



graze Certified

Corporation

Little Actions. Big Impact.

2022 REPORT





←
A WELCOME
FROM OUR CEO

Here at graze, we believe little actions can make a big impact on people and the planet, which is why we, as snack pioneers, never stop striving for tastier, healthier and more responsible snacks. Challenging the norms of the snacking industry is a big deal, and every small action is an action in the right direction.

This report serves as a record of the little (and big) actions we took in 2022 and our intent for the year to come. Yet again, we made our graze snacks tastier and healthier – ensuring our bestselling products comply with the high fat, salt and sugar legislation implemented by the UK government in October 2022 in response to the obesity crisis. This means every time a grazer picks up a bag of Crunch, an Oat Boost or one of our Brownies, they can be confident they're enjoying innovative snacks with a benefit or two and even tastier than before.

As a committed B Corp, we see our role in catalysing positive change for people and the planet. I'm especially proud of the progress we've made to move the production of some of our ingredients to the UK to help reduce emissions, and our new partnership with

Sedex, which will ensure we continue to improve the social and environmental impact and transparency of our supply chain. Our relationship with City Harvest continues to grow as we aim to reduce food waste, especially in light of the cost of living crisis and its impact on communities.

We couldn't have done any of this alone, and I extend my thanks to our growers, suppliers, partners and retailers. Ultimately, it's people who drive graze forward, and I'm so proud of how engaged our employees are in realising our mission. To help everyone do that, we continue to support holistic wellbeing and remain committed to being a Living Wage Employer and providing a safe, equitable and positive workplace for graze employees.

Onwards,

Joanna

Contents

INTRODUCTION

2

OUR
MANIFESTO

**It's great to think big.
Dream big too.**

**But the real good stuff is found in small.
It's in those little things we can do each day
that add up to changes big could only imagine.**

Helping people eat a bit healthier.

Live a smidge more sustainably.

Tiny actions on their own, sure.

**But when made by us all,
help build a better future.**

Bit by bit.

For people and for planet.

LITTLE
(SM)ACTIONS.
BIG IMPACT.

**So, armed with relentless creativity
and an insatiable hunger for innovation,
we're here to show people
just how big small can be.**

B Corp heroes

GOING BIG. THINKING SMALL.



We're snack pioneers for grazers who refuse to choose between health and taste. Forward-thinking from the off, we changed the snacking world when our first mouthwatering snack boxes slipped through letterboxes in 2008.

Since then, our grazers have helped us champion a new era of innovation, celebrating taste while valuing the health of people and planet. We're going all in on figuring out what more we can do to build a better, healthier future.

We're thinking big, dreaming big but loving the potency of little actions. And powering through every corner of our graze world, waving our B Corp badge at everyone we see. In this report, we'll show what we want to do and how we're doing it.

CERTIFIED B CORPORATION

B Corp is inspiring the corporate world to properly change its game – it's empowering businesses to be a force for good. And we're here for it. As a badge-polishing member of the B Corp community, we're building an inclusive and sustainable economy that works for everyone. We're constantly hunting out ways to do better, to be better and to snack our way to a future we all want to be part of.

B Corp feels run deep at graze, and each rigorous step on our path to joining the B Corp community in 2021 felt so worth it. In the spirit of B Corp, we're constantly working towards even higher standards of performance, accountability and transparency in supply chain practices and responsible materials, employee benefits and charitable giving.

OUR B CORP 2021* ASSESSMENT SCORES

Overall B Corp Impact Score 84.3 (you need 80 points to certify as a B Corp)



We're proud of our scores, but we want to make our positive impact – and these numbers – even better when we recertify in 2024. But in true graze spirit, we've got our sights fixed on being the most valuable snacking business, by embracing the idea that good-for-you and delicious can coexist for everyone, everywhere. Bit by bit (or bite by bite), we can reduce our negative impact and help build a better future for people and the planet.

Every time our 3.8 million grazers have an *mmm* moment with a Crunch bag, Oat Boost or Brownie, they push us to dream bigger and show us just how big small can be.

The journey of graze snacks

Up and down our value chain, from growing our ingredients to disposing of our packaging, we're about doing what's right for the planet, people and businesses we work with.

OUR GRAZERS

Our 3.8 million grazers fire us up to do what's right in every step we take to create our snacks. They hold us accountable. They tell us what they want and how we can be better.



OUR TRAVEL

Our ingredients get here by ship and road – never by air. And we're very, very clear we won't accept airfreight on our behalf.



OUR INGREDIENTS

Nutrition and sustainability feature heavily in our ingredient-sourcing choices. We only want to work with fair suppliers who treat their people kindly and take care of the planet. Our raw oats, nuts, beans and peas grow in 32 countries, so our supply chain has a long reach.



OUR MAKING AND BAKING

Our super-shiny bakery at Hayes HQ in West London uses 100% renewable electricity to power all our snack creations.



SOMETHING TO SHOUT ABOUT



OUR PACKAGING

Cutting food waste also means packing each snack so it's fresh, safe and top-notch quality. Our main materials are composite laminates (paper and PE), PP, carton board, PET, rPET, corrugate and cardboard. The graze packaging lab is on a permanent push to level up recyclability, so watch out for our 2023 impact report for an update.



OUR FOOD WASTE

Food waste sucks. So we're out to avoid it from the off. Extras go into subscription boxes (as long as they're on a grazer's 'likes' list). We also donate to City Harvest, our local food bank charity. As a last resort, it becomes animal feed.

OUR SALES AND MARKETING

Grazers living healthier lives is our North Star, so to join the fight against the UK's added-sugar crisis and encourage everyone to make healthy snacking swaps, we ran our #KnowAddedSugar campaign in our advertising. And transparent nutritional and recyclable labelling on packaging empowers good choices.



Fair and transparent

GOVERNANCE



Crystal clear policies and values driven by the B Corp framework of people, planet and profit support every decision we make. They push us to be better in every operational process. Every year, every week, every day and at every snacking moment.

CREATING A HEALTHIER FUTURE FOR SNACKING.



BETTER SNACKING

In 2021, ripping up the snackestablishment's rulebook was at the core of Operation Shake Things Up to make snacking better and healthier for our grazers. So we got down to business and rewrote the snacking rulebook.

We're super proud about how inventive we got in refreshing our recipes to help tackle obesity – now 95% of our snacks nail the UK government non-high fat sugar and salt (nHFSS) policy.



B BETTER, DO BETTER

We wanted employee-led B Corp teams to take the lead from our friends at fellow B Corp Innocent. We wanted B Keepers to look after each pillar and B Pollinators to carry out passion projects with positive impact. ever-increasing momentum.



SCORECARD TRACKING

A governance team passion project wanted to track progress and give each topic a dedicated scorecard – and those scorecards rolled out with fanfare in 2021 to now consistently benchmark and communicate our progress across the five B Corp pillars.

WHAT IS HFSS?

In October 2022, the UK government banned high fat, salt and sugar (HFSS) foods from highly visible checkouts and aisle ends, to help consumers make healthier choices more easily.

The government's healthy eating guidelines hope to reduce obesity and obesity-related conditions, such as diabetes and heart disease.

On the cards for 2023

- 1 Publicly disclose our donations to charitable organisations that align to our B Corp principles as part of code of ethics transparency.
- 2 Get the Executive Board together every quarter to review and discuss our social and environmental performance, so we can properly maintain and strengthen our existing B Corp score.
- 3 To proactively address and stay on top of any issues, in line with our laser focus on transparency and B Corp principles, the Executive Board meeting will check how many people have completed Unilever's Annual Business Ethics training and talk over how we can up our game. That way we can push changes out ASAP.

Our grazers. Our people. Our purpose.

CUSTOMERS



Our grazers are our inspiration. They wanted healthier snacks, we cut back the sugar. They wanted new tastes, we created bold new flavours. In our Crunch bags, Oat Boosts, Brownies and so much more, we give grazers what they want, right when they need it.



SUPER-SATISFYING CUSTOMER SERVICE

The aim was to get back to our grazers in sub-48 hours and nail an average 4.5-star customer satisfaction rating. So, we dropped that first-response average to 28.6 hours. AND got 4.73-star Customer Satisfaction Score rating.



PACKAGING TRAFFIC LIGHTS

We wanted our grazers to glance-and-grab a healthy snack, super easily, using traffic-light coding on packets. Now, on the front of every retail pack, there's industry-standard Guideline Daily Amount info about the calories, sugars, fat, saturates and salt.



ALWAYS IMPROVING

Getting all that lovely grazer feedback out to all corners of graze means we can turn words into actions and build an even better experience for our grazers. So our all-new grazing time online panel rallies 100s of grazers to share comments and thoughts on all of our new ideas.



SMASHED OUR FIBRE GOAL

Our goal was to launch five new high-in-fibre snacks (90% of our range was already high in fibre) and label them so everyone knows the good they're grabbing. We pledged to talk to everyone a LOT about the importance of a fibre-rich diet. The result? We exceeded our target by 50% in launching ten high-in-fibre snacks and got our grazers talking on socials about fibre.

95%
of our snacks
are HFSS
compliant

NAILING NON-HFSS

So our range could hit the health spot, we checked against recognised standards. We worked through 1000s of batch trials to reformulate our whole range, and now 95% of our retail snacks are high fat, sugar and salt (HFSS) compliant.

HIGH FAT,
SUGAR
AND SALT



THE AVERAGE BRIT
CONSUMES DOUBLE THE
DAILY RECOMMENDED
ALLOWANCE OF ADDED
SUGAR, & WE WANT TO
HELP CHANGE THIS.

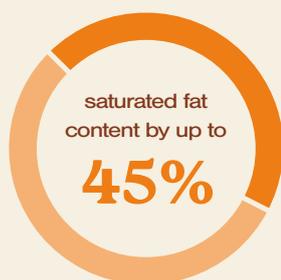
KICKING SUGAR TO THE KERB

We're nuts about helping the nation kick sugar. Our #KnowAddedSugar education campaign kicked off in May 2022 when we declared the UK is in a national sugar crash. The average Brit consumes double the amount of their recommended sugar – so they need our help. Our campaign reached 15m people across social, retail and press media, shining a light on the added-sugar crisis in the UK.

ALL WITHOUT SACRIFICING
MOUTHWATERING TASTE

CUT THE FAT

We said by October 2022, we'd cut:



How our top six snacks look now

reduced saturated fat by	45%
reduced salt by	64%
reduced sugar by	14%

THE NEW US

Plans were afoot to give our six bestselling Oat Boosts an HFSS-friendly makeover by October 2022 and make the whole retail range non-HFSS by March 2023. Our six bestsellers toe the HFSS-friendly line already. Honey joined the gang in June, and Banana is a work in progress.

HEALTH PROMISE

Our credentials

HFSS COMPLIANT

- 95% of our retail range is non-HFSS

INGREDIENTS FROM NATURE

- No artificial colours, flavours, sweeteners or preservatives
- Wholegrains, nuts, seeds, fruit, veg and pulses are the heroes of all our plant-based snacks

SNACKS WITH BENEFITS

- Every snack packs in a benefit, such as:
 - Plant protein
 - Fibre
 - Essential vitamins and minerals

NUTRITIONALLY BALANCED

- Our Oat Boost flapjacks are category leading for sugar with 45% less than cereal bars*
- We've reduced the saturated fat in our Oat Boost flapjacks by an average of 45%
- None of our snacks are high in salt

On the cards for 2023

- 1 Only one in nine people get enough fibre. Our pledge is to get all our grazers to up their fibre intake. Here's how:
 - 100% of graze products are a source of fibre (thank you, chicory root)
 - Our retail range is 100% high in fibre. Our subscription box range is 83% high in fibre
 - Launch at least five new high in fibre products (6g of fibre/ per 100g product)
 - Celebrate fibre in our marketing so consumers value higher fibre products in the categories we sell in
- 2 Wow our grazers with two all-new, all-Hush snackovations: Sticky Toffee Oat Boost and Peri Peri Crunch.
- 3 Educate the nation on the benefits of healthy grazing. We'll put our very own expert head of food Eleanor McClelland on a sturdy soapbox and give her a megaphone. OK. No soapbox. Weekly press office activity will do the trick.

*We compared to over 80 cereal bars to work this percentage out <https://uk.graze.com/pages/nutrition>

Harvesting Change

GROWERS

To support our many suppliers, we spent 2022 improving our code of conduct and clarifying best practice. Now we can work better together to protect workers' rights and reduce our environmental footprint... one step at a time (yes, pun intended).

ALL ABOUT HUMAN RIGHTS

The suppliers we work with share our values and commitment to oust all modern slavery from the supply chain. Every link in the supply chain **MUST** be free of slavery, child labour and poor practice. We have assessed the risks of slavery in our global ingredient supply chain and manage everyone with a strict supplier approval process.

The Roundtable on Sustainable Palm Oil (RSPO) confirmed we use 100% Certified Sustainable Palm Oil in 2021, which is not only great for the environment, but it has a great social impact too. Every drop of palm oil is produced by workers and communities who are treated fairly and with respect in ethical conditions.

How are we looking?

KEEPING IT SUPER SIMPLE

We wanted to buoy up more local suppliers and help all our growers have a more positive social and environmental impact on their local communities, so we streamlined our social, environmental and tech specs to make them easier for suppliers.

STRONG SOURCING

As part of our strategy to partner with companies that uphold high social and environmental standards, and knowing how robust Unilever's sustainable sourcing policy is, we're working to get buy in into the policy from our current suppliers. We've also made it a requirement for all new suppliers to sign up to it before working with us.



FARM TO FAMILY

We want to work with all suppliers – like local farmers and community cooperatives. Not just the big guys. We spent much of 2022 hunting out the right suppliers, and from 2023, we'll build super-tight relationships with them.

PEAS IN A UK POD

The mission was to keep exploring opportunities to source ingredients closer to home. And ka-boom. Now nearly half our BBQ peas are UK born and bred – and we're on track to be 100% UK sourced by 2024. We're constantly hunting out ways to do more in the UK.

SUPPLY CHAIN BEST PRACTICE

We wanted to practice what we preach and join the supply chain transparency platform, Sedex, ASAP. So in 2022, we laid the groundwork to sign the paperwork in 2023. Now, we can get our suppliers onboard, too. We set a target to get all our suppliers registered with Sedex by the end of 2024.



Spotlight on Sedex, the Supplier Ethical Data Exchange

Our biggest 2022 decision was to partner up with Sedex to support our commitment to super-responsible sourcing. It's a system that gives us eyes on our supply chain risks so we can get ahead before they become a bigger problem.

We'd already leaned in hard on our due diligence and scrutiny of suppliers, making our policies more sustainable and strengthening our focus on compliance. And as of 2023, we're all in.

Sedex stands by businesses to improve social and environmental performance and transparency up and down global supply chains. Joining Sedex brings us in line with industry-recognised standards. It helps us have clearer visibility and better management of supply chain ethical risks.

We only want to work with ingredient and packaging suppliers who share our values, so by 2024, we'll only work with partners who are Sedex registered.

Case study

GETTING OUR OATS

All our Great British oats come from Morning Foods – they are, by far, our largest supplier by volume. And we love how committed they are to working with nature and sourcing renewable energy:

“Morning Foods will follow and promote good sustainability practice, reduce the environmental impacts of our activities and where possible we will help our suppliers and customers to do the same.”

Oats are great for regenerative agriculture. They're naturally a low-input sustainable crop with deep roots that hold water and nitrates well. Farmers rotate their oat crops to keep their soil healthy and boost their farm's biodiversity. The farm's soil improves, so the fields need less fertiliser. Oats are a win, all round.

Add the Morning Foods magic at its Crewe mill to the natural brilliance of oats and things are going well.

On the cards for 2023

- 1 Make our supplier policy super inclusive and diverse, to ensure we have the right partners. We want to encourage small companies and coops to bid as well as the big ones when we go out for tender.
- 2 Request all suppliers adopt carbon reduction targets to support us in reducing our collective carbon impact by 2030.
- 3 And our big 2023 moment: join Sedex, the Supplier Ethical Data Exchange.

Powering up for greener grazing

ENVIRONMENT



We're shouting about climate justice and are fully accountable for the impact we have – because without nature, we have no business.

REDUCING EMISSIONS

Our strategy is to focus solely on reducing our scope 1, 2, and 3 emissions as much as possible. Only then will we look into offset projects, and when we do, we need to be confident they will have the right impact.

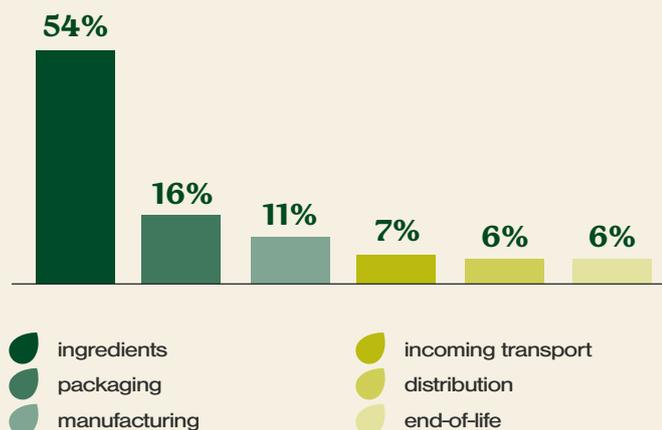
OUR CARBON FOOTPRINT

We're looking hard at every part of our value chain – from growing our ingredients to tackling packaging waste – to reduce our emissions.

HOW CAN WE GET TO NET ZERO?

- use local crops
- work hand in hand with farms and farmers
- process ingredients in the UK
- use low-emission transport
- use entirely renewable energy for manufacturing
- develop a carbon calculator to minimise new product carbon
- keep measuring our carbon footprint
- maintain net zero when we get there

Graze carbon footprint breakdown, 2019 baseline measurement



INGREDIENTS

Our largest carbon footprint comes from crops. In 2019, eight ingredients (margarine, cashews, corn, vegetable oil, oats, green peas, almonds and golden syrup) made up 53% of graze snack ingredients by weight and contributed to almost a third (32%) of our greenhouse gas emissions.

By working with our suppliers to get everyone to net zero, we have, where possible, stepped closer to our processors or growers, (i.e., almonds/cashews) and moved production to the UK (50% of our pea volume was UK-sourced in 2022). And we've changed from using road to sea freight for our corn.

HOME STYLE

We wanted more, more, more local crops. And we got them. A good lot of our peas now grow right here in the good old U of K.

PACKAGING

Our packaging vision has grazers at its heart. But as packaging is the second largest contributor to our carbon footprint – at 16% – it’s an area we really need to focus our efforts.

We’ve created detailed roadmaps for our punnets, wrappers and sharing bags, and we’re looking at ways to cut back on the card used in display and transport packaging.

And our snack packaging gurus are developing fit-for-purpose ways to protect our snacks, so we can reduce food waste and do the right thing for the planet.

The goal was 50% of plastic packaging from recycled material by end of 2022 (26% of plastic packaging by weight was recycled material in 2021). We didn't quite hit our go-live date, instead we pivoted our strategy so, in 2023, we will be able to take a step change on our flow wrap and bags, which will be able to be recycled in larger stores.



Following our brand packaging evolution, only two elements are now not recyclable: the punnet film lids and subscription box banding. And by the end of 2023, we want flow wrap and sharing bag film to be recyclable in large supermarkets.

Spotlight on plastic packaging

For about three years, we tried to crack the paper pulp punnet question to reduce the plastic we use. We made 14 pulp punnets prototypes in 2020-21 with no luck. They just weren’t keeping the snacks fresh.

We encouraged our suppliers to keep trying, but progress was slow and shelf-life challenges made the project hard to continue. Our packaging suppliers are still on it and will shout as soon as they have breakthroughs, so for now we’ve turned our focus to a circular model to have fully recyclable plastic packaging.



HAIR NETS:
SAFE AND STYLISH



How are we looking?

TARGETING NET ZERO

We planned to reassess our footprint and develop a new reduction plan in 2022 to drive progress towards our net zero commitment. The aim had been to complete corporate and product footprinting by start of Q3, but, honestly, we were pushing hard on other projects. To tackle it, we're investing in a new role and external expertise to make sure this gets our full attention in 2023.

FEWER LORRIES ON THE ROAD

When we looked for ways to cut back on the card used in display and transport packaging, we realised we could make our shipping packaging thinner, so we can fit more on a pallet, which means 8.6 fewer lorries per year on the road.

MOVING FROM SOLID TO LIQUID FATS

To use much less saturated fat and lower our carbon footprint, eight of our flapjack recipes and our new recipe, Sticky Toffee, now use liquid fat. We're at 60% of our flapjacks with liquid fat and want to get to 69% by 2024.

KEEPING OUR TREES ALIVE

All the materials we buy are from either Fairtrade or Rainforest Alliance sources, and our soya suppliers operate a Deforestation Free Supply Chain.



WASTE NOT, WANT NOT

We're looking at our whole flapjack manufacturing process from start to finish to try and reduce food waste. In 2022, on average we reduced flapjack packing waste by 25% vs. 2021. Any excess stock goes to charity, like City Harvest, and as a last resort, any food waste is used for animal feed.

On the cards for 2023

- 1 Keep doing good with our recyclability and circular plastic goals, continuing our journey to achieve 100% recyclable plastic by 2025.
- 2 Refresh our entire sustainability strategy to make sure we have clear goals, benchmarks and accountability.
- 3 Reduce our supply chain length so there are fewer steps between grower and snack, while staying strict on our positive social and environmental impact.
- 4 Team up in 2023 with Climate Partners to remeasure our carbon footprint and build a more robust plan to reduce our emissions.

Employees thrive = we thrive

WORKERS

Our employees are mission critical if we want to change the snacking world. It's simple. Our aim is to create an environment where our people can have a career-defining experience and a culture rich in accountability, motivation and capability.

DIGGING INTO THE EMPLOYEE SURVEY

We're made up with our employee survey results – we're getting it right! With positive workplaces, we can really support our people's physical, mental and emotional wellbeing. We also learnt a lot from the survey, so now we know how we can keep building up our employees and our engagement levels.

Top 3 results



Lowest 3 results



How are we looking?

We have punchy goals, and our survey scores show we're doing right by our employees. Here's what we had going on in 2022 to help support an inclusive, equitable workplace for our employees.

Employee engagement:

- enhanced sick pay policy
- enhanced parental leave policy
- interchangeable bank holidays so everyone can celebrate important days
- hosted an employee feedback session to hear from all corners of graze

Talent and recruitment:

- refreshed talent strategy rolled out to support all employees
- delivered gender neutral job descriptions
- reviewed and updated our recruitment and onboarding processes
- removed degrees as a requirement for getting a job at graze

ONBOARDING UPGRADED

When we came back to the office after Covid, we needed to refresh our onboarding programme to make sure people were set up for success in their new role, could build meaningful connections with our culture and values and had the right support to do their best, be at their best and become the best they can be. The new programme launched in November 2022. The first sessions ran in 2023 to make sure everyone has the best possible experience when they join graze and can hit the ground running.

HOW WE'RE
CHAMPIONING OUR
TEAM TO REACH THEIR
FULL POTENTIAL



OUR OKRS: OBJECTIVES AND KEY RESULTS

To make work at graze as easy as possible, we keep reviewing internal tools and processes. We made our performance management system far easier. Our new objective and key results (OKRs) bring greater clarity, alignment and focus across the company and for each function.

GRAZIN' SQUAD

We loved the strong employee community we started building at graze in 2021. Our Hayzin' & Grazin' Squad runs events and gets us together as one team, then they keep us connected when we're in the office (two days a week – more if we want).

We also ran an All Hands company event to give the whole business clarity on our mission, vision and values and explain our ambitions for 2023.

INCREASING ENGAGEMENT

We wanted to push our people engagement score $\geq 75\%$. What? Oh, yeah, we only smashed it: 83% for 2022 employee survey.

KEEPING OUR PEOPLE

Who doesn't want to keep employee turnover below 25% per annum? We really do, but we managed 33% for 2022 with a monthly turnover average of 2.7%. There wasn't one overarching reason people left, though we're hoping our progression and development agenda will encourage them to stay.



UP, UP AND STAY

We wanted to promote internally as much as possible – setting a 20% per quarter target. Well. We walked it, with 23.5% internal promotions in 2022.

TO YOUR HEALTH

Our plan was to drive our wellbeing score to $\geq 70\%$ per quarter. Check this out:



We nailed it. We also wanted $\geq 75\%$ health days booked in per annum and had 84% of people using their health day in 2022.

FINANCIAL WELLBEING

To support employees' financial wellbeing, so they feel more secure and more settled in their job, we wanted to partner with Bippit. We launched our partnership with them in April 2022 and were blown away when 33% of our employees signed up – the UK average is 17%.

52% of people using the service have worked with a financial coach, and 50% have had a financial health check, massively outpacing Bippit's usual average of 33%.

MORE FAMILY FRIENDLY

We wanted to up our maternity, paternity and shared leave game to support staff and improve our gender pay gap goals, so here are the great policies launched:

- maternity leave with full pay for 26 weeks
- shared parental leave and full pay up to 26 weeks
- equal terms for adoptive parents

PLUS we added policies for time off for IVF treatment and pregnancy loss and bereavement because we believe in supporting our people through everything life throws at them.

OUR TEAM BRING
INNOVATIVE AND
CREATIVE (JUST LIKE
OUR SNACKS)



CAREER SUPPORT AND DEVELOPMENT

Set up a talent team and development-planning drop-ins to hone everyone's core skills and level up our teams' capabilities – that was the plan. Now our Talent Team takes every employee through every stage of their career. It supports each personal development journey while matching ambitions to the needs of our growing business.

DIVERSITY, INCLUSION, BELONGING AND EQUITY

We're allies of all marginalised groups and identities and recognise the intersections of identity, including (but not limited to) health, disability, race, ethnicity, religion, sexuality and gender.

When different backgrounds and viewpoints come together, something amazing happens. We celebrate humanity – its diversity, inclusivity, belonging and equity (DIBE).

By 2024*, we want to make sure:

- our graze population is as diverse as the country we operate in
- >85% employees agree that graze is a diverse and inclusive place to work
- we eliminate our gender pay gaps

*As we write this in 2023, we're reviewing these goals. It became clear in 2022 that we couldn't properly measure, benchmark and improve against some elements of these targets.

How are we looking?

MIND THE GAP

Shut down our gender pay gap – that's the aim. We are a company of 57% women – and the highest proportion of women is at the factory (where we pay a living wage), so our lowest pay quartile is 65% women.

The hourly pay in 2021 was 11.6% lower for women than men. That wasn't good enough. We narrowed our pay gap in 2022. The mean hourly pay was 6.1% lower for women than men, but the median hourly pay is 3% higher for women than men. Grab a snack and dive into our full Gender Pay report on our website at: graze.com/jobs.

ALWAYS IMPROVING

We're always up for new ideas and ways to be better, so we created our DIBE team, which is open to all employees to help us find new ways to improve.

FINDING BALANCE

So everyone can step closer to work-life balance, we enhanced our family-friendly policy, flexi-time, hybrid-working and work-from-anywhere for 20 days a year policy.

PAY, PERKS AND POLICIES

Protecting our people is crucial, obviously. Our health and safety policy puts employee wellbeing front and centre. And to alleviate financial stress, we've been a Living Wage employer since August 2021, so the wages of our hourly paid factory staff reflect the actual cost of living and have a London weighting.

In 2022, we also made leaps with safety leadership and culture through 1) auditing our safety measures 2) rolling out Golden Rules for all on site and 3) investing in training.

For our people not linked with production, we're all set up for flexi-work to suit all lives and locations.

On the cards for 2023

- 1 Empower every employee do their best, be at their best and become the best they can be in 2023.
- 2 Polish our onboarding programme so our new starters feel properly welcomed and can get up to speed quickly.
- 3 Completely refresh our DIBE strategy.

Grazehood

COMMUNITY

Our people, their families, their friends, our superstar neighbours, our suppliers, our growers, our partners, our grazers: our communities. And as a community, we all support each other.

REPRESENTING OUR COMMUNITY

We believe in the power of advertising as a social force for good, and we champion communities historically underrepresented both behind and in front of the camera. Our Diversity in Advertising Policy states:

- We will represent the diversity of the communities we serve
- All advertising follows the Unilever Unstereotype guidelines, to ensure we are not negligently stereotyping any underrepresented groups
- All advertising will use audio and visual language that includes people with a disability by avoiding the use of ableist language
- 100% ban on all digital alterations to unethically deceive, like changing a person's body shape, size, proportion or skin colour

VOLUNTEERING

We were aiming for 75% of employee volunteer days taken by the end of 2022 – we managed 50%. Next year, we have an ambition to get that to a full house: everyone taking volunteer days in 2023.

Spotlight on City Harvest

City Harvest takes food to grassroots organisations that feed some of the most vulnerable and deserving fellow Londoners: the oldest. The youngest. The newest arrivals and the people with the deepest roots in the city.

CHARITABLE GIVING

As well as a graze favourite for volunteer days, we provide City Harvest with food donations. In 2022 graze donated 11 tonnes of food to City Harvest London. That's 41.8 tonnes of emission prevented by rescuing food for human consumption.

Donated over
34,000
snacks to Ukraine
since 4th March 22
onwards

Donated over
91,000
snacks to
City Harvest

On the cards for 2023

- 1 Tell the world about the donations we make to charitable organisations that align with our B Corp principles as part of code of ethics transparency.
- 2 We want 100% of our people to take their annual volunteer day.
- 3 Come together to build a culture of belonging, by ensuring our policies and processes do all they can to support underrepresented groups. DIBE is a big deal and one of our key objectives for 2023.

Scorecards

GOVERNANCE GOAL	PROGRESS	2022 UPDATE
Monthly review each pillar scorecard to track progress	On track	All scorecards updated in monthly B-Corp review meetings.
Ensure graze colleagues complete Unilever's Business Integrity training and code of business principles and code policies. This covers anti-bribery, anti-corruption and company codes of conduct	On track	>80% graze colleagues completed Unilever's training course.

CUSTOMERS GOAL	PROGRESS	2022 UPDATE
Average customer service response time no longer than 30 hours, and get 4.5 stars satisfaction rating	On track	Delivered 27.6 hours response time and 4.73 star reviews in 2022.
Bring our customer feedback to the wider business	On track	Provide customer service updates to the business monthly and every day via the customer service Slack channel.
Assess the health of our range against recognised HFSS standards	On track	88% of our retail range is HFSS compliant.

GROWERS GOAL	PROGRESS	2022 UPDATE
Develop a sustainable sourcing policy	On track	In 2022, we rolled out the Responsible Sourcing Policy, which Unilever expects all suppliers to sign up to. All new suppliers are given this as part of Graze's onboarding process, and we need to roll it out to our current suppliers, too.
Ensure suppliers comply with our standards	In progress	<p>The supplier code of conduct wasn't specific enough, so we've since reviewed. Now we'll gather details on suppliers' environmental standards in an onboarding environmental questionnaire.</p> <p>In 2022, we identified a need to strengthen our governance on supplier ethical standards and introduced Sedex in 2023. That brought us in line with industry-recognised standards and gave us clearer visibility and better management of our supply chain ethical risks. It helps us improve our site too.</p>
Continue hunt for more local crops	On track	We have moved 50% of our peas from China, so they're now locally grown and processed in the UK.
Manage the impacts of transporting our ingredients	On track	<p>We moved Oat Boost SRP from R to E flute, reducing the amount of carton used – although this didn't make our packaging lighter, we can now fit more pack per pallet, so there are fewer lorries on the road for the same number of empty packs.</p> <p>We moved 5 of our flapjack recipes from solid to liquid fat as part of the switch to non-HFSS and have developed 1 new product using liquid fat. Currently, 60% of our flapjack recipes use liquid fat, rising to 69% by 2024. This move has led to a 61% reduction in ingredients and a lower carbon footprint.</p>

ENVIRONMENT GOAL	PROGRESS	2022 UPDATE
95% packaging (primary and secondary) is recyclable by the end of 2023.	On track	In 2021, we were at 88%, and in 2022 we've only made a slight shift to 89%. That's because we spent all of 2022 working on creating a whole new range of recyclable packaging to go live in 2023.
50% of plastic packaging from recycled material by end of 2022	In progress	In 2021, 26% of all packaging was made with recycled material. There is no change in 2022. In 2023 we'll take a step change on our flow wrap and bags, which larger stores will be able to recycle.

WORKERS GOAL	PROGRESS	2022 UPDATE
People engagement score >75%	On track	Engagement was 83% in our 2022 employee survey.
Employee turnover <25% per annum	Off track	Turnover was 33% for the year but an average monthly turnover of 2.7%.
Internal promotions 20% per quarter	On track	23.5% of people secured internal promotions in 2022.
Wellbeing score >70% per quarter	On track	We achieved our goal on wellbeing with scores per quarter of Q1 72%, Q2 76%, Q3 74% and Q4 70%.
Health days booked >75% per annum		We also had 84% of people using a health day in 2022.

COMMUNITY GOAL	PROGRESS	2022 UPDATE
Making our marketing communications reflect the diversity of the country we're in	Off track	We didn't track this as well as we should have done, so we created our Diversity in Advertising policy to make sure we do better in 2023.
>75% employees take their paid volunteering day	Off track	50% – same as 2021 despite our best efforts.

