



impact report

2021



let's rewrite the snacking rulebook

Brimming with enthusiasm for our grazers, planet, team and communities, we proudly became a B Corp in 2021 – confirming our commitment to better business.

Our first impact report is crammed with the good stuff, exciting plans and important challenges we're taking on to improve our role in the world and lead with transparency.

Here's how we made a positive impact on people and the planet in 2021.

Find out more:
graze.com/about/sustainability

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welcome from our CEO



Welcome to our very first graze impact report. As a shiny new B Corp, we're very proud to be part of a community of businesses and grazers who believe in being a force for good in the world.

We want to be better. And then be better again for people, planet and profit.

We want our grazers to be part of an inclusive, diverse, healthy community that champions positive eating and the planet.

We want our snacks to come from people who go all out to support their community and tread lightly on the planet, doing all they can to have a positive impact.

We get that we're in a problematic sector of the food industry – surrounded by the snack establishment – and we know we have to do everything we can to fix the food system. It's a daunting task.

But the National Food Strategy: The Plan July 2021 reckons "The UK has a once-in-a-lifetime opportunity to reshape the food system," and we're up for the challenge.

In this impact report, you see how we're stepping up and taking responsibility, how every day we choose courage over comfort to tackle this crisis, how we strive to search for ways to be better. Always.

Our purpose is to rewrite the snacking rulebook for healthy people and a healthy planet.

Love,
Joanna

We are graze: rewriting the snacking rulebook for healthy people and planet.

We started our business over 10 years ago, driven to make a better, healthier world with delivered-to-your door snack boxes. That mandate remains the same today, and graze snacks drop into hands, shops and letterboxes across the UK, Ireland, Germany and the Netherlands. In 2019, Unilever welcomed us into its Sustainable Living Plan family.



challenging norms

Every time you grab a Crunch bag, Oat Boost or bundle, you push us to step up. To tackle the crises facing our planet and society and to choose courage over comfort. It reminds us why we challenge the rules set by the snackstablishment:

- that snacks need to look a certain way
- that snacks come in wrappers
- that snacks are always bought from a shop
- that indulgence can't be healthy
- that convenience is always worse for the planet

Our mission will be accomplished once our grazers know that they should never have to compromise on their health, or the health of the planet, when picking out their next snack.



Our B Corp badge arrived in February 2021 – and we did some solid kitchen dancing to celebrate. It was a genuine thrill to become a **B Corp business**, committing to balance profit with people and the planet.

B Corp is a global certification initiative that assesses businesses

based on their environmental and social performance. Becoming a B Corp has pushed us to meet even higher standards of performance, accountability and transparency in supply chain practices and responsible materials, employee benefits and charitable giving. It makes us part of a community building

an inclusive and sustainable economy that works for everyone.

This is just the start of our journey – we'll use our B Corp status and future assessments to become even better.

our B Corp Assessment scores on the doors



full steam ahead

We just want to keep being better, doing better. We love how far we've come. We're excited for our strong governance plan to take us even further.

We've also set up employee-led B Corp teams. Taking the lead from our friends at fellow B Corp Innocent, our B Keepers look after each pillar, while B Pollinators carry out passion projects that have a positive impact.

Developing scorecards to track progress has been a governance team passion project and each topic now has a dedicated scorecard to benchmark and communicate progress.

See more: www.bcorporation.net/en-us/find-a-b-corp/company/graze/

the journey of graze snacks

Grazers help us stand up for what we believe in at every stage of the value chain: to do what's right for the planet, people and businesses we work with.

Our value chain is, essentially, everything we do to create our snacks – from growing our ingredients to disposing of our packaging.



for the grazers

Everything we do is for our roughly 1.5 million grazers. You're brilliantly vocal, telling us what you want and keeping us on our toes to support your health goals and create the snacks that you're after.



for better ingredients

Using the best ingredients nature has to offer. We aim to use sustainable ingredients from fair suppliers who treat their people kindly and take care of the planet. This starts with our 50+ oat, nut, bean, pea and other ingredient suppliers spanning 32 countries.



for thoughtful transportation

We transport our ingredients via ship and road. We never ever use air freight and we're digging into our supply chain to make sure no one uses it on our behalf. Our bakery move to Hayes cut down on road miles and we're consolidating shipments too.



for making and baking

Crunch packs assemble! All the mixing, jumbling and packing happens at our mothership in Hayes, West London, which runs on 100% renewable electricity. And those flapjacks? Yep, all made at our shiny new bakery at Hayes.



for avoiding food waste

Food waste has a massive impact, so avoiding it is our starting point. If we ever make too much, it goes in more subscription boxes (as long as it's on a grazer's 'likes' list). We also donate to our local food bank charity, City Harvest. As a last resort, it becomes animal feed.



for responsible sales and marketing

To help our grazers live healthier lives, we make all of our nutritional labelling as transparent as possible so grazers can make informed choices. What is (and isn't) recyclable is also clear on packaging, and we encourage snackers to make healthy snacking swaps in all of our advertising.



for planet-friendly packaging

Cutting food waste doesn't end at our factories – packaging keeps each snack fresh, safe and top-notch quality. Our main materials are paper, PE, carton board, PET, rPET, corrugate and cardboard – in that order. The graze packaging lab is a hive of activity to improve recyclability and, one day, leave plastic behind forever.

our approach



good governance

Every snack serves our grazers and the communities we are part of. People and planet – not just profit – drive our decisions to be transparent and fair.

Crystal clear policies, robust scorecards and a deeply embedded set of graze values help govern every decision we make.

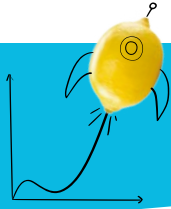
our triple bottom line

Pulling on the B Corp cape in 2021, we wanted to be absolutely clear we consider our stakeholders – not just our shareholders – in our decisions.

To be absolutely, completely clear that our impact on **people**, **planet** and **profits** drive our every decision, we legally changed our business set up – we upgraded our Articles of Association, which is a big deal for legal bods.

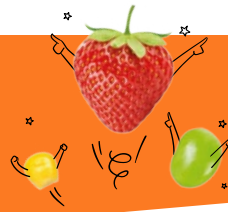
values

Our values guide our day-to-day work of bringing deliciously healthy snacks to our deliciously epic grazers.



fuelled by data

With our data-centric minds, we make strong decisions and nimbly do what others can't.



for the grazers

Every morsel of grazers' feedback inspires our every decision, every innovation and every new recipe.



restlessly imaginative

Our vivid imagination feeds our creativity, vision and drive. Our curiosity sets us apart.



altogether unique

An eclectic bunch, we celebrate and support, show up and speak up for ourselves and each other.



trailblazing for better

We challenge conventions, blazing a better snack trail for people, planet and profits.

code of ethics

Our code of ethics promises that everyone at graze acts fairly and ethically, whether working with our suppliers, customers or colleagues. It communicates clear standards and gives employees guidance on how to raise concerns, including through their line manager and through an anonymous online and telephone support line.

sustainability on the agenda

We check in with our business goals fortnightly through our big company-wide meetings. The board gets together regularly too. People and the planet are right up there at the top of the agenda. In 2021, our main talking points were our new bakery, supply chain developments and evolving our packaging. Regular scorecard updates give everyone eyes on what's happening across the company, with super easy red-amber-green ratings.

standing up for better business

As a B Corp, we're legally signed up to our triple bottom line – and believe that should be the norm for every business. B Corp or not.

There's real momentum in the business community to shift to the next stage of capitalism. The Better Business Act proposes a change in the law that would mean that every single company in the UK, whether big or small, puts balancing people, profit and planet at the heart of their purpose and the responsibility of their directors.

In November, our CEO, Joanna, settled in for a fireside chat at COP26 to explain why we have lobbied for the Better Business Act.

Watch Joanna's fireside chat bit.ly/3jfFiv6



"Over 1,200 UK companies have now signed up to the Better Business Act. With the government driving this critical agenda, it will help put British business at the forefront of the global conversation."

PILLAR 1 loving our grazers

**Our grazers. Our clan.
Our purpose.**

**Everything we do is for
our grazers' health,
convenience, joy and
taste buds. You're the
reason we're here
and you inspire every
decision we make.**

Thanks to the snackstablishment, people feel unsatisfied and guilty about snacking. The excessive sugar, salt and calories loaded into some snacks isn't helping matters. We've even heard some people try to stop snacking altogether because of it. And that's sad. For them and for all our 1.5 million grazers, we're reimagining snacking to show it can be done better.

We really want to help each grazer reach their health goals, so we're all ears to properly know what new flavours and snacks you're after and how we can share your journey. You inspire us. We ask you what you want, and we love how vocal your responses are.



health and wellbeing

"80% of processed food sold in the UK is unhealthy," said the National Food Strategy. "There's widespread recognition that we need to change our national diet as a matter of urgency," it told us.

So that's what we're working on. Talking to grazers, targeting obesity and putting health goals front and centre is core to our **health promise** and **fibre pledge**.

Read more at The National Food Strategy:
nationalfoodstrategy.org/the-report/

health promise

Grazers deserve better. That's why all our snacks:



are made with ingredients from nature



have a benefit like fibre, protein or an essential vitamin or mineral



are nutritionally balanced

Find out more:

graze.com/uk/about/our-health-promise

fibre pledge

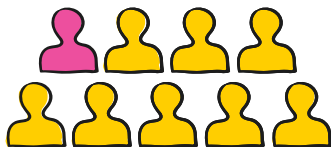
Committed to the Food and Drink Federation’s Action on Fibre programme, we’re closing the gap between grazers’ actual fibre intake and the recommended intake. And we’re all over it.

We’ve committed to launching snacks that are at least a source of fibre (in fact, 90% of our range is already high in fibre) and label them so grazers old and new have access to high-fibre snacks that do them good. We’ve pledged to talk a LOT about the importance of a rich-fibre diet to everyone.

graze pledges

- 100% of graze products are a source of fibre (thank you, chicory root)
- 90% of graze products are high in fibre
- highlight the high-fibre brilliance of chicory root on our packaging
- launch five new high-in-fibre products in 2022
- use our marketing powers to shine a light on the fabulousness of fibre

Boom. Our grazers eat more fibre already. Now by making sure 100% of our snacks are a source of fibre, we’re up for inspiring as many people as possible to boost their fibre intake, too.



only **1 in 9** people get enough fibre

data security

Keeping everyone’s data safe is priority numero uno for the graze tech team. Secure cloud platforms host our systems and prevent anyone outside graze getting access to our data.

Even inside graze, users only have access to systems and data they absolutely need access to. We use uber-secure methods of transferring data to share it between systems or with third parties.

Third party system providers need secure VPNs or use secure APIs with authentication to stop data being intercepted in transit.

We stay in the know to keep processes and security ahead of the game. We get independent organisations to run security audits and penetration testing to find any holes in our defenses before any baddies do.

And, we’re solidly GDPR compliant wherever we deal with personally identifiable information, with strict processes to keep it all safe.

our snacks are leading the way

HFSS = high in saturated fat, salt or sugar

Food high in saturated fat, sugar and salt (HFSS) can get in the bin. And in October 2022, they kind of will. That’s when new rules about where shops can stock HFSS products and how companies can market them come in.

Fun fact: we’re way ahead of the game. We already cut sugar in 2019, so we can officially say, yes, graze has up to 60% less sugar than the average cereal bar*.

But we’re still going in hard.



Our six bestselling cereal bar recipes are getting a HFSS-friendly makeover by October 2022, and the whole rest of our retail range will be officially non-HFSS by March 2023.

*We compared this to over 80 similar products to work this out



listening to our grazers

Reimagining snacking starts with really understanding what our grazers care about and expect from deliciously healthy snacks.



Our customer service team's job is to represent our grazers and get feedback to the right graze teams, so we can keep getting better.

Kristina Northcote
Customer Service Manager

lush grazer stories

One of our privileges is hearing first-hand from grazers who have made graze part of their weekly and daily routines.

- five minutes of me time with a Cookie & Tea punnet
- a flapjack getting someone through a late-night study session
- a grazer sending a graze care package to a loved one they can't be with
- even poems from some graze super-fans



2021 customer service rating: 4.63/5 (targeted 4.5)

less-lush grazer stories

Our customers are gloriously vocal about the changes they want from us – from our ingredients to our packaging. The conversations challenge us to keep progressing, keep innovating and keep them coming back to graze.

- greater variety of snacks
- website difficulties
- thoughts about packaging

We share all feedback, good and bad, to feed our ideas and help us improve how we do things for our grazers.

CASE STUDY

glorious gluten free: that's a graze idea

We're throwing open the graze doors to coeliacs and gluten intolerant grazers and welcoming them into the fold.

Thoughts of a free-from grazer: "As a coeliac, I have a limited choice of gluten-free snacks. I find it difficult to find gluten-free foods as nutritious – and tasty – as their gluten counterparts."

Thoughts in the graze kitchen: "Hmm. We know gluten-free foods are often high in fat, salt and sugar. We know a lot of people have a problem with sugar. We know people with gluten intolerance want more health benefits."

here's what we did

Redesigned our most loved soft baked flapjacks with the help of a gluten-free third-party manufacturer. They have 45%

less sugar than the average cereal bar* and packaging that's recyclable at larger stores – because we want everyone to have exciting, accessible healthy snacks.

There were over 20 trials in the kitchen and on the line to reach the best possible quality. We're excited to have launched 3 delicious flavours - Peanut Butter Chocolate, Lemon Blueberry and Cocoa Vanilla.

*we compared this to over 80 similar cereal bars to work this out



where are we now?

customer stewardship		
goal	progress	2021 update
 <p>Ensure average customer service response time is no longer than 48 hours and achieve 4.5 stars customer satisfaction rating.</p>	On track	Thanks to our friendly, super knowledgeable team (no relying on scripts here), we nailed our 2021 targets.

listening to our grazers		
goal	progress	2021 update
 <p>Bring our customer feedback to the wider business.</p>	On track	We have monthly sessions to share trends, reviews, feedback - and to work out what we're going to do about it.

impact business model		
goal	progress	2021 update
 <p>Assess the health of our range against recognised standards.</p>	On track	The full health review of our snacks is up to date and looking better than ever.

what's next?

traffic light labelling

We're exploring packaging traffic light coding so our grazers can whizz in and grab a healthy snack, super easily.

stop! Who goes there?

We want to do our part in the sugar crisis. We're exploring sugar-quantity labels on our packaging to help the nation kick sugar to the kerb.

level up the vegan range

We've bumped up our vegan snacks from 60% to 70% of all the graze range - better for our carbon footprint AND brilliant to have more vegan goodies.



PILLAR 2

growing with our growers

When it comes to our snacks, variety is key. And that means lots of suppliers. Doing what's right for the environment and the people who keep our supply chain flowing is a top priority for us and our grazers.

Reducing our environmental footprint and protecting workers' rights across our global supply chain is at the heart of our approach. We take full responsibility for the impact our business has on people and the environment. This means setting high standards and influencing and supporting our suppliers.

That ethos is at the forefront of our search for ingredients that come only from responsible sources. It's the only way we can be sure of a consistent supply from partners who treat people fairly and care for their communities. Where we can, we stay local and source from the UK, but some of our ingredients (hello, cashew nuts) only grow further afield. Where this is the case, we call on expert partners for help to ensure our standards are met.



our main ingredients 2021



oats

YEARLY VOL
15.1%
COMES FROM
UK
PROCESSED IN
UK



roast peas

YEARLY VOL
9.9%
COMES FROM
UK
PROCESSED IN
China



cashews

YEARLY VOL
7.5%
COMES FROM
Ivory Coast (75%)
Vietnam (25%)
PROCESSED IN
UK



broad beans

YEARLY VOL
7.2%
COMES FROM
Spain
PROCESSED IN
Spain



peanuts

YEARLY VOL
6.5%
COMES FROM
Argentina
PROCESSED IN
UK



almonds

YEARLY VOL
3.3%
COMES FROM
USA
PROCESSED IN
UK

code of conduct

Our code of conduct for suppliers shines a light on the best practices we expect so we can all be better, together.

Our **Supplier Code of Conduct** has three core principles:

- 1 **Governance:** Creating a supply chain crammed with clear, sustainable processes and practices so everyone can be accountable
- 2 **People:** Looking after the people involved in our supply chain and giving everyone a good place to work
- 3 **Environment:** Being kind to the planet and the environment by using sustainable practices

These principles push us to create change for the better, and, frankly, be better as a business across our supply chain.

How we make sure it happens:

- We visit and meet every supplier
- We audit and risk assess our suppliers to guarantee they meet graze standards
- We talk regularly about the market and shared challenges to understand how we can work better together to combat them

NO to modern slavery, YES to human rights

These are biggies. Every link in the supply chain **MUST** be free of slavery or poor practices such as child labour. That feels obvious, and it's pretty gross that we even have to say it at all.

When we choose suppliers to work with, we look for companies that match our values and commitment to eradicate modern slavery from the supply chain. Our supplier code of conduct is very clear that employees must:

- Be free to choose the job
- Be treated equally
- Be of working age
- Work reasonable hours
- Have fair wages
- Be free to join unions
- Have access to fair procedures
- Be protected by health and safety

We have assessed that the biggest risk of slavery and human trafficking is in our global ingredient supply chain and as such have focused our efforts in these areas. And more than that, we offer Better Practice guidelines to help our suppliers improve, develop and evolve their workplace.

Read our Modern Slavery Statement

graze.com/docs/ModernSlaveryStatement.pdf

CASE STUDY

talking palm oil

We can't talk about supply without mentioning palm oil – because we use it. Where possible, we avoid it. And where we can't avoid it, we're very careful about where it comes from.

When produced responsibly, palm oil supports millions

of livelihoods and can reduce pressure on sensitive ecosystems. In 2017 we gained a 'mixed' certified from the Roundtable on Sustainable Palm Oil (RSPO), which leads on embedding global standards for sustainable palm oil. In early 2021 we improved our certification to 100% segregated palm oil, so we

can trace every drop back to its carefully managed source. That means fair treatment of workers and no deforestation.



100% of our palm oil was Certified Sustainable Palm Oil in 2021

where are we now?

clear standards		
goal	progress	2021 update
Develop a graze sustainable sourcing policy.	on track	Our supplier code of conduct was launched in April 2020. For sustainable sourcing policies, we follow the unilever.com/planet-and-society and we're working on putting together our very own graze version.

monitoring compliance		
goal	progress	2021 update
Ensure suppliers comply with our standards.	on track	Sustainability, development, financial and quality performance scorecards are making a welcome comeback for suppliers.

going local		
goal	progress	2021 update
Continue our hunt for more local crops.	on track	We're in the process of finding suppliers closer to home who can process our version of roasted peas.

better logistics		
goal	progress	2021 update
Manage the impacts of transporting our ingredients.	on track	We now ship our corn, broad beans and our corn-based ingredients (like the hoops in our Crunch) by sea – road transport was too harsh on the planet.

what's next?

We're doing OK, but this is a train we're on for the long term. We know how we can develop and improve our supply chain, and that's a good place to be. Building close relationships with our suppliers and increasing supply chain transparency are our priorities.

- Be closer to our suppliers and bring them on the journey with us to have a better impact on the planet
- Work with all suppliers – local farmers, community cooperatives – not just the big guys
- Be more sustainable in our policies and how we ensure compliance – do everything to make that change
- Support farmers and suppliers to use the best agriculture practises
- Continue to explore opportunities to source closer to home

our how-to-improve list

PILLAR 3

championing our environment

Our planet is at a critical turning point. We need to find ways to lighten our footprint if we're going to safeguard it for all our futures.

Without nature, we have no business. And if we aren't part of the solution, we're part of the problem. The climate crisis is a social problem as well as an environmental one. Communities around the globe are impacted very differently, and responsibility for the crisis rests with some countries more than others. We stand up for climate justice. This means taking full accountability for our impacts and doing all we can to reduce them.



understanding our climate impact

To understand our starting point, we calculated the carbon footprint of our entire product range in 2019. The scope included everything from raw materials to production, home deliveries and disposal of packaging. The headline results showed graze snacks are relatively low impact, mainly due to sourcing plant-based ingredients. The work led us to investigate eight key raw materials and have conversations with major suppliers.

there are challenges ahead

- We already use renewable electricity in our own office and factory. We want to support our suppliers to aim for net zero, too.
- There is still some food waste. We want to waste nothing.
- We use plastic packaging. We'd rather not.
- It's easier to manage the impacts of our own activities. We also need to reduce the impacts we have through our supply chain.

the big one

finding the right technology without impacting the planet

We've pledged to get to net zero emissions by 2030... that's 20 years ahead of the UK government's 2050 target. First and foremost, we're throwing all our efforts and investments at reducing our emissions. Only once we've done that will we offset our remaining emissions by investing in globally recognised projects. Getting there will depend on technology and innovation, and it means looking across every part of our value chain – from growing our ingredients to packaging waste.



carbon footprint and renewable energy



GRAZE CARBON FOOTPRINT, 2019:
9,363 t CO₂e

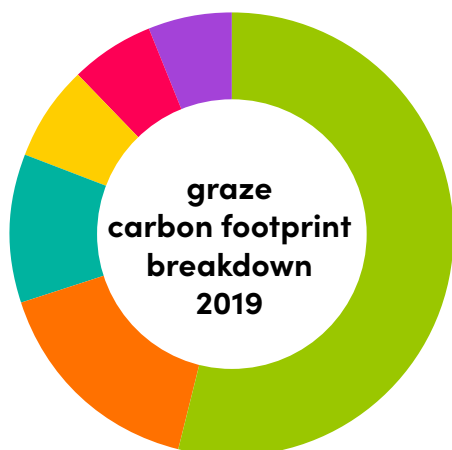
Need some context? A meat-eating family living in a semi-detached house that travels abroad three times a year and drives a 4x4 averages **19 tCO₂e**.

Our carbon footprint is **492 times** that family's footprint.

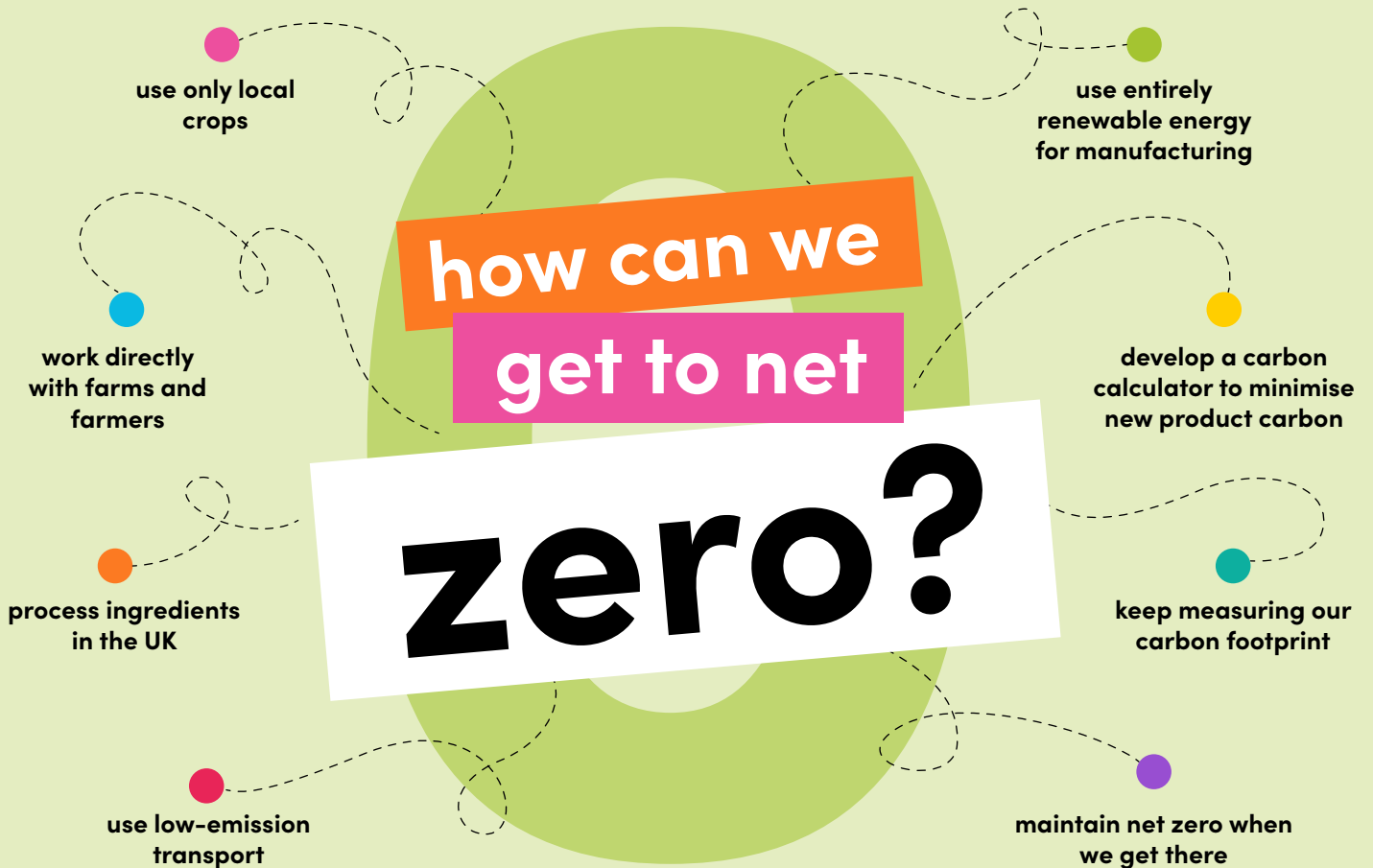
We know where to cut back on carbon and we're working on it – but it's going to take time.

Our largest impact 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. So we must work with our suppliers to get to net zero.

Packaging is the second largest contributor to our carbon footprint at 16%. Display and transport packaging uses a lot of card. About half of the packaging footprint is for five packaging types, which gives us a clear indication on where we need to focus our efforts.



- 54% ingredients
- 7% incoming transport
- 16% packaging
- 6% distribution
- 11% manufacturing
- 6% end-of-life

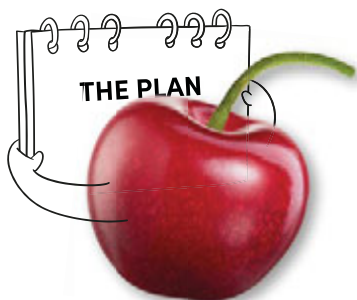


net zero action squad

The epically named net zero action squad keeps us tackling our net zero target from every angle. The cross-functional team meets quarterly to check progress and spot new

opportunities for reducing our footprint sooner. So from our ingredients to our recipes, packaging and sourcing, we've got eyes on the prize of net zero.

this is what we're up to, carbon-wise.



- All the electricity for our snack factory and bakery comes from renewable sources
- We now ship our corn, broad beans and other corn-based ingredients (like the hoops in our Crunch) by sea – road transport was too harsh on the planet
- We're moving from solid to liquid fats, which have much less saturated fat and also lowers our carbon footprint
- We're on the hunt for more local crops
- We'll have a deforestation-free supply chain by 2023
- We send zero factory waste to landfill – cardboard is recycled, food waste becomes animal feed and everything else is used as fuel to create electricity to heat homes.
- We reduced food miles by 42,000 miles annually, by moving our bakery into the same building as our snack factory

the elephant in the room: packaging

We get it! We know we're using plastic, we know it upsets some grazers – heck, it upsets us too. So we investigated, we asked people who really know their stuff, and we have a plan.

For packaging, Unilever (our parent company) is full wind ahead for 100% reusable, recyclable or compostable plastic packaging by 2025. Now let's see if we can get there first...

Our packaging vision has grazers at its heart. We want everything to be fit for purpose (that means fresh, protected snacks to reduce food waste) AND to do the right thing for the planet.

100% paper pulp punnets: that's a graze idea



For about three years, we've been trying to crack the paper pulp punnet to reduce the plastic we use. In fact, we made 14 different pulp punnets in 2020-21 with no luck so far. They just aren't keeping the snacks fresh, so the search continues until we can be sure we're not risking food waste. We've challenged suppliers to come up with the next phase of barriers and are staying in touch to see the progress.

In the meantime, we're making what we have now the best it can be. Our plastic snack punnets are made from at least 50% rPET. We're now looking at the next most impactful step in improving it – whether that's increasing the rPET or reducing the weight of plastic we use overall.

what we are not doing:

Making material changes with **perceived environmental credentials** while **greenwashing** our consumers.

Using alternative materials that sound good but are actually worse for the planet.




By **2025, 100%** of our packaging will be **recyclable** and drive the circular economy in a big old leap towards a **waste free world**.


what we are doing:

	now		in 2023		how?
	recycled content	recyclable	recycled content	recyclable	
punnets	✓ (at least 50% rPET)	✓	✓+	✓+	use less plastic overall and/or up the percentage of recycled content
punnet lids	✗	✗	investigating	✓	a tough one – hopefully moving to recyclable plastic as a first step
sharing bags	✗	✗	✓	✓	use monomaterial widely recycled at larger shops
wrappers	✗	✗	investigating	✓	
cartons	✗	✓	investigating	✓	investigate carbon footprint of using recycled board
cases	✓	✓	✓	✓	

where are we now?

baked in goodness		
goal	progress	2021 update
 <p>Move production of Marshfield Bakery to Hayes by end of 2021, and reduce food miles by 42,000 miles.</p>	Achieved	We opened our shiny new bakery in August 2021.

up recyclability		
goal	progress	2021 update
 <p>95% packaging (primary and secondary) is recyclable by the end of 2023. Our target is 100% by 2025.</p>	Being investigated	88% of all packaging by weight was recyclable by the end of 2021.

circular plastic		
goal	progress	2021 update
 <p>50% of plastic packaging from recycled material by end of 2022.</p>	Being investigated	26% of plastic packaging by weight was made from recycled material in 2021.

what's next?

We plan to reassess our footprint and develop a new reduction plan in 2022 to drive progress towards our net zero commitment.

We've created detailed roadmaps for our punnets, wrappers and share bags. We'll share progress – in this report – every year.



PILLAR 4 bigging up our team

Our employees are critical to our mission to change the snacking world. They're our secret sauce and we take our responsibility to them very, very seriously.

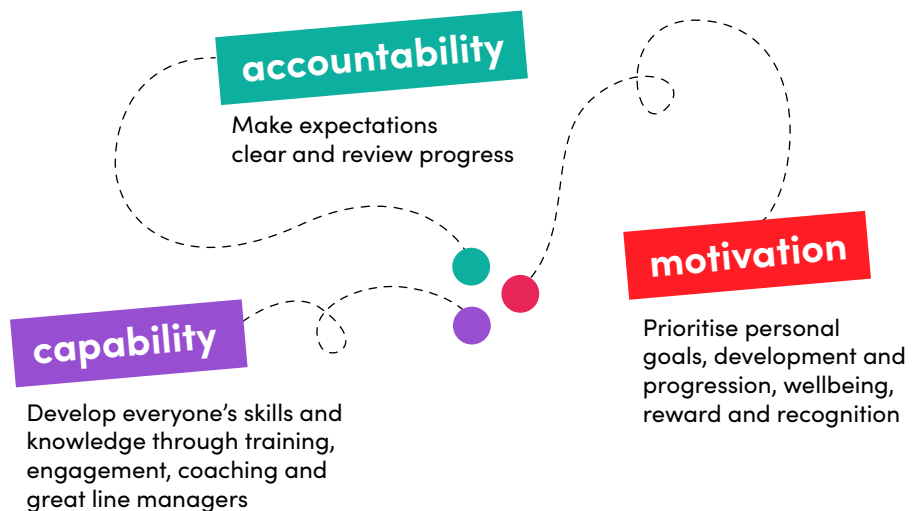
People want to work for companies they share values with. They want respect, engagement, inclusion, and we're fully behind that.



how we work

Positive workplaces support our team's physical, mental and emotional wellbeing. When our employees thrive, we thrive. It's simple really.

It's a work in progress – aren't we all? Our aim is to create a great work life and a culture rich in accountability, motivation and capability.



learning the graze way

Learning and development is a huge priority for our employees.

Train, develop, improve: we're growing a framework to hone

our core skills and level up our teams' capabilities. Opportunities include professional training and certifications and our 12-month world-class manager training.

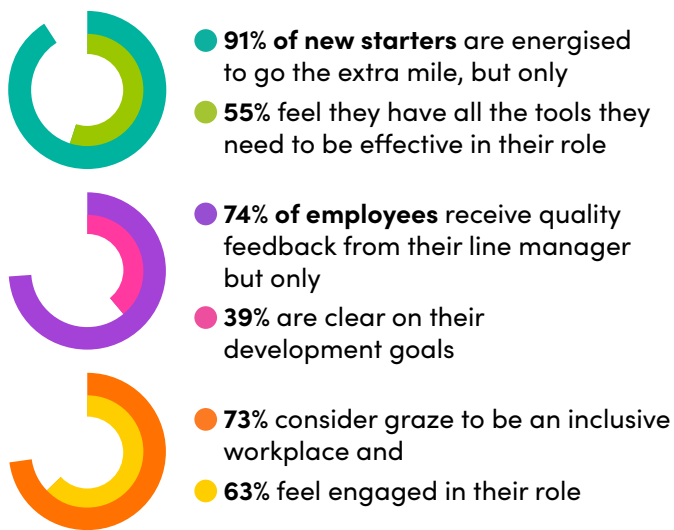
We relaunched our 360 feedback approach to help us hear first-hand how we're doing.



- **70% on the job**
- **20% relationships**
- **10% training**

how are we doing?

Our most recent annual employee survey gave us food for thought.



This feedback fuelled actions across four areas:

- 1 Onboarding:** We kicked off an onboarding programme to support our new starters.
- 2 Development:** We set up a talent team and development-planning drop-ins. More initiatives incoming.
- 3 Ways of working:** To make work at graze as easy as possible, we keep reviewing internal tools and processes.
- 4 One team:** We all got together at grazefest in 2021, and in 2022 set up the grazin' squad to help us reconnect as a team as we returned to the office.

pay, perks and policies

In August 2021, we became a Living Wage employer, so the wages of our hourly paid factory staff reflect the actual cost of living, and have a London weighting.



For our salaried staff

- 25 days holiday + flexi bank holidays so people can celebrate cultural and religious days that matter to them
- private healthcare plans
- a paid wellbeing day and volunteering day
- non-gender-specific parental leave
- on-site gym in our Kingston office and discount membership at the local gym for our factory staff
- employee assistance programme to support work, family, or personal issues
- ... and free snacks, of course

hybrid working

Technology means we can flex work to suit our lives and location – lucky us. For roles that aren't directly linked to production, our team can work flexibly:

- Flexible working around our core hours of 10 to 4
- Full time, part time, job share, flexi time
- Salaried workers can work up to three days a week at home
- Up to 20 days per year work from away (out of the UK/away in the UK – anywhere but home!)

safety first, always

Protecting people’s health is crucial, obviously. Our health and safety policy puts employee wellbeing front and centre.

- We discuss health and safety first at meetings
- Vision Zero keeps us all aiming for zero accidents
- We investigate all accidents and near misses to tackle the cause
- Employees have health assessments based on their role
- We take time out for mental and physical wellbeing days
- Our Time2Talk mental health first aiders and One Step North webinar series promote mental wellbeing
- Conversations with managers lean in hard on wellbeing, encouraging us to discuss what really matters

celebrating diversity

When different backgrounds and viewpoints come together, something amazing happens. We celebrate multiculturalism, diversity, inclusivity and equality, or **DIBE – diversity, inclusivity, belonging and equity** – as we call it. We even have a DIBE team open to all employees to help us find new ways to improve.

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

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 pay gaps

To get there, we’re working to improve the data we have, step up our learning and development programme, and review and refresh our recruitment process.

We try to build an inclusive culture at every point at graze, from auditing our jobs ads for gender-neutral and inclusive language, to our regular DIBE meetings, #diversity slack channel, and annual DIBE survey to give everyone a voice. Our targets help keep us on track, but it’s a journey we’ll always be on, and one we’ll always work hard to be better at.



A big thank you...

2021 was a challenging year with covid. We kept our site open and maintained safety throughout 2021, and are

incredibly proud of our amazing factory team who continued to work throughout covid to keep food on the shelves for our grazers.

CASE STUDY

taking on the gap

Our gender pay gap overall for hourly pay in 2021 was 11.6% lower for women than men. This isn’t good enough. To explain this further: women make up the





majority of our factory team. When looking at it by pay quartiles, the pay gap actually skews in favour of women in all but the upper quartile, where the mean hourly rate is marginally lower for women than for men at 0.72%.

We’re on the case, looking into our recruitment practices and development opportunities. We’ve already launched bold

new parental leave policies to try to shift the dial. We also hope to be able to split our data across more facets of diversity in future years, to build even better improvement plans to remove the gap completely.

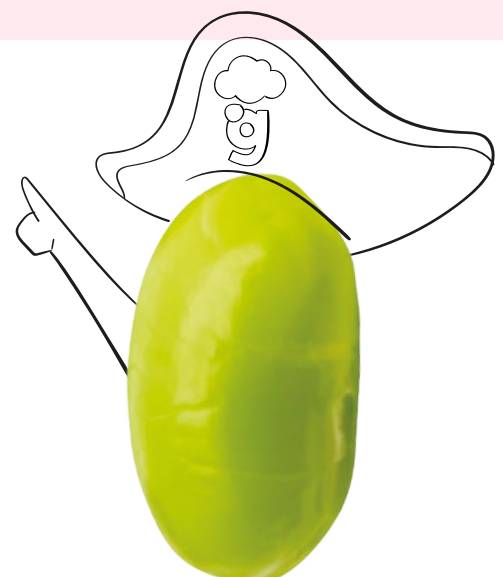
Read our latest gender pay gap report here graze.com/uk/jobs

where are we now?

engaged and motivated team			
	goal	progress	2021 update
	People Engagement score \geq 75%.	Off track	Engagement in 2021 was 63%, the feedback from the employee engagement survey has fed in to our activities this year.
talent retention			
	goal	progress	2021 update
	Employee turnover <25% per annum.	At risk	We had 34% turnover in 2021, with a spike towards the end of the year. We're pleased to say resignations have slowed in 2022.
bigging up our own team			
	goal	progress	2021 update
	Internal promotions 20% per quarter.	On track	20% of people had a promotion or formally increased responsibilities in 2021.
health and wellbeing			
	goal	progress	2021 update
	Wellbeing score \geq 70% per quarter. Health Days booked \geq 75% per annum.	On track	Wellbeing was 73% for Q1. Health days booked was 63% for Q1.

what's next?

- We're launching a new partnership with Bippit to support employees' financial wellbeing, so they feel more secure and more settled in their job.
- We're improving our GDPR compliant data collection on employee diversity beyond gender among our workforce.
- We're upping our maternity, paternity and shared leave game to support staff and improve our gender pay gap goals:
 - > Maternity leave with full pay for 26 weeks
 - > Shared parental leave and full pay up to 26 weeks
 - > Equal terms for adoptive parents



PILLAR 5

empowering our community

We love our communities: our people, their families, their friends, our superstar neighbours, our suppliers, our partners, our grazers. By choosing graze, you're both part of that community, and helping to support it.



Nishkam SWAT



City Harvest, London

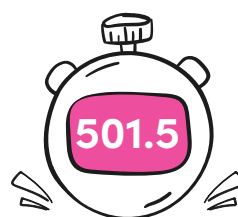
win-win for everyone

According to Mental Health Foundation, helping others benefits each individual's wellbeing – it reduces stress and improves mood, self-esteem and happiness. Also, it's the right thing to do. So we empower our people to volunteer at local charities by giving all salaried employees a paid volunteering day every year, and we donate snacks, too.

- **City Harvest, London:** distributes surplus food to people facing food poverty
- **Kingston Foodbank:** provides nutritionally balanced emergency food and support to local people in crisis
- **Nishkam SWAT:** unites and transforms financially disadvantaged communities by focusing on projects that make a difference to people's lives and improve their prospects.



In 2021, we helped deliver over 500 meals, rescuing 223kg of food from ending up in landfill



Together, graze employees did 501.5 hours of volunteering in 2021

talking the talk: inclusive marketing

Bursting right out from the core of our marketing is a desire to build a more inclusive culture for everyone. So while we're rethinking snacks, we're also rethinking, every day, the way we tell our stories to reflect the diversity of the communities we're part of.

We do it by:


- Showing gender, LGBTQI+, ability, race and ethnicity diversity in all of our advertising, diversity that reflects the communities of grazers that we serve
- Looking for diverse marketing partners: creative agencies, freelancers, media and research partners
- Understanding our grazers and their needs


charitable giving

In 2021 we donated over 165,000 snacks to charities and the NHS. And over 161,000 of those went to City Harvest, a local charity based in Acton (not too far from our Hayes snack factory) that gets food to where it's needed.



where are we now?

inclusive comms		
goal	progress	2021 update
 <p>We are committed to make our marketing communications reflect the diversity of the country we are in.</p>	On track	We ensured diversity of race and gender within our TV ad and photoshoots, influencer partners and instagram feed. We have more to do on disability representation.

volunteering		
goal	progress	2021 update
 <p>75%+ employees taking their paid volunteer day.</p>	Off-track	A punchy target, we made it to 45% in 2021. We're hoping 2022 will have fewer covid restrictions, making it easier to take team volunteer days.

what's next?

We have so many more ways we can support our community, both local and global. Here's what we're exploring in 2022 (we'll give you an update on our progress in the next report).

Diversity, Equity, Belonging and Inclusion

In 2022, we're reviewing and updating our recruitment and onboarding as a first step. We're working to improve the data we have so we can better benchmark and improve, and we're stepping up our learning and development programme.

Supplier Impact

We want to support more local suppliers and help all of our suppliers have a more positive social and environmental impact on their local communities.

Employee Volunteering

We're aiming for 75% of employee volunteer days taken by the end of this year, with an ambition to get this to a full house next year.



Thanks for reading our report.
Want to chat to us about it?
Please drop us an email at hello@graze.com.