priorities are reflected in George Weston Foods' priorities.

ACH

At ACH ultimate responsibility and accountability for risk management, including that related to ESG risks, sits with the Chief Executive of the business.

Our people - Grocery



Our Grocery businesses have their own distinct cultures that reflect the uniqueness of their employees and the markets they serve. They share a common thread of striving to develop diverse talents and foster workplaces where a sense of belonging enables everyone's career to thrive. These inclusive cultures go hand-in-hand with working to ensure the safety, health and wellbeing of all.



A colleague at the Allied Mills flour mill in Manchester, UK

Health, safety and wellbeing

Our Grocery businesses continuously explore ways to make their sites safer for employees, contractors and visitors, as well as prioritising employee health and wellbeing, including mental health.

In 2024, the employee on-site Lost Time Injury (LTI) number across our Grocery businesses decreased by 2% from 121 injuries in 2023 to 119. This means that 0.90% of their employees experienced an injury on-site, which is a reduction of 3% compared with a 0.93% rate in 2023.

The number of contractors experiencing an on-site LTI increased from 3 to 13 in 2024. This equates to a contractor on-site LTI rate of 0.43% compared with 0.12% in 2023. Businesses are strengthening their efforts with contractor partners to communicate and monitor safety standards and expectations.

Grocery Group

Grocery Group businesses continue to refine their health and safety systems and protocols. The Grocery Group senior leaders are highly committed to improving the safety performance of their businesses. Detailed analysis has been carried out on all LTIs and cases where first aid was given to identify and address the causal factors. Across Grocery Group businesses, there are a series of programmes in place aimed at improving culture, behaviour and ownership. For example:

- Allied Bakeries has introduced 'Stop /Think / Go', a dynamic risk assessment process to allow workers to quickly identify new risks and remove them. In December 2023 a safety amnesty was introduced for the month and management teams at each of its site reviewed issues raised and provided feedback regarding action taken. Front line managers are being trained in effective safety conversations and the business is increasing engagement through 'Monthly Safety Moment' awards and with podcasts made available on its HSE digital platform. Senior leaders have conducted out of hours health and safety visits at all bakeries and depots. All sites also have a strong focus on transport safety, for example Stockport bakery has redesigned its warehouse to reduce forklift movements and interactions with pedestrians significantly while increasing operational efficiency, which earned the site an IOSH Gold Safety & Health Excellence Award.
- Allied Mills and Speedibake both stopped production for a Safety Day. At Speedibake there was a specific focus on personal responsibility for safety.
- AB World Foods introduced a safety amnesty in which colleagues were asked to raise all concerns and activities they felt were unsafe. The management team reviewed and addressed issues raised to improve safety. This successful initiative has been shared with the other Grocery Group businesses in the UK.
- Silver Spoon reviewed its safety fundamentals and undertook a series of capital projects to reduce physical risks. It also introduced an online platform, giving everyone access to interactive safety training. The training will form part of all new-starter inductions, as well as colleagues' ongoing development.
- Westmill manufacturing team members all signed personal safety pledges in order to drive safety culture within its business.
- All Grocery Group businesses place a high focus on emergency procedures and run crisis management exercises, for example Speedibake carried out a joint exercise on ammonia with the local fire brigade.

All Grocery Group businesses have trained Mental Health First Aiders (MHFAs) who volunteer to support colleagues who may be struggling, signposting them to help and lending an ear when needed. In the UK there is one MHFA for every 30 employees. MHFAs often lead the communication of and engagement with the business's wider mental health support. For example, Westmill MHFAs have set up the Westmill Ventures Challenge to get people more active as a way of preserving and generating better mental health, and the Allied Bakeries team ran a Picture of Joy photo competition to mark World Mental Health Day 2024.

Twinings Ovaltine

Twinings Ovaltine has continued delivering its Beyond Zero initiative, which links neuroscience understanding with individual behaviours to promote health and safety-conscious behaviours among employees. The programme focuses on going beyond achieving zero accidents to create a culture of care, collaboration and understanding so all employees can work safely and effectively, and enhance their physical and mental wellbeing.

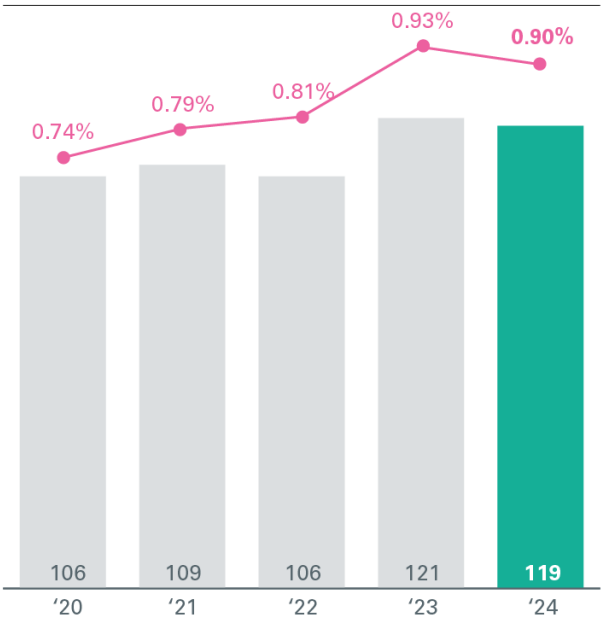
Beyond Zero modules are being rolled out across Twinings Ovaltine sites in Australia, North America, China, India, Poland, Switzerland and the UK. The initiative is being tailored by local teams to ensure the content suits regions and their cultural nuances. Over 100 employees have been trained across the organisation to date, helping to cascade the message and training to others. In manufacturing sites in the UK and India, 100% of relevant employees have completed the coaching sessions. The aim is to have this rolled out across all global sites by 2025.

As part of Twinings Ovaltine health and wellbeing programme, UK employees have access to an on-site ActiviTEA Centre, offering a gym, workout areas, class studios, changing facilities, a treatment room and a relaxation area. The programme also includes an Employee Assistance Programme, which offers proactive and reactive mental health support. Financial wellbeing is supported through access to an independent financial advisor along with a benefit that provides reward points and retail discounts.

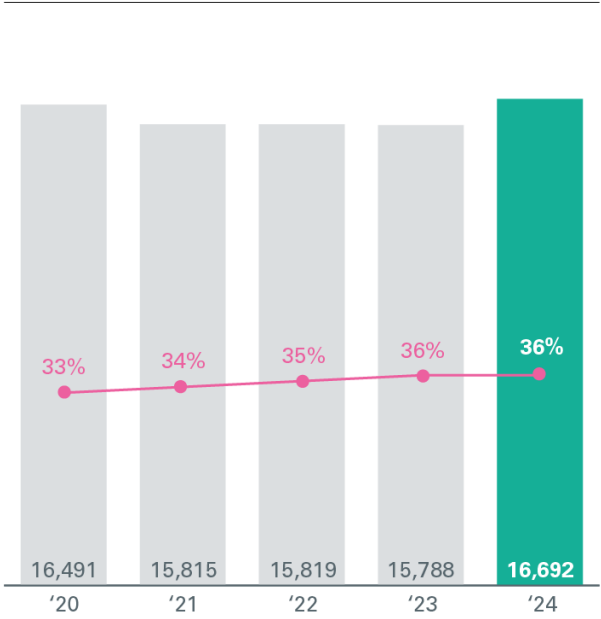
George Weston Foods

George Weston Foods' safety activities are guided by its five strategic safety pillars (shift mindsets, contain the risk, establish processes, develop skillset and competencies and system improvements). The business has established a 'Leaders Leading Safety Well' programme to prepare the cultural ground for building capability among its employees. Also, its 'Steps to Zero' programme aims to inspire everyone to work safely so that, at the end of each working day, everyone goes home to their families healthy and safe.

Employee on-site Lost Time Injuries and Lost Time Injury Rate (%) - Grocery



Number of employees and percentage of women in workforce



Diversity, equity and inclusion (DEI)

Our Grocery businesses regularly review and embed practices which build inclusive workplaces, and engage colleagues through training, education, celebrations and events.

Grocery Group

This year, Grocery Group businesses Allied Bakeries and Westmill updated their family-friendly policies, improving benefits for adoptive parents and those undergoing fertility treatments. These changes follow recent policy reviews aimed at more inclusive recruitment practices. AB World Foods has focused on supporting female talent before, during, and after maternity leave, including establishing informal peer-to-peer support groups.

All Grocery Group businesses have engaged with employees from under-represented groups, such as those from diverse racial, ethnic, gender, sexual and religious backgrounds, to share their inclusion experiences. They have developed training programmes, discussion toolkits, and employee networks on relevant topics, including allyship, mental health, financial wellbeing, and hidden disabilities like neurodiversity and chronic illnesses.

Each business is encouraged to tailor its inclusion agenda to its specific demographics and needs, celebrating events such as Black History Month, Ramadan, and Pride Month. In the UK businesses, inclusion and diversity programmes are executed by a network of colleagues volunteering on their business taskforce.

Twinings Ovaltine

To help create a diverse and inclusive business, Twinings Ovaltine has developed a range of programmes to build awareness, knowledge and understanding. It is embedding DEI through policies and practices across the whole employee lifecycle, starting with attraction, recruitment and onboarding, through to personal development and career progression.

In the UK, Twinings Ovaltine has a DEI and Wellbeing Champions Network, which advocates for the physical and mental health of employees and helps to foster an inclusive work environment by running a calendar of events and initiatives to raise awareness and celebrate diversity. The network is currently focusing on driving positive change around race and ethnicity, gender, accessibility and psychological safety.

Twinings Ovaltine has also developed a diversity dashboard tool to use data to monitor its performance. Senior leaders review the business's performance to understand the experience of employees and to create informed action plans to improve diversity across the business.

George Weston Foods

George Weston Foods and its businesses have established an Inclusion and Diversity Taskforce to continually review and embed practices to build an inclusive and diverse workforce. The Taskforce actively supports and celebrates diversity through year-round network events, educational initiatives and open communication. In 2024, the division focused on educating many of its leaders and people on unconscious bias, while advancing recruitment policies that reflect its commitment to inclusion and diversity.

ACH

ACH has a culture of enabling inclusion and welcoming diverse perspectives as a key imperative for organisational success, driven and led by ACH's senior leadership. ACH's 'Flourishing Together' framework sets the foundation for actionable solutions to talent development and an engaged workforce, where employees are valued and positioned to perform at their greatest potential. ACH has delivered shared experiences, critical learning and insightful expertise to foster a culture and environment invested in the mental and physical health and overall wellbeing, including financial wellbeing, of employees and their families.

Engagement and development

Grocery Group

Our Grocery Group businesses offer career development training and opportunities. Jordans Dorset Ryvita has invested in giving every line manager training in coaching techniques, delivered via a two-day in-person workshop designed to help them optimise their teams' performance. Westmill Foods has launched a new leadership development framework which includes tools to give colleagues comprehensive feedback at any career stage. Silver Spoon offers an 18-month development course for all leaders with a view to further driving capability in this area, and AB World Foods rolled out 'Encouraging Curiosity', a self-study guide for its top 50 leaders.

Jordans Dorset Ryvita, Westmill Foods and Silver Spoon have all improved their internal communication channels, ensuring that colleagues have easy access to the information needed for optimal performance and engagement. Business-wide employee engagement surveys at AB World Foods, AB Sports Nutrition and

Westmill Foods achieved completion rates exceeding 80% and above-average engagement scores. These surveys were followed by listening groups and action planning to address feedback across all functions.



Production colleagues at Westmill's noodle factory in Trafford, UK

Twinings Ovaltine

Twinings Ovaltine is embedding a coaching culture intended to create an environment where everyone is inspired and excited to give their best every day. All managers take part in its Thrive line manager programme, helping to build their capabilities in engaging and leading teams. One of the modules within this programme provides managers with foundational skills in having coaching conversations. The Thrive programme was shortlisted for a Food & Drink Federation award in the UK in 2024.

George Weston Foods

George Weston Foods is fostering leadership excellence through several initiatives. Since launching its Coaching Academy in 2022, over 50 colleagues have participated, enhancing their leadership skills. The division has also introduced LinkedIn Learning across all business units, offering employees flexible and accessible learning opportunities. Its TipTop business is advancing leadership capabilities with targeted programmes for all levels, from bakery operators to senior management. The focus is on continuous career development and promoting authentic and inspiring leadership.

ACH

ACH is invested in enabling its people to reach their full potential. A culture of growth is both encouraged and actively supported through a variety of programmes and initiatives, from an online library of learning content to facilitated workshops on key topics. Beyond formal learning ACH focuses on compelling career experiences to expand the breadth and depth of its organisational talent. This commitment not only enhances individual capabilities but also underpins the business's success in providing great brands and products for its diverse consumer base across North America.

Case study - AB World Foods

AB World Foods supporting men's mental health at its site in Leigh, UK



The Lions Barber Collective, a team of barbers raising awareness of men's mental health, cut hair and talk at the AWBF Safety Day.

At AB World Foods' manufacturing site in Leigh, the business has established a dedicated mental health group for its male employees. This initiative follows recent collaborations with men's mental health campaign groups, including the Lions Barber Collective and Andy's Man Club.

The new mental health group provides a platform for colleagues to connect and support each other through regular support sessions. The occupational health and human resources teams at Leigh further assist by offering a range of support services. These include guidance on physical, financial and mental health resources.

In addition, the Lions Barber Collective, a charity focused on preventing men's suicide, visited the site with their mobile salon, offering haircuts and conversations with employees. This visit spurred additional activities focused on addressing men's mental health.

During July 2024, Andy's Man Club, a charity dedicated to reducing the stigma around men's mental health through peer-to-peer support groups, also engaged with the team to raise awareness of mental health issues among men.

Case study - Tip Top

Tip Top launches health hubs



Tip Top's Health Hub programme includes an eight-week health and wellbeing challenge across different bakeries and teams across different Bakeries and teams

Tip Top in Australia has taken steps to prevent workplace injuries by creating health hubs at its bakery sites. The business is working to reduce the risks of manual handling, a major cause of injury, through automation, improved equipment and processes. It is also focused on the health of its employees and has partnered with Employhealth to provide on-site physio support. Additional services offered to employees include free health assessments, strengthening programmes to address personal fitness issues, daily warm-up programmes and manual handling technique training.

Tip Top also organises an annual eight-week health and wellbeing challenge. Since the introduction of these services in 2020, all of its bakeries have now established health hubs. Over 900 employees have completed health assessments, and the early identification of significant health risk factors has helped prevent some more serious health incidents. Many of these employees have also completed the strengthening programmes and have improved their sleep, diet and unhealthy habits. George Weston Foods is now considering the benefits of adopting this approach for its other businesses in Australia and New Zealand.

Case study - DON and TipTop

Fostering inclusion through curious conversations at DON and TipTop



To celebrate inclusion and diversity, TipTop recognises a broad range of cultural events within its bakeries, including Eid al-Fitr

The 'We Belong' programme was launched at TipTop in 2023. It involves Inclusive leadership training and a series of 12 'curious conversations' led by team leaders. The goal was to build curiosity and understanding, and to value differences within teams. In 2024, DON introduced the programme to support its inclusion agenda, and both businesses are seeing the benefits of positive conversations that explore how we see, change, and embed inclusion and diversity at work. With engaging content and a simple discussion framework, 'curious conversations' are happening across George Weston Foods' businesses and improving feelings of belonging.

Case study - George Weston Foods

George Weston Foods improving benefits for parents and carers



Tip Top Bakery

George Weston Foods has improved its benefits for parents, carers, and their families. The new benefits include ongoing payments into state-run saving schemes throughout both paid and unpaid parental leave. There is also an 'ease-back' to work process, offering new parents or carers one paid day off per week for 12 weeks to help them transition back to work. Additionally, George Weston Foods funds a 'first aid for families' course for new parents. The business has ensured that all policies and communications supporting these benefits are inclusive and gender neutral.

People in our supply chains and surrounding communities - Grocery



Our Grocery businesses recognise that they have a responsibility to respect human rights and understand that their actions can impact human rights across the value chain.



A tea worker walking through a tea estate in India

Human and labour rights in our supply chains

Our Grocery businesses aim to respect internationally recognised human and labour rights and seek to cease, prevent or mitigate adverse impacts in their supply chains and operations in line with the standards contained in the Group Supplier Code of Conduct.

Grocery Group

Grocery Group businesses are prioritising their efforts to monitor human and labour rights risks by focusing on specific higher inherent risk areas of their value chains. These selected categories include raw materials, packaging, finished goods and services (including security, cleaning workwear, temporary labour and logistics providers). The Sedex (Supplier Ethical data Exchange) online database is used to assess and monitor these risks for in-scope tier one and key tier two supplier sites.

Grocery Group has continued to develop a central data management team to monitor supplier engagement with the Sedex platform and collate accurate data. This data is distributed monthly to procurement and responsibility teams, providing information on non-conformances identified during audits, allowing the businesses to engage with their suppliers to resolve issues effectively and in a timely manner. Data is also used to inform sourcing decisions.

Suppliers of raw materials and other key commodities are required to complete a self-assessment questionnaire and upload the results of all ethical audits conducted onto the Sedex platform. Any issues identified are escalated to the Grocery Group Corporate Responsibility Leads as well as technical and procurement contacts within the relevant businesses. The businesses then follow internal escalation and remediation processes, which result in engagement with suppliers where necessary to resolve issues raised. All identified issues are continuously monitored and evaluated for improvement. The completion rate of the self-assessment questionnaire increased in 2023/24 from 60% to 90% of all suppliers registered on the Sedex online database.

Last year, Grocery Group engaged an independent third party ethical consultant to assess its policies and management procedures against the OECD and FAO's 'Five Steps Guidelines for Due Diligence in Agricultural Supply Chains' [link]. As a result of this assessment, the businesses are making improvements to strengthen responsible sourcing and environmental practices. As part of these improvements, Grocery Group is rolling out a new grievance hotline, beginning with key suppliers in India.

Twinings Ovaltine

Twinings Ovaltine has put in place controls and processes to assess and mitigate human and labour rights risks within its supply chain. The division is committed to conducting business with integrity, respecting universal human rights and labour rights principles through its Code of Conduct and Human Rights Policy. These commitments apply to all aspects of its supply chains, including raw materials, packaging and indirect procurement, as well as its own operations.

Twinings Ovaltine continues to develop its due diligence process including audit procedures and training to support the implementation of its Code of Conduct and Human Rights Policy. These include its Factory Monitoring and Improvement Programme (FMIP), the Twinings Community Needs Assessment (TCNA), and Modern Slavery Awareness training programme.

The FMIP includes a risk assessment of tier one suppliers, which takes into account labour rights risk and the importance of the supplier to the business. Based on this assessment, high-risk suppliers (defined as those with significant potential for human rights and labour issues) are audited by an independent third party at least every three years, and some more regularly based on the audit's findings and remediation requirements. Low and medium-risk sites undergo ad hoc semi-announced spot check audits, where suppliers are given a two-week window for an audit to be conducted. More than 100 audits of tier one suppliers are conducted each year, including those commissioned by the suppliers themselves on the instigation of Twinings Ovaltine, which are carried out by third party auditors. Where audits identify non-compliances, suppliers are required to take action to resolve the issues within a specified time frame. The programme covers selected tier one suppliers including third party partners and joint ventures producing finished products (such as co-manufacturers, co-packers, licensing partners, packing houses, packaging suppliers and raw material suppliers). It also includes site service providers (such as construction and solar panel providers), branded promotional items, warehousing and own production sites. Twinings Ovaltine is also a member of the Sedex online database and where appropriate uses the platform to inform its supply chain assessment process for tier one sites.

In March 2022 the business launched modern slavery training for tier one supplier factories operating in high-risk countries, with a focus on suppliers known to be employing migrant workers. The e-learning course is developed by Twinings and suppliers are able to complete the course once they have registered. Following issues identified in Twinings' Kenyan tea supply chain, this year Twinings developed a Gender Based Violence and Harassment (GBVH) Policy, to help tea gardens effectively prevent and address GBVH, reduce its risks, and ultimately protect women workers.

Twinings requires the tea gardens it sources from to sign up to this policy, in addition to Twinings' Code of Conduct. Once they have signed, the supplier must submit a self-assessment report of their compliance against the policy and the output from this assessment is verified by a third party or by the Twinings Social Impact team. Where there are non-compliances with the policy, tea producers are given guidance on how to address these, including through a newly developed toolkit of best practices and tailored training. Tea gardens are also expected to formalise their approach on GBVH prevention and ensure continued effort to eliminate it. All gardens in Kenya are in the process of aligning to this policy, which will then be rolled out in other key sourcing countries, starting with Sri Lanka and India.

George Weston Foods

In recent years, George Weston Foods has taken significant steps to improve the visibility and ethical performance of its supply chains by registering its own businesses and suppliers on the Sedex online database.

George Weston Foods will be utilising the central data management team established by Grocery Group to oversee supplier engagement with the Sedex platform. Also for George Weston Foods, this team supports the businesses to identify any non-conformance issues within its supply chain. Going forward, George Weston Foods will require all suppliers of raw materials and other key commodities to complete a self-assessment questionnaire and upload it onto the Sedex platform. This process is designed to help George Weston Foods identify potential human rights risks in its supply chains.

ACH

ACH's direct and indirect supply chain is predominantly in the US and Canada. ACH has controls and processes in place to assess and address human rights-related risks, such as the risk of child and forced labour.

Case study - Jordans Dorset Ryvita

Helping migrant workers and their families in Turkey



A worker on a farm in Turkey, where several of our Grocery businesses have been engaging to improve social and environmental practices

Grocery Group businesses Jordans Dorset Ryvita, AB World Foods, Allied Bakeries and Speedibake are actively engaged in trying to improve the working conditions of migrant workers in Turkey's agricultural sector. In partnership with the Fair Labor Association (FLA), they are assessing the needs of workers, farmers, and labour intermediaries in the vine fruit and hazelnut sectors.

To drive change, these businesses have implemented a framework to evaluate supplier performance against key indicators such as child labour and wages. This approach, combined with increased on-site engagement, has led to tangible improvements.

In July 2024, a delegation from the Grocery Group visited Turkey to gain a better understanding of vine fruit production and strengthen industry collaboration. During this visit, they met with key stakeholders, including government officials and industry representatives. As a result of the visit there are ongoing discussions on standardising farmer documentation, developing a roadmap for improvement, sharing best practices and engaging with labour contractors and government entities.

This approach, combined with increased on-site engagement, has led to the development and implementation of child labour remediation procedures by some suppliers and improvements in worker-related record keeping by some farmers.

Case study - Westmill

Westmill partners with AB Mauri to support turmeric farmers in India



Turmeric farmers in India

Westmill has partnered with AB Mauri, another ABF company, to launch a series of social and environmental initiatives for turmeric farmers in Basargi, Maharashtra, India. The project, which began in May 2024, aims to improve the livelihoods of 40 registered farmers and benefit the entire village community through various activities.

Key objectives include increasing farmer yields by 10%, boosting the annual income of women in farming communities by 40,000 rupees, and improving access to medical care and health and safety resources for farmers. To kickstart the project, farmers were provided with high-quality seeds for 30% of their crops, aiming to improve yields, alongside training in agricultural practices. Additionally, the project plans to distribute menstrual products to the women in the community.

Looking ahead, the project plans to host bi-annual medical camps for the entire village, supply personal protective equipment (PPE) to farmers, and construct a public toilet facility. These initiatives aim to foster long-term social and economic growth while improving the overall wellbeing of the Basargi community.

Case study - Twinings

Supporting communities through the Twinings Community Needs Assessment (TCNA)



A tea picker in India

Twinings is dedicated to understanding and where possible addressing the needs of the communities from which it sources its tea and herbs. To help achieve this, in 2016 the business developed the Twinings Community Needs Assessment (TCNA).

The TCNA focuses on hearing directly from workers, farmers and community members through focus group discussions, interviews, surveys and observations. This approach allows Twinings to gain a first-hand understanding of the challenges and aspirations of these communities and identify any areas for improvement.

The TCNA covers 10 areas related to human rights and worker welfare, including labour rights, housing, water sanitation, health, gender equality, livelihoods, farming practices, land rights and natural resources. This holistic approach allows Twinings to identify specific issues and develop targeted interventions that help to address the needs of each community.

Case study - Ovaltine

Rolling out ongoing support for vulnerable migrant workers in Thailand



Communication training for Ovaltine suppliers in Thailand delivered by Issara

In Thailand, Ovaltine has partnered with the Issara Institute to implement an Inclusive Labour Monitoring (ILM) programme in three supplier factories that employ a significant number of more vulnerable migrant workers. The programme aims to empower workers by giving them a platform to voice their concerns through a multilingual hotline, a smartphone app and direct worker interviews carried out by Issara. This initiative not only facilitates the reporting of grievances related to recruitment and workplace conditions but also ensures that these issues are addressed and remediated by suppliers.

Through this collaboration, Ovaltine is supporting its suppliers in Thailand on a journey to enhance responsible recruitment practices and help improve the overall working conditions for all workers involved in the programme.

Carbon and climate - Grocery



Our Grocery businesses are addressing the risks associated with climate change by focusing on reducing energy use and emissions while also preparing for regulatory changes.

GHG emissions, energy and renewables

Our Grocery businesses are focused on improving energy efficiency and increasing their use of renewable energy to reduce greenhouse gas emissions and cost.

This year, total energy consumption across our Grocery businesses totalled 1,235 GWh, a decrease of 2% compared with last year. This reduction is primarily due to ACH implementing fuel and transport efficiencies between its own operations and its local distribution centre, as well as some George Weston Foods sites reducing their use of natural gas. In addition, many of the businesses have implemented a range of initiatives resulting in more efficient use of fuels on site and increasing their use of renewable energy sources. These initiatives have contributed to a decrease of Grocery's Scope 1 and 2 location-based GHG emissions of 3%, from 380 ktCO₂e in 2023 to 370 ktCO₂e this year.

Grocery Group

Grocery Group UK businesses are signatories to the Courtauld Commitment 2030, which outlines an ambitious set of industry-wide targets aligned to a 1.5°C pathway and a commitment to achieve net zero emissions by 2050. Grocery Group UK businesses have committed to reduce emissions by 50% across Scope 1, 2, and 3 by 2030 against a 2015 baseline, in line with the Courtauld Commitment 2030.

The Grocery Group's total energy consumption for 2024 was 448 GWh, a decrease of 2% compared with 457 GWh in 2023. Of the total energy consumed, 12% came from renewable sources. This was a 23% increase in renewable energy compared with 2023.

Grocery Group's total Scope 1 and 2 location-based GHG emissions increased by 2%, from 110 ktCO₂e in 2023, to 112 ktCO₂e in 2024. This was primarily driven by one UK site reporting higher quantities of diesel consumption.

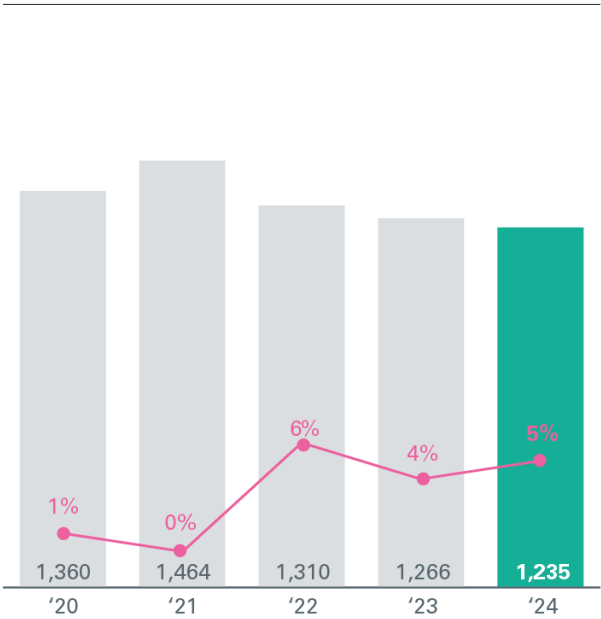
Grocery Group's UK businesses, who are signatories of the Courtauld Commitment 2030, achieved a decrease of 49% in their total Scope 1 and 2 location-based GHG emissions compared to the 2015 baseline.

These reductions against the 2015 baseline year are driven by operational structure changes, investment in renewable energy and ongoing capital investment in more efficient equipment.

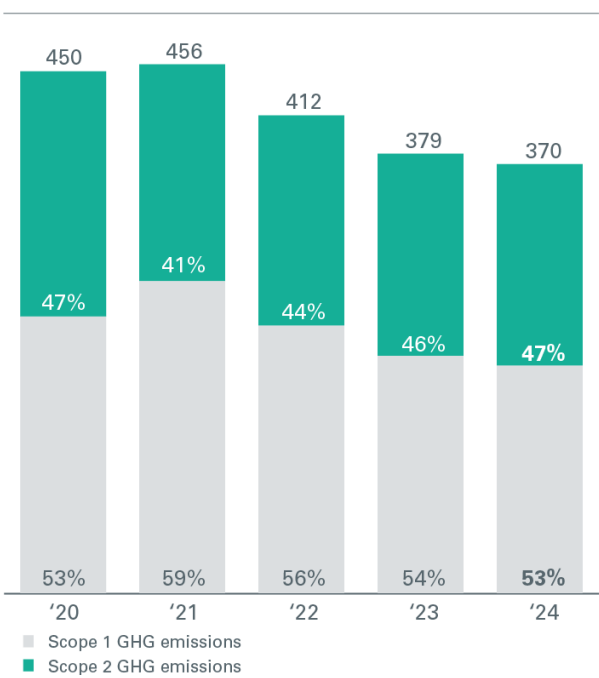
Grocery Group is working towards reporting verified Scope 3 emissions data by the end of 2025. Reducing Scope 3 emissions is challenging due to the fragmented nature of the businesses’ supply chains and difficulties in obtaining accurate data. A dedicated project team is mapping supply chains, establishing baseline data for Scope 3 emissions, and working towards a methodology for annual calculations. This data will support the implementation of effective strategies to reduce the division’s overall carbon footprint. Some businesses have already initiated discussions with key suppliers to find supply chain-wide interventions that can be delivered at scale and pace.

This year, AB World Foods joined the list of ABF businesses engaging with the Science Based Targets Initiative. It has submitted a target and is currently waiting for this target to be validated.

Total energy consumed and proportion from a renewable source
(GWh)



Scope 1 and 2 (location-based) GHG emissions
(000 tonnes of CO₂e)



Twinings Ovaltine

Twinings Ovaltine has committed to setting near and long-term GHG emission reductions targets in consultation with the SBTi. The business has established a Net Zero Steering Group that is working with external experts to measure and analyse its Scope 1, 2 and 3 emissions and develop specific targets and a reduction roadmap.

In 2024, Twinings Ovaltine's total energy consumption reached 147 GWh, reflecting a 1% reduction from 149 GWh in 2023. Of this total, 6% was sourced from renewables, representing a 70% increase compared with 2023.

Twinings Ovaltine achieved a 12% decrease in its Scope 1 and 2 emissions compared with 2023. This decrease is largely attributed to the installation of photovoltaic panels in Thailand, Poland, the UK, and Switzerland, as well as the implementation of an energy management system in China. Additionally, the introduction of a trigeneration system in Poland and a shift to more hydropower energy in Switzerland contributed to this positive outcome.

In particular, Twinings has implemented many energy efficiency projects across its two main manufacturing sites, Andover in the UK and Swarzedz in Poland, including installing LED lighting and solar panels. In the UK, Twinings has upgraded its chiller and dust extraction systems, added two voltage power optimisation units to drive energy savings and installed a new robotic palletiser system, which requires 75% less energy than the previous system.

In Swarzedz, Twinings has implemented a trigeneration system that converts natural gas to electricity, which is less carbon-intensive and provides a significant portion of the site's power needs. When fully operational it is estimated that the panels and trigeneration system can supply up to 30% of the energy required to power its Polish sites. For the remaining energy needed across its operations, the business is looking to transition to renewable energy providers, including wind and hydropower. Ovaltine has also installed solar panels at its sites in Thailand and Switzerland.

Twinings Ovaltine understands the importance of collaborating with its suppliers to reduce its Scope 3 emissions. Farming communities, particularly smallholders, are increasingly affected by climate change and related environmental challenges such as water scarcity and poor soil health.

Twinings is engaging with key suppliers to support their efforts in reducing carbon emissions and it plans to conduct bespoke Life Cycle Assessments, starting with its largest tea suppliers, which represent the majority of its total tea spend. These assessments will focus on site-level factors such as existing reduction plans, renewable energy usage, farm inputs, regenerative farming practices, and soil management. By understanding suppliers' carbon footprints, Twinings aims to provide targeted support and drive emissions reductions across the supply chain. Logistics account for a minimal portion of Twinings' Scope 3 emissions, as raw ingredients are shipped from sourcing countries to production sites rather than being air-freighted. However, Twinings is working on optimising product transportation to customers by minimising the use of empty trucks, using jumbo trailers to reduce the number of journeys, shifting from road freight to rail freight, and exploring alternative fuels.

George Weston Foods

George Weston Foods is dedicated to contributing to the transition to a low-carbon economy and managing its climate risks and impacts. It incorporates climate change as a focus area in its strategic planning and is developing goals and targets for energy efficiency and carbon emissions reduction, which will be finalised in 2025.

George Weston Foods is developing a climate adaptation and resilience strategy based on thorough measurement of its carbon emissions, including Scope 3 emissions, and is considering the adoption of a science-based target. The business is collaborating with external experts to understand its climate-related risks and the potential impacts on its sites.

In 2024, GWF's total energy consumption was 523 GWh, a 1% decrease compared with 527 GWh in 2023. Of total energy consumed in 2024, 2 GWh was sourced from renewable energy. Total Scope 1 and 2 location-based GHG emissions totalled 181 ktCO₂e in 2024, a reduction of 1% compared with 2023. Reductions can be attributed to site-level energy efficiency projects and equipment upgrades. Tip Top is currently in the

process of installing solar arrays at 10 of its bakeries across Australia. Upon completion, these arrays will generate approximately 17% of the business's total electricity requirements. The business has already installed solar panels at its Townsville, Bendigo, Dry Creek, Carrara, and Chullora bakeries. Tip Top's procurement team is also exploring the possibility of procuring its remaining energy from renewable sources, where feasible.

ACH

ACH's total energy consumption for 2024 was 117 GWh, which was a 13% decrease compared with 2023. Its Scope 1 and 2 location-based GHG emissions totalled 29,257 tCO₂e in 2024, a 13% decrease compared with 33,800 tCO₂e in 2023. The reduction in both energy consumption and GHG emissions is related primarily to ACH implementing fuel and transport efficiencies between its own operations and its local distribution centre.

Water - Grocery



Water is a key component in some of our Grocery businesses' manufacturing processes.



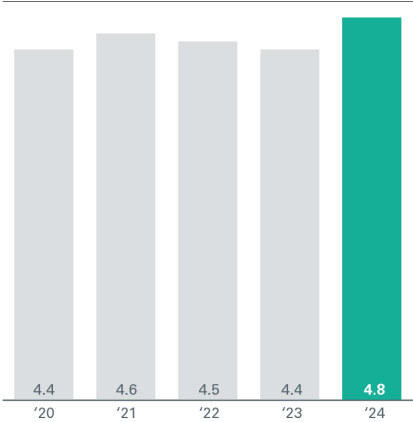
Ageing barrels for balsamic vinegar of Modena at Acetum's factory in Cavezzo, Italy

Water abstraction across our Grocery businesses increased by 9% from 4.43 million m³ in 2023 to 4.80 million m³ in 2024. This was primarily driven by George Weston Foods, which accounts for 46% of the Grocery segment's total water abstracted in 2024. George Weston Foods increased its water consumption by 14% from 1.9 million m³ in 2023 to 2.2 million m³ in 2024 as a result of an increase in production output as well as improvements in reporting accuracy.

Our Grocery businesses recycled 4% of the water entering their sites in 2024, which also contributed to a reduction in water abstracted.

In the UK, water abstraction across the Grocery Group facilities continues to fall and has reduced by 19% since 2015. Although water is a key ingredient for many of its products, ensuring water usage in non-ingredient applications is minimised has helped achieve this reduction. Within Grocery Group, Acetum, Allied Mills, Westmill Foods and Speedibake all decreased their water use in 2024.

Total water abstracted
(million m³)



Grocery Group

As part of the Courtauld Commitment 2030, all Grocery Group UK businesses have signed up to the WRAP water roadmap. This focuses on water use in the supply chain and includes an overall target that 50% of fresh food is sourced from areas with sustainable water management.

In 2024, Grocery Group businesses in the UK have focused on utilising the WWF water risk tool to assess their high volume ingredients, with the aim of following the WRAP stewardship guidance and reducing water risk in the supply chain. This is in addition to the sustainable spice and rice projects in their supply chains which continue to deliver significant water reduction benefits.

Waste and packaging - Grocery



Our Grocery businesses continue to focus on making improvements in their waste and packaging.



Dorset Cereals packaging on the production line in Poole, UK

Waste and circularity

The principles of circularity and efficient resource usage align with the management ethos across our Grocery businesses, because alongside delivering environmental benefits they directly support operational efficiency and cost control.

This year, the Grocery businesses increased total waste generated by 11% compared with last year. The increase was driven mainly by George Weston Foods, which accounts for 76% of the Grocery segment's total recycled waste, with one site experiencing an increase in bread returns from retail stores. Of the total waste generated, 81% was recycled, recovered or sent for other beneficial use, which is an increase of 16% compared with 2023.

All businesses are actively working to reduce waste, with initiatives tailored to their specific operations. For example, Twinings Ovaltine is reducing its waste output by focusing on improved operational efficiencies, implementing various initiatives to reduce waste at source. These initiatives include improving machine efficiencies, reusing all production waste, returning plastic packaging materials back to suppliers after use

and promoting a waste segregation culture across the entire business. Its UK and Polish manufacturing sites achieved zero waste to landfill this year. ACH has made investment in reducing waste by enhancing production efficiency and recycling waste materials.

Grocery Group

With a product portfolio including staples such as bread, flour, rice, noodles, bagged sugars, tea, cooking sauces and breakfast cereals, reducing food waste remains a major area of focus for Grocery Group businesses.

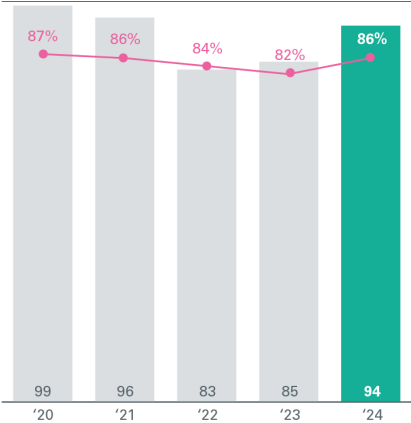
Grocery Group businesses in the UK are signatories of the Courtauld Commitment 2030, an industry-wide initiative aiming for a 50% per capita reduction in food waste by 2030 against the UK 2007 baseline. Grocery Group is actively contributing to this goal by following the commitment's 'Target, Measure, Act' framework. Each business within the Grocery Group has established internal food waste reduction targets and is implementing strategies to minimise waste.

Between 2015 and 2023, food waste tonnage from Grocery Group businesses in the UK decreased by 23%. By the end of calendar year 2023, 92% of food waste went to the animal feed sector, and 6% of material unsuitable for feed was used for energy generation. Additionally, Grocery Group businesses in the UK have increased donations of surplus food to food banks, with over 580 tonnes donated in calendar year 2023.

George Weston Foods

Since 2022, Tip Top has been a signatory of the Australian Food Pact, which aims to halve food waste in Australia by 2030. Tip Top has an efficient resource use programme for reducing waste where most of the waste is either turned into breadcrumbs or used as animal feed. Tip Top currently sends less than 1% of its food waste to landfill. It is developing a Food Waste Action Plan to address reducing returns and food waste in customers' homes and at its bakeries.

Total waste generated vs proportion recycled
(000 tonnes)

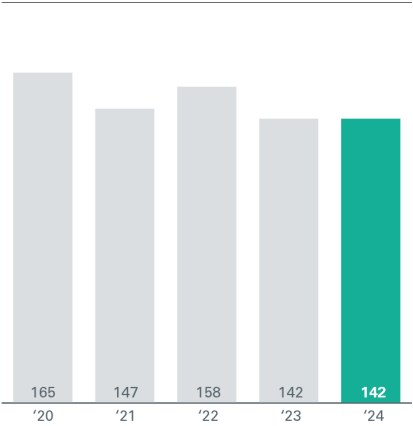


Plastic and packaging

Packaging has an important role to play in ensuring the safety and quality of products, but the Grocery businesses are also focused on minimising their environmental impact. Across many programmes and initiatives, the individual businesses are working to reduce packaging and increase recyclability and reusability.

During 2024, our Grocery businesses’ total packaging used remained consistent compared with 2023, while production output increased by 6%, demonstrating efficiencies in packaging use. This improvement is partially due to changes in production mix and volumes, as well as projects within the businesses to replace plastic packaging with alternative materials such as cardboard. Our Twinings, AB World Foods and ACH businesses use the largest quantities of packaging and therefore have the most influence on the segment’s packaging volumes.

Quantity of packaging used
(000 tonnes)



Grocery Group

Since 2018, Grocery Group’s businesses in the UK have been members of the UK Plastics Pact. Led by WRAP, the voluntary UK Plastics Pact commits signatories to eliminate problematic or unnecessary single-use packaging through redesign, innovation or alternative delivery models. The commitment requires food producers and other users of plastic materials to factor recyclability into the specification and design of their packaging, and the waste reprocessing sector to adapt to ensure that those materials that technically can be recycled easily are collected and taken for reprocessing.

Over calendar year 2023, our Grocery Group businesses in the UK continued to focus on the removal of packaging formats that use materials that are difficult to recycle. As a result, 89% of the packaging materials used over the past year were either fully recyclable in the UK or recyclable where facilities exist. Materials classified as difficult to recycle across its branded foods portfolio now account for less than 0.4% of all packaging and materials.

In 2023/2024, AB World Foods reduced the weight of Patak’s glass packaging for a sauce range, eliminating approximately 192 tonnes of glass and reducing carbon emissions by around 175 tCO₂e. Additionally, It eliminated approximately 6 tonnes of steel, further reducing carbon emissions by about 90 tCO₂e.

Silver Spoon has invested in a new palletiser and automated wrapping capability at its Bishop’s Stortford Flour Mill, which has reduced the supply chain waste of one of its major customers by 17% as a result of less handling and a reduction in damaged product.

Twinings Ovaltine

Twinings is working to minimise packaging materials and where possible use more sustainable alternatives, increasing the recycled content and removing single-use plastic, and in doing so also making sure more of its packaging is recyclable. Twinings has committed to ensuring that all consumer packaging is recyclable or reusable and that its tea bags are compostable by 2025. Packaging sustainability is built into its new product development and innovation process. Design for recyclability guidelines are available to all packaging developers, with targets and guidelines part of all packaging briefs, and used during approval processes.

All tea bags produced at its Andover and Swarzedz factories are certified as Industrially Compostable, with approximately 70% of the tea bags used at Swarzedz, including the tag, thread, and inks, certified as Home Compostable. To reduce plastic waste, Twinings has also removed plastic wrap from around 75% of its cartons. In terms of overall packaging at the Andover and Swarzedz sites, 20% is currently compostable, 71% recycling¹, 1% is designed for recycling, and 8% is currently not recyclable.

George Weston Foods

George Weston Foods is a signatory to the Australian Packaging Covenant Organisation (APCO) 2025 National Packaging Targets and a foundational member of the National Plastics Recycling Scheme (NPRS). The NPRS is being developed by Australia's food and grocery manufacturing industry, with funding support from the federal government, to create a new advanced recycling industry in Australia, aiming to turn plastic packaging back into new food-grade packaging. The NPRS is a critical part, but not the only part of George Weston Foods' plastics and packaging strategy. Businesses within George Weston Foods have formed a Packaging Management Team to address packaging issues more generally and develop communities of practice to share innovations.

1. Recyclable / Recycled - recycling needs to be 'in practice and at scale' for a package to be considered recyclable. At scale means beyond the lab, pilot test or small population size to demonstrate that the design of the packaging is not a barrier to recycling and can be replicated widely.

Case study - TipTop Bakeries

TipTop recycled and recyclable bread bag tags



A TipTop 100% recycled cardboard bread tag, Australia and New Zealand

TipTop successfully launched Australia's first 100% recycled and recyclable cardboard bread tags. Switching to recyclable tags, made from 100% recycled cardboard, across Australia and New Zealand will prevent approximately 300 million plastic tags from ending up in waste streams. TipTop has removed around 105 tonnes of polystyrene from waste streams every year as part of its commitment that by 2025 all its packaging will be 100% recyclable, reusable or compostable.

Food safety and nutrition - Grocery



Our Grocery businesses are united by our Group purpose: to provide safe, nutritious and affordable food.



A colleague checks Westmill noodles for quality at our factory in Trafford, UK

Food safety

In line with the Group approach to food safety, all Grocery businesses ensure the safety, quality, legality, integrity and authenticity of their raw materials and products. This is achieved by operating Hazard Analysis Critical Control Points (HACCP), Threat Assessment and Critical Control Points (TACCP) and Vulnerability Assessment and Critical Control Points (VACCP) protocols alongside Good Manufacturing Practices (GMP) and product assessment. All critical processes are subject to ongoing verification and at least annual validation.

Grocery Group businesses are typically subject to unannounced audits of Global Food Safety Initiative (GFSI) standards and employ food safety specialists who are responsible for ensuring ongoing compliance to the required certification, in-house and customer standards.

Twinnings Poland is certified against the FSSC 22000, a GFSI standard, and is regularly audited. It employs food safety specialists responsible for ensuring ongoing compliance with the required certification, in-house and customer standards.

At George Weston Foods, food safety and quality are the most important topics for the business and its stakeholders. As one of the largest food manufacturers in Australia and New Zealand, it has a fundamental responsibility to provide safe, nourishing food for the communities it serves. George Weston Foods is constantly seeking to improve and enhance its food safety and quality programmes.

Nutrition and health

Grocery businesses have always taken nutritional factors into account when developing a product portfolio which includes store cupboard staples such as bread, flour, rice, noodles, bagged sugars, tea, cooking sauces and breakfast cereals. To support this position, and wherever relevant to the category, our businesses have in place a bespoke Nutrition Policy as well as a framework for how they will responsibly communicate any health and environmental claims across their brands.

Grocery Group

Our Grocery Group businesses in the UK have developed internal policies to ensure compliance with relevant regulation and industry codes of practice related to responsible marketing. In addition, they carefully consider the placement, content and execution of advertising for products considered high in fat, sugar and salt (HFSS), ensuring children under the age of 16 are not targeted.

Many of Grocery Group's products support healthier choices, from high-fibre breakfast cereals, wholemeal bread and crispbreads to specialist sports nutrition products. Meanwhile, examples of new non-HFSS products include Jordans Popped Oat Crunch cereal which is high in fibre; Ryvita Snack ItThins which come in three flavours and are high in fibre; Kingsmill's Fruit Fingers and reformulated pancakes; Patak's Curry Creations sauce kits; and Westmill Foods' Elephant Basmati Boost, a new fortified rice variant.

In recent years Grocery Group division has worked closely with the UK's Food and Drink Federation (FDF), participating in industry-wide programmes designed to deliver meaningful health benefits to consumers. Ryvita, Jordans Cereals and Kingsmill remain signatories to one such programme, FDF's Action on Fibre, an initiative designed to increase fibre consumption in the UK. Participating businesses pledge to focus on bringing more fibre to the UK national diet, either through new products or product reformulation.

Nutrition reporting – Grocery Group UK businesses

As part of their commitment to responsibly produce and market safe, nutritious and affordable food, our Grocery Group UK businesses report revenue based on the UK's 2004/5 Nutrient Profiling Model and the Food (Promotion and Placement) (England) Regulations 2021. The Nutrient Profiling Model uses a formula to assess the nutritional content of foods, categorising them as either HFSS or non-HFSS.

Branded product portfolio analysis

In 2022/23, over 94% of the revenue generated from the Grocery Group UK businesses’ branded portfolio in 2022/23 came from non-HFSS products or HFSS products that are not subject to restrictions under the Food (Promotion and Placement) (England) Regulations 2021. For context, this includes everyday staples like bagged sugars, cooking oils, cooking sauces and condiments that are not within the scope of public health-related sales restrictions.

Some 72% of revenue from the Grocery Group UK businesses’ branded portfolio came from foods that are classified as non-HFSS. These include staples such as bread, crispbreads, tea, flour, rice and noodles, as well as some breakfast cereals (including muesli and some granola recipes), cooking sauces and condiments.

Finally, foods designated HFSS that are also subject to sales restrictions include a small number of Grocery’s baked breakfast cereal recipes, some ice cream accompaniments and a selection of baked goods. Many of these product ranges have already been reformulated, or will be considered for reformulation in the future, subject to feasibility and consumer acceptance.

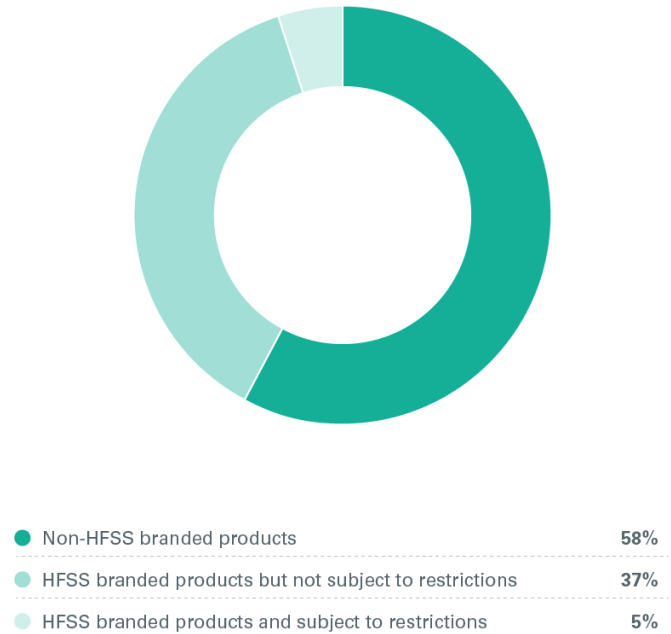
George Weston Foods

In Australia and New Zealand, George Weston Foods businesses TipTop and Yumi’s are champions for clear food labelling. George Weston Foods actively participates in the governments’ Health Star Rating system, a voluntary front-of-pack labelling system that empowers consumers to make informed choices about the healthiness of its products. The Yumi’s brand is committed to displaying the Health Star Rating on its entire range, making it easier for consumers to understand its nutritional value.

TipTop was the first bakery brand to adopt the Health Star Rating system in Australia. Today, 100% of TipTop products display a Health Star Rating, with 95% of its portfolio achieving a Health Star Rating of 3.5 or higher. Demonstrating a further commitment to nutritional improvement, TipTop voluntarily committed to the Healthy Food Partnership nutrition targets for the bread category in Australia. The business has surpassed the 80% sodium reduction target ahead of the June 2024 deadline.

Nutrition reporting - Grocery Group UK businesses

(% Revenue)



Agriculture and farming practices - Grocery



The businesses within our Grocery segment are highly dependent upon agricultural commodities and supply chains to deliver their leading brands and ESG agenda.



A farmer growing Hom Mali rice for Westmill using the Sustainable Rice Platform Standard, Ubon Ratchathani, Thailand. Farmers are trained to test local soil conditions and produce optimised fertilizer mixes that improve efficiency

Responsible agriculture, biodiversity and land use

Our Grocery businesses have strong connections to the global farming sector, sourcing products from crops grown on farms, tea gardens, and smallholdings around the world. The diverse approaches and solutions they pursue reflect the structure of the supply chains and the nature of their operations in that context.

Our Grocery businesses are adapting to the evolving regulatory ESG landscape by expanding their approach to managing environmental and social risks, opportunities and impacts within their agricultural supply chains. In the past, they focused on a few targeted initiatives, but now they are taking a broader approach to

address a wider range of issues. Recognising the need for collaboration across the industry, they are working with civil society partners and other industry players to address supply chain issues.

To help address environmental risks such as deforestation and biodiversity loss, our Grocery businesses are focusing on specific projects within their supply chains, especially for those products particularly impacted by climate change. They are also prioritising water reduction and yield increase for commodities like rice. Climate change is particularly impactful for the gardens, farms and people that grow tea and herbs in the supply chains across the division, as extreme weather and natural disasters continue to affect the growth of healthy crops and the livelihoods of the communities that rely on them.

Several businesses leverage third-party certifications from organisations such as the Rainforest Alliance, Fairtrade, and the Roundtable for Sustainable Palm Oil (RSPO). For example, these certifications are a minimum requirement for Twinings' suppliers of key raw materials such as tea and palm oil. Twinings is also actively involved in the International Cocoa Initiative, the World Cocoa Foundation, the Ethical Tea Partnership (ETP), the Sustainable Spices Initiative and the RSPO.

How our Grocery businesses approach a range of commodities is presented below.

Rice

Traditional rice-growing methods are water-intensive and release a significant amount of greenhouse gases into the atmosphere. Rice cultivation is estimated to be responsible for 8% of the world's methane emissions¹. Westmill Foods, a Grocery Group business in the UK and a leading supplier of food products to the Indian, Chinese and Thai foodservice sectors, is committed to promoting the standards of the Sustainable Rice Platform (SRP).

As a founding member of the SRP, a multi-stakeholder partnership set up by the United Nations Environment Programme, Westmill Foods supports initiatives to promote climate-smart agriculture, protect biodiversity, fight climate change and support smallholder farmers. By adopting SRP standards, the business is contributing to the production of high-quality rice while minimising environmental impact.

In Pakistan, where Westmill Foods sources basmati rice, the business is now in the sixth year of its collaborative project with Galaxy Rice, a key supplier in Pakistan, to equip them with the tools and techniques needed to train their farmers on sustainable farming methods in line with the SRP standard.

This programme aims to benefit both farmers and their communities and covers several topics such as water management, pesticide management and agribusiness techniques. In particular, it covers the use of water-saving technologies, including land laser levelling and alternate wetting and drying (AWD) techniques which also help to reduce GHG emissions.

As of May 2023, the project had included 1,000 farmers across 75km of land. Since the programme started in 2018, farmers within the programme have seen a 48% reduction in GHG emissions, a 31% reduction in water usage, a 13% increase in net yield and a 21% increase in net income compared to a set of non-SRP farmers.

Westmill Foods has also completed the first year of a similar project working with its supplier Olam Agri to train smallholder Thai Hom Mali rice farmers located in Ubon Ratchathani, Thailand, on the SRP standards. In 2023, this project supported 600 farmers, with plans to increase by 200 farmers per year for the next three years. During the first year the programme achieved a 13% reduction in GHG emissions, a 56% reduction in fertiliser usage and a 10% increase in net income for farmers.

Tea and spices

Twinings Ovaltine sources approximately 13,000 tonnes of tea and over 180 herbal raw materials, including spices. It does not own any tea or herb estates, farms or gardens and is selective about who it sources from, only purchasing tea from sources certified to internationally recognised standards, such as the Rainforest Alliance and Fairtrade International. It sources all its tea from seven regions – China, Kenya, India, Sri Lanka, Argentina, Indonesia and Japan.

Its tea supply chain includes approximately 120,000 workers and 110,000 farmers. Central to Twinings' responsible sourcing programme is the 'Sourced with Care' initiative, which aims to drive positive change through empowering women, supporting incomes and improving living standards within these communities. Through this initiative, Twinings recognises and supports the vital contributions of people and communities in tea and herb production. The business also collaborates with key partners in the tea sector, such as the Ethical Tea Partnership (ETP) and IDH - the Sustainable Trade Initiative.

Twinings publishes a sourcing map on its website, [Sourcing – Sourced With Care](#), detailing the tea gardens it buys from as well as the countries it sources its key herbs from, as part of its efforts to drive collaboration and greater transparency of reporting.

In 2024, it achieved 92% traceability by volume (back to farm or producer community) for its 17 key herbs² and spices and is working with suppliers to ensure full traceability of its key herbs by 2025.

Twinings, AB World Foods and Westmill are all members of the [Sustainable Spice Initiative](#) (SSI). AB World Foods and Westmill Foods are collectively working towards the goal of sourcing 25% of spices from SSI-certified sources in at least their top three product categories among spices, herbs and dehydrated vegetables by 2025, and 50% by 2030.

Westmill Foods is making progress towards these targets. During 2023/24, it sourced 47% of its top three spices (turmeric, chilli and cumin) with SSI certification. It also set a new target to reach SSI certification for 10% of the paprika it sources and in 2023/24 it has achieved 14%. AB World Foods is making similar progress towards these targets and in 2023/24 sourced 34% of its top three products (coriander, paprika and kibbled onions) from SSI-certified sources.

In addition, since 2019, AB World Foods has been working on Project SPICE with partner NGOs Mercy Corps (an international NGO working globally to help people affected by crisis, disaster, poverty and climate change) and GRAVIS (a community development organisation in Rajasthan, India) to support rural cumin and coriander farming communities in Rajasthan. The project has delivered agronomy and business skills training to over 1,000 farmers.

Cereals

Our Grocery businesses buy 5.9% of the UK milling wheat crop which is a core ingredient for Allied Mills, Allied Bakeries, Jordans Dorset Ryvita (JDR), Silver Spoon and Westmill Foods. JDR are also buyers of UK oats and rye.

Jordans Cereals, a premium cereal brand within our Grocery Group, sources all of its grains through the Jordans Farm Partnership, which covers its branded sales volume in the UK and France. This collaboration pays a premium to the farmers involved for their oats, wheat and barley in exchange for them managing at least 10% of their land for the benefit of wildlife. Since 1985, Jordans Cereals has worked with these farmers to promote biodiversity on their land.

Allied Mills ensures all the UK wheat it sources is Red Tractor /TASCC (Trade Assurance Scheme for Combinable Crops) assured. The business is piloting its Wheat Sustainability Supply Project, where select farmers adopt techniques that aim to improve soil health and support wildlife.

Animal health and welfare

Grocery Group

Grocery Group produces products primarily derived from ingredients of plant origin, except for a small quantity of dairy products, eggs and honey. It believes in the importance of high animal health and welfare standards within agricultural systems and supports the principles in ABF's Animal Welfare Position Statement.

Grocery Group businesses are working towards sourcing 100% cage-free eggs by 2025. While Westmill Foods and Silver Spoon have already achieved this, Allied Bakeries will transition its branded lines to 100% cage-free eggs from September 2024.

George Weston Foods

George Weston Foods purchases ingredients derived from animals, including eggs, dairy products, pork and other meat. The business believes in maintaining and improving high animal welfare and meeting relevant animal welfare standards, including the internationally recognised Five Domains. George Weston Foods follows groupwide ABF commitments to purchase 100% of cage-free eggs by 2025. The business has already started the transition process and is on track to meet this commitment. Tip Top in New Zealand has already achieved the goal.

George Weston Foods-owned piggeries in Australia have been sow stall-free since 2010, with directly owned and supplier owned piggeries in Australia certified by the Australian Pork Industry Quality Assurance (APIQ) programme. For pork sourced by George Weston Foods from overseas, suppliers in Europe and North America are expected to undertake continuous improvement in welfare standards.

1. *World Bank Group, World Bank Steps Up Efforts to Address Methane Emissions, December 2023*

2. *These herbs represent 85% of Twinings' herb volume and include: peppermint, camomile, ginger, hibiscus, orange, lemongrass, rosehip, lemon peel, spearmint, blackberry leaves, apple, liquorice, cinnamon, rooibos, turmeric, cardamom and vanilla.*

Case study - Twinings

Strengthening livelihoods of cardamom farmers in Guatemala



A cardamom farmer in Guatemala

Twinings sources the vast majority of its cardamom from Guatemala, where it has partnered with Mercy Corps, an international NGO working globally to help people affected by crisis, disaster, poverty and climate change. Together, they are working to improve the livelihoods of cardamom farmers, reducing the risk of deforestation, introducing crop diversification, improved pest management, and helping to improve biodiversity.

Cardamom needs shade to grow. By planting commercial trees such as the fast-growing native Madre de Cacao, Cedar, and Mahogany, the plants receive the shade they need, and farmers have an additional source of income over time. Farmers are also combining their crops with cinnamon, cloves and black pepper, helping them to diversify their outputs and improve their income.

A critical part of the initiative involves improving the cardamom drying process. Traditionally, farmers used wood-based fires, contributing to deforestation. The programme has facilitated a switch to propane gas dryers, which not only significantly reduces the need for wood but also improves the quality of the cardamom by providing a more consistent drying temperature. Through this partnership, three gas dryers have been built, capable of drying approximately 200 tonnes of cardamom and saving 225 metres of firewood annually, equivalent to preserving around 1.5 hectares of forest.

Twinings' funding enabled Mercy Corp to provide technical support for the implementation of agroforestry systems on 145 plots and the creation of 10 community plant nurseries, which cultivate the seedlings needed to support the agroforestry systems. Since 2020, when the programme started, 862 cardamom farmers have been trained in agroforestry techniques.

Case study - Twinings

Broadcasting radio training to smallholder tea farmers in Kenya



A smallholder farmer in Kenya

In Kenya, in 2023, Twinings partnered with the Farmer Voice Radio NGO to provide training for Kenyan smallholder tea farmers, with a particular focus on women. This initiative is funded by the UK Foreign, Commonwealth & Development Office's Work and Opportunity for Women programme and aims to reach at least 50,000 farmers.

Smallholder farmers, especially women, often face significant barriers to accessing training due to work and family responsibilities. This programme has funded the development of a series of training programmes designed by and for women, which are broadcast, in local dialects, over the radio twice a week and then uploaded to YouTube, which means farmers can listen at a time that suits them and their schedule.

The series focuses on training farmers on more environmentally friendly farming practices, including land management techniques, such as reducing the amount of tillage, appropriate use of chemical pesticides and fertilisers, and switching to natural fertilisers where possible.

Case study - Jordans Farm

Jordans Farm Partnership continues to grow



A Jordans Farm Partnership farm in Hampshire, UK

The Jordans Farm Partnership is a collaboration with Wildlife Trust and LEAF (Linking Environment and Farming). It has now been in place for nine years.

All the farms in the Partnership are required to meet the LEAF Marque environmental sustainability standard, which includes independent audits and certification against a range of more sustainable farm management practices, including biodiversity habitat alignment according to the post-2020 [biodiversity framework](#)[\[link\]](#). Additionally, farmers work directly with dedicated farm advisers from their local Wildlife Trust in the UK to create and manage a range of specific habitats to sustain wildlife biodiversity on their farms, including native wildflowers and seed-bearing plants to provide food for insects and birds.

The Jordans Farm Partnership pays farmers a premium for their grain in exchange for them managing at least 10% of their land for the benefit of wildlife. The average proportion of land managed for the benefit of wildlife in 2022/23 was 26% across the 15,900 hectares of farmland managed under the Partnership.

In 2023, farmers growing oats for Jordans Cereals provided over 4,200 hectares for wildlife, including barn owls, brown hares, corn buntings and vital pollinating insects like bees. Wild places they have created or maintained include woodlands, ponds, hedgerows and waterways.

Project SPICE II: Empowering farmers and building climate resilience in India



Adolescent girls training at Mokheri Village Phalodi

Since 2019, AB World Foods has been working on Project SPICE with partner NGOs Mercy Corps and GRAVIS, a community development organisation in Rajasthan, India to support rural cumin and coriander farming communities in Rajasthan, India. The project delivered agronomy and business skills training to over 1,000 farmers and supported women within the community, raising awareness of the importance of girls' education.

Since January 2023, Project SPICE II has expanded its partnership with GRAVIS to further support the farming communities with the additional focus on building climate resilience. In its first year the project focused on improving water management practices and increasing farmer income.

Key achievements include:

- 75% increase in crop yield at rain-fed farms;
- 20% reduction in irrigation at farms with access to boreholes preventing further depletion of groundwater;
- all of the 1,000 farmers involved in phase 1 (Project SPICE) were retained and are involved in phase 2 (Project SPICE II) of the project;
- six community seeds have been established, providing farmers with a reliable supply of wilt-resistant seed varieties (these seeds are better suited for the shorter winter season, helping farmers adapt to rising temperatures, reducing costs and enhancing their resilience to climate change);
- 39 water storage tanks and water filters have been built to collect, store and filter rainwater to provide better access to drinking water;
- 38 irrigation dykes have been created on the edge of farms preventing runoff, conserving soil moisture and improving its fertility;
- 10 farmers are piloting Integrated Pesticide Management (IPM) practices with an AB World Foods supplier, to explore the possibility of selling their cumin to AB World Foods; and
- AB World Foods was highly commended in the 2024 Co-Op Treating People Fairly Awards.

Case study - Allied Mills

Allied Mills joint venture dedicated to more sustainable farming practices



A farm in south-east England that has participated in the Wheat Sustainability Supply Project

Allied Mills is in the final year of a Wheat Sustainability Supply Project with a number of its farmers. This involves the farmers adopting agricultural techniques that aim to improve soil quality and health and include land practices that support wildlife. These farmers receive a premium price in return.

The project was developed in partnership with Frontier Agriculture, a joint venture business within the ABF Group. The project stipulates crop rotation and minimal tillage to build up organic matter within the soil and increase fertility.

The business is working with a specialist consultancy to undertake satellite image analysis of the pilot programme to establish the impact of the management trials on soil carbon sequestration.

Allied Mills has agreed to extend the trial for another year with a view to continuing until the 2027/28 harvest. It is envisaged that 10,000 metric tonnes per year of wheat under the project protocol will be available for milling. Early established data suggests that yields have exceeded the regional averages measured by the UK Department for Environment Food and Rural Affairs. Over four years, it has improved regional average yields by 12%.