

**AIMIA<sup>®</sup>  
FOODS**

# ESG Report



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# A Letter from our MD

We are pleased to present our ESG report, highlighting our environmental, social and governance (ESG) priorities, objectives, and achievements..

At Aimia Foods, ESG is a core objective for the business, and we always endeavour to use the most sustainable raw materials whilst reducing plastic waste through recycled content in our packaging, utilise fully recyclable packaging solutions (where available) and work to reduce our carbon footprint. Through our ESG report, we will help to demonstrate our accountability and actions towards ESG and will provide annual updates on our progress.

As a food and drink manufacturer, we understand our responsibility to balance the importance of food safety and preservation of the broader needs of the environment and have made significant developments over the last couple of years.

In 2021 Aimia Foods became certified CarbonNeutral® company. Through our carbon neutral initiative, we reduce emissions and support low carbon sustainable development projects through a carbon credit programme.

In our commitment to reduce carbon emissions further, we have partnered with Envantage (energy and carbon consultants) for an initial 5-year partnership to support our business in reducing our carbon impact further.

We have set targets to reduce single-use plastics across our business operations and increase the recycled content in the packaging we use.

We continue to drive diversity, equity, and inclusion, and have partnered with the job centre and other government agencies to support young and disabled people back into work through their Back to Work and Kickstart schemes.

Our new and improved Performance Review Process assesses our employees' objectives, career aspirations and training needs.

We introduced a 'Wellness Committee' to continue to improve the environment and wellbeing of our employees, understanding the importance of not just physical health but mental health also. We now have 12 mental health first aiders who are trained in spotting the signs of mental health issues, listening and signposting to support.

We thank all our partners, stakeholders and employees for their continued hard work and dedication, as we continue our ESG journey.

# About this Report

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## **Our first ESG Report represents the next step on our ESG journey.**

We have worked hard over the past year to formalise our ESG priorities and establish initial targets, for the coming year and beyond. As ESG at Aimia continues to evolve, we will further develop targets and goals to help guide our ESG performance.

This report provides an overview of some of Aimia's goals and ambitions, and the efforts in support of those targets. With respect to goals, commitments and targets or otherwise forward-looking statements in this report, actual results may differ, possibly materially.

The report also includes certain numbers that are estimates or approximations and that may be based on assumptions. We believe that the estimates are appropriate and reasonable; however, due to inherent uncertainties in making estimates and assumptions, actual results could differ from the original estimates.

Solely for convenience, trademarks and trade names referred to in this report may appear without the <sup>®</sup> or <sup>™</sup> symbols, but such references are not intended to indicate, in any way, that we will not assert, to the fullest extent under applicable law, our rights or the right of the applicable licensor to these trademarks and trade names



# Who We Are *Our Story*

**330**  
Employees

**4**  
Sites

**22**  
Production Lines

We are a leading manufacturer in the UK, with some of the world's best known brands at the heart of our business. Located across 4 sites in England, we employ over 300 people and have a wide range of products to service retail, food service, vending, cash & carry, export and our latest development - direct to consumer.

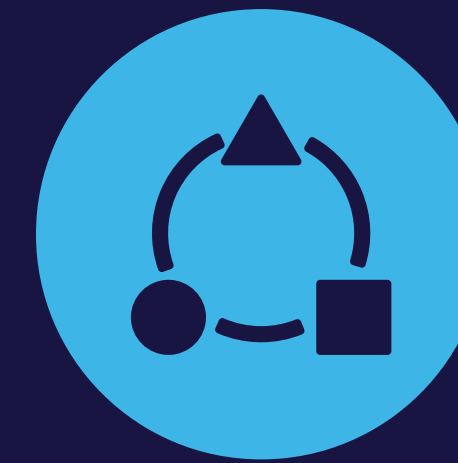
We are passionate about what we do, the brands we supply and the people who make Aimia what it is. Part of Primo Water, a global leader in water, we are proud that our services provide quality products and iconic brands to consumers across the globe.

# Strategy Overview

Our business strategy is aligned around a common purpose and vision.

Our purpose defines and identifies who we are and what sets us apart and the value we provide. We aim to enrich the lives of consumers by meeting their needs through the provision of quality brands and products.

To achieve our purpose, our vision guides our decisions and future investments to help differentiate us from our competitors. We aim to be world renowned as a market-leading, multi-channel manufacturer and distributor of food and beverage brands. To achieve our vision, we will:



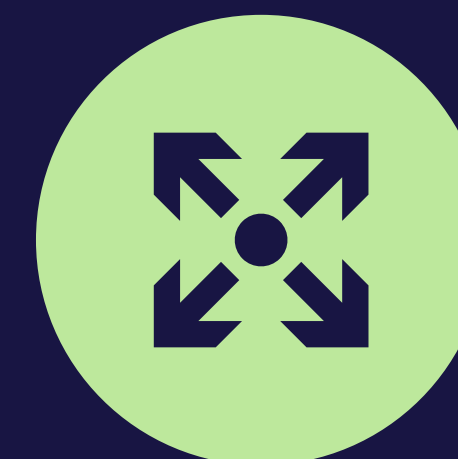
**Diversify** through creativity, product innovation, new channels and partnerships



**Meet** the evolving needs of customers and consumers



**Build** trust and loyalty through developing our relationships



**Drive** growth through the expertise, passion and commitment of our employees



# ESG Framework

## *Our Approach*

To help focus our ESG leadership efforts, we developed a process to identify the ESG topics most material to our business and stakeholders.

By looking at industry trends, ESG reporting standards, frameworks, and stakeholder concerns and priorities, we generated a long list of ESG topics being of relevance to us and the communities, associates and customers we serve.

After validating topics with our Senior Leadership Team and other leaders across different business functions we narrowed down our focus to the following topics:

PILLARS	PRIORITIES	PLEDGE
<b>PROTECTING OUR PLANET</b>	<ul style="list-style-type: none"> <li>• CLIMATE CHANGE AND CARBON EMISSIONS</li> <li>• PACKAGING AND WASTE</li> <li>• NATURAL RESOURCES</li> </ul>	<ul style="list-style-type: none"> <li>• Committing to lower-carbon economy by reducing our Green House Gas (GHG) emissions and promoting carbon neutrality.</li> <li>• Integrating circular economy principles in our business model, by reusing, recycling, and reducing packaging materials to the best of our ability.</li> <li>• Reducing waste in the manufacturing process.</li> <li>• Natural raw materials we use in our products come from sustainable sources (where viable).</li> </ul>
<b>SERVING OUR PEOPLE &amp; COMMUNITY</b>	<ul style="list-style-type: none"> <li>• PROVIDING A SAFE AND HEALTHY WORKSPACE</li> <li>• DIVERSITY EQUITY &amp; INCLUSION RECRUITING AND DEVELOPING TOP TALENT</li> <li>• PRIVACY AND DATA SECURITY</li> <li>• PRODUCT SAFETY, QUALITY AND LIABILITY</li> <li>• RESPONSIBLE SUPPLY CHAIN</li> <li>• COMMUNITIES AND CHARITIES</li> </ul>	<ul style="list-style-type: none"> <li>• Providing a safe and healthy workspace for our employees.</li> <li>• Creating a diverse, fair, and inclusive culture for our associates.</li> <li>• Recruiting and developing top talent and actively investing in and engaging our associates.</li> <li>• Partnering with suppliers who align with the One Aimia Way, a global standard across the company, and minimising the environmental and social impacts in our supply chain.</li> <li>• Giving back to communities in which we operate and supporting charities in the UK.</li> <li>• Ensure that we strictly operate within the parameters of GDPR.</li> <li>• Product safety, legality, quality, integrity and authenticity of our products should be our first priority.</li> </ul>
<b>COMMITTING TO ETHICAL PRACTICES</b>	<ul style="list-style-type: none"> <li>• BUSINESS ETHICS &amp; COMPLIANCE</li> <li>• CORPORATE GOVERNANCE</li> </ul>	<ul style="list-style-type: none"> <li>• Operating our business in a responsible and ethical manner that aligns with our values and code of ethical conduct.</li> <li>• Ensuring strong oversight of our ESG priorities, delivery of our actions and accountability in execution.</li> <li>• Anti-competitive practices.</li> <li>• Financial reporting and governance.</li> </ul>



PILLARS	PRIORITIES	PLEDGE
<b>PROTECTING OUR PLANET</b>	<ul style="list-style-type: none"> <li>• CLIMATE CHANGE AND CARBON EMISSIONS</li> <li>• PACKAGING MATERIALS AND PACKAGING WASTE</li> <li>• WASTE MANAGEMENT</li> <li>• NATURAL RESOURCES</li> </ul>	<ul style="list-style-type: none"> <li>• Partner with Envantage to develop a carbon reduction plan.</li> <li>• Aim for minimum of 6 tonne reduction in plastic.</li> <li>• Continue to work with suppliers on increasing the recycled content within our packaging and find suitable alternatives (where possible).</li> <li>• Remove a minimum of 7 tonnes of non recyclable packaging from our process.</li> <li>• Continue to work with suppliers on recyclable solutions for laminate, shrink sleeves and pods.</li> <li>• Scope out opportunities to reduce waste with an action plan for 2024.</li> <li>• Continue to look for and use sustainable options for natural resources and materials.</li> </ul>
<b>SERVING OUR PEOPLE &amp; COMMUNITY</b>	<ul style="list-style-type: none"> <li>• PROVIDING A SAFE AND HEALTHY WORKSPACE</li> <li>• DIVERSITY EQUITY &amp; INCLUSION RECRUITING AND DEVELOPING TOP TALENT</li> <li>• PRIVACY AND DATA SECURITY</li> <li>• PRODUCT SAFETY, QUALITY AND LIABILITY</li> <li>• RESPONSIBLE SUPPLY CHAIN</li> <li>• COMMUNITIES AND CHARITIES</li> </ul>	<ul style="list-style-type: none"> <li>• Near miss reporting target of 3 a day.</li> <li>• Reduction in accident frequency rate of 10% .</li> <li>• Introduce site wide hazard reporting with 100% closed out target of 15 per day.</li> <li>• Working with external companies to support the wellbeing of our employees - GroceryAid, Simply Health, Occupational therapists, Mental Health Charter, whilst introducing flexible and remote working.</li> <li>• In 2023, Thrive initiative. A programme to develop our associates at varying levels and experience. This includes leadership courses, Coaching Culture and Primo elearning.</li> <li>• Implement the wellbeing strategy, to include hosting a wellbeing committee and a calendar of events throughout the year, which support our goal of helping our employees to thrive, as well as 12 mental health first aiders trained in recognising the signs of mental ill health, non- judgemental listening and how to signpost to support.</li> <li>• Deliver training initiatives to generate awareness of core Diversity, Equity and Inclusion (DEI) principles.</li> <li>• Aim for 50% of our talent development programme to be occupied by minority groups.</li> <li>• 30% women in management roles by 2023.</li> <li>• Continue to operate our performance review process which measures employees in alignment with our company behaviours, and captures career aspirations.</li> <li>• Redevelop the Aimia reward and recognition initiative by end of 2023 to further reward and recognise our colleagues.</li> <li>• Continue to run formal exit interview process to identify root causes of employee turnover.</li> <li>• All suppliers to follow risk assessment process, and sign up to the ETI base code.</li> <li>• Partner with two chosen charities.</li> <li>• Support the local community through discounted product schemes and donations to local sports teams, primary schools and being a major employer within our local area.</li> <li>• Continue to follow GDPR code of conduct.</li> <li>• Continue to meet GMP, BRCGS requirements, continue to prioritise the safety, legality, integrity and authenticity of the products we manufacture and sell.</li> </ul>
<b>COMMITTING TO ETHICAL PRACTICES</b>	<ul style="list-style-type: none"> <li>• BUSINESS ETHICS &amp; COMPLIANCE</li> <li>• CORPORATE GOVERNANCE</li> </ul>	<ul style="list-style-type: none"> <li>• To continue to manage and operate our business in a responsible and ethical way that aligns with our values and code of ethical conduct.</li> </ul>

# Stakeholder *Engagement*

We engage with our stakeholders throughout the year to better understand their concerns and key priorities.

We define stakeholders as groups and/or individuals who are impacted by our activities and business strategy and who, in turn, impact our business success. We listen to our stakeholders to help define our ESG priorities, inform our strategy, & provide feedback on our actions.





STAKEHOLDERS	ENGAGEMENT APPROACH	KEY PRIORITIES
CUSTOMERS	Consumer focus groups, customer satisfaction surveys	Plastics & packaging, safe & healthy products
ASSOCIATES	Leadership level surveys, listening sessions, emails, internal social media	Diversity, equity & inclusion
SUPPLIERS	Regular communication with category managers and sourcing teams	Responsible sourcing, business ethics, plastics & packaging
GOVERNMENT	7 Industry consultations, government relations	Contribution to the economy, safe & healthy products, Corporate Governance
LOCAL COMMUNITIES	Local charities, volunteering, events, residents	Access to discounted products, local employment, community engagement and investment

## ESG Governance

In our mission to strengthen our ESG framework, we have formalised our ESG governance structure. Our governance structure means to ensure strong oversight of our ESG priorities, delivery of our actions and accountability in execution. We have embedded ESG across all layers of our organisation, with oversight of ESG assumed by our Senior Leadership Team. The Senior Leadership Team are briefed on ESG matters on a quarterly basis.

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# Sustainability *Report*



# Our ESG report will focus on 3 key areas

1. Protecting our planet
2. Serving our people and community
3. Committing to ethical practices



# Protecting *Our Planet*

Aimia's ambition is to enrich the lives of consumers across the globe by providing quality brands and products that are developed, manufactured, and sold in a responsible way. By sourcing and manufacturing responsibly, we aim to help protect the planet we inhabit.

## *In this section*

- 1** Climate Change
- 2** Packaging and Waste
- 3** Natural Resources



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# The Year In Numbers

Our 2019 –  
2022 Highlights  
demonstrate our  
ongoing commitment  
to sustainable  
manufacturing



CarbonNeutral.com

Gained CarbonNeutral  
Certification

30%

All plastic jars and PET bottles  
contain at least 30%  
recycled content

400

Removed 400 tonnes  
of virgin plastic



# Climate Change

## *Our Approach*

Operating as a carbon-neutral company is our focus and commitment. It means both reducing our emissions and offsetting the balance.

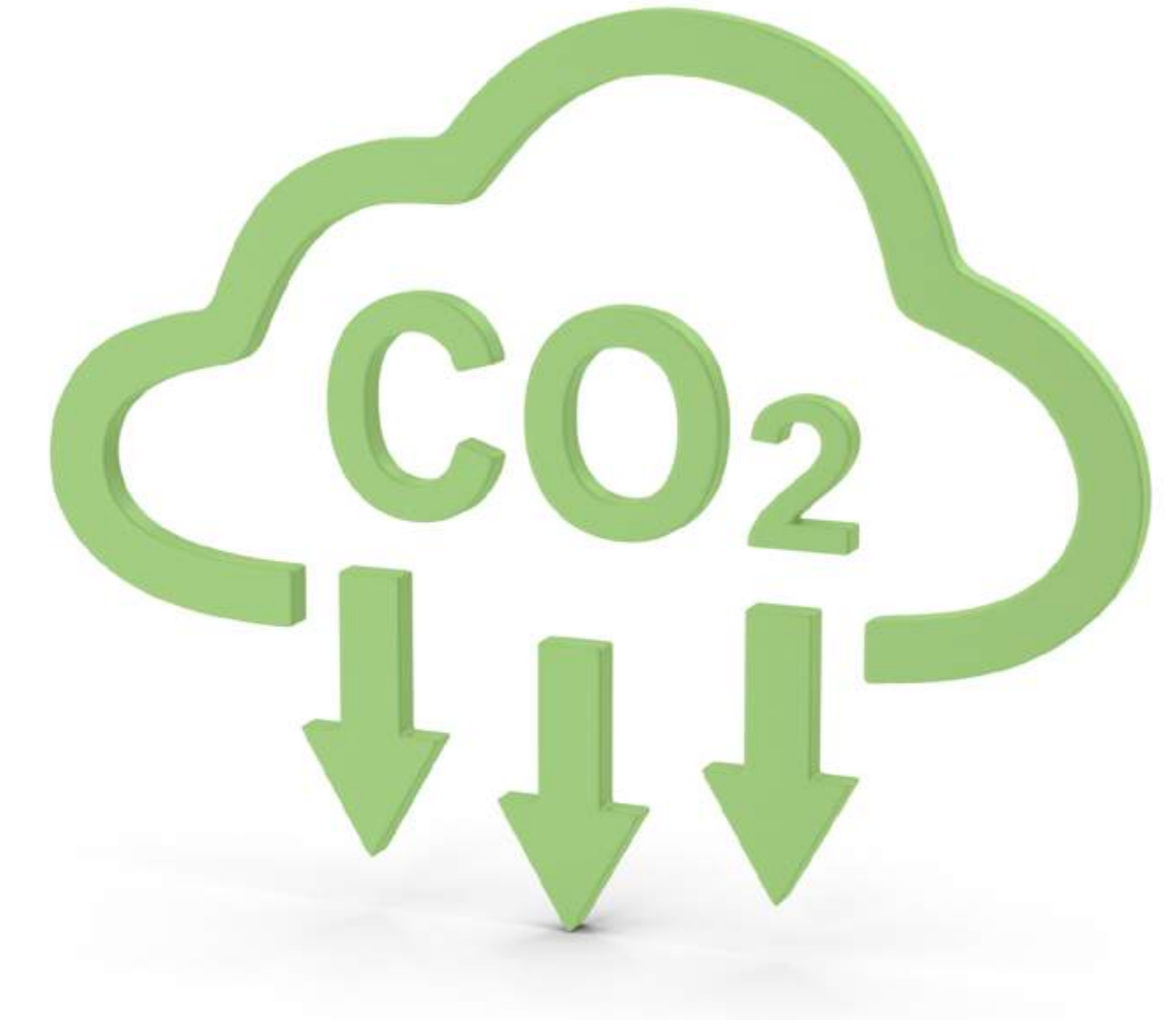
As of 1st October 2021, Aimia Foods has been classified as a CarbonNeutral® certified company. We understand where most of our emissions are coming from, namely our manufacturing activities.





# Reducing Carbon Through Energy Efficient Manufacturing

## *Our Achievements*



- Upgraded factory and office lighting to LED and fitted light sensors during upgrades and will continue over the next 2 years
- Upgraded the main boiler to a more efficient model
- The insulation of the flowwrap area of the factory to reduce heat loss
- Implemented facilities management system to efficiently manage the climate in the blending facility
- Implementation and continued use of video conferencing to reduce travel
- Installed inverter controls on a significant number of pumps and motors and this will continue into 2022
- Installation of jar line palletiser to a 3 times more energy efficient option
- Installed new energy efficient filler with electrical monitoring on jar line
- Adding 'time out / stop' facility on conveyors to reduce energy usage
- Re-routing conveyor routes on composite line to reduce usage and energy
- Further 'time out / stop' facility on 5 litre PET line to reduce waste usage / energy

# Policies, Action Plans & Initiatives

## Our Commitment



### CarbonNeutral

Aimia Foods has achieved the CarbonNeutral® company certification following The CarbonNeutral Protocol and the GHG Protocol Scope 2 guidance, in adherence with the International Carbon Reduction and Offset Alliance (ICROA) standards.

This certification is achieved under The CarbonNeutral Protocol, an international standard administered by Climate Impact Partners.

We achieved the CarbonNeutral® certification 2021, in large part through the purchase of renewable energy and carbon offsets.

### GHG Emissions

As we build on our environmental strategy, we are looking to increase our contribution of emission reductions compared to purchasing carbon offsets in realising our CarbonNeutral status.

In 2022, Aimia signed up to a new 5-year partnership with Envantage with the objective to reduce our energy usage and carbon emissions.

Envantage is a sustainability consultancy company, specialising in carbon and energy reduction, energy compliance and energy procurement. Our partnership will focus on looking at ways to reduce our energy usage and carbon emissions and developing a short, medium and long term plan.

### Energy Efficient Manufacturing

We continue to identify opportunities to reduce energy use in our manufacturing plants. We are working to reduce lighting-related energy usage by transitioning to energy-efficient lights. Already we have moved 80% of lighting and plan to move to 100% by 2025.

Installing LED lighting in our site has significantly reduced our carbon dioxide, sulphur dioxide, nitric oxide and mercury emissions, providing the equivalent of planting 452 acres of trees annually. It will also reduce lighting related energy operating costs by 64% in these plants.

Part of our capital investment plans for 2024 will be on replacing manufacturing equipment to more energy efficient solutions.

# Climate Change

2021 marked the first year that we calculated and consolidated greenhouse gas emissions our baseline year.

	1 <sup>st</sup> Jan 2023	1 <sup>st</sup> Jan 2022	2 <sup>nd</sup> Jan 2021	
Total energy use covering electricity, gas and transport	6,520,498	7,382,610	6,596,694	kWh
Total emissions generated through combustion of gas	350	422	345	tCO2e
Total emissions generated through use of purchased electricity	837	1044	1,011	tCO2e
Total emissions generated through use of other fuels (LPG)	5	7	0	tCO2e
Total emissions generated through owned business travel	63	33	95	tCO2e
Total gross emissions	1,255	1,505	1,451	tCO2e
<b>Emission Intensity Ratio</b>				
Turnover (£000)	£95,519	£86,920	£81,829	
Intensity ratio (total gross emissions per £1,000 sales revenue)	0.0132	0.0173	0.0177	tCO2e/ £1k sales

# Success Story

## Renewable Energy Portfolio, Global



**Project type:** Renewable energy **Region:** Global

Renewable energy projects in this portfolio are vital to help reduce greenhouse gas emissions from the growing global demand for energy and build sustainable infrastructure. Energy generation is one of the biggest emitters of greenhouse gases, and renewable energy investment is a fast and effective solution to reduce these emissions. Carbon finance, delivered by companies who offset their emissions, provides essential funds to support the development of global renewable projects.

**Sustainable Development Goals:** In addition to delivering emission reductions to take climate action (SDG 13), these projects can deliver a number of other benefits including:

- **Affordable and Clean Energy:** Contribute to increasing the share of renewable energy in the global energy mix. Clean electricity generated by these projects displaces electricity which would otherwise be powered by fossil fuels.
- **Decent Work and Economic Growth:** Contribute to the local economy and livelihood of residents through the creation of jobs. These include full-time maintenance and operational roles, and temporary roles during planning and construction.
- **Industry Development and Innovation:** Support the development of sustainable and resilient energy infrastructure, helping reduce the instance of shortages of electricity during peak hours of demand. The projects also often help develop road infrastructure, which is improved to aid site access.



CarbonNeutral® company certification meant (as part of Primo Water) we offset Carbon emissions totalling **316688 tonnes of CO<sub>2</sub>e.**

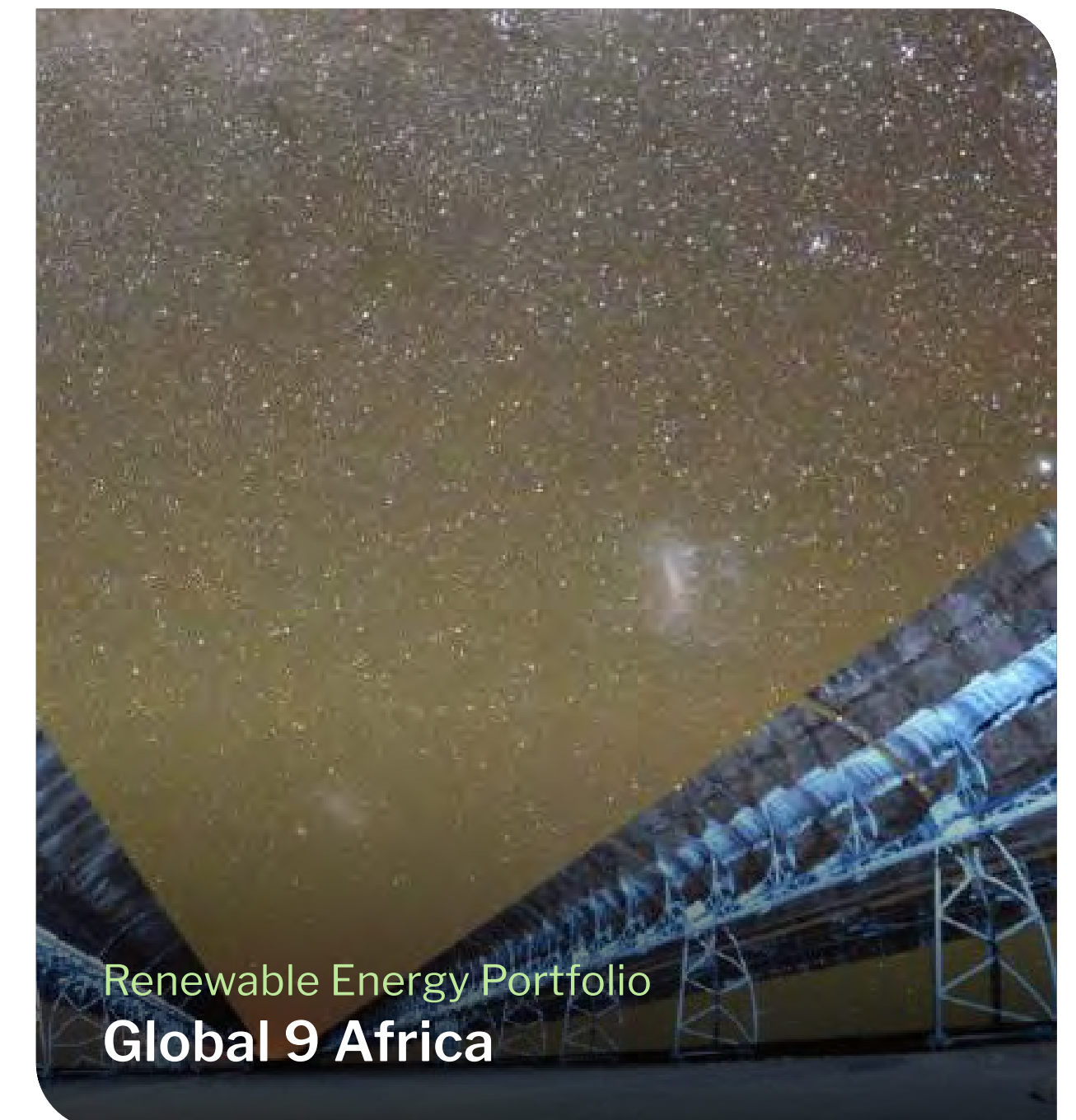
These credits were purchased from carbon offset projects, which included the following:



Renewable Energy Portfolio  
**Global 7 Mountain Wind**



Renewable Energy Portfolio  
**Global 10 Africa**



Renewable Energy Portfolio  
**Global 9 Africa**



# Packaging & Waste



## *Our Approach*

As a consumer goods manufacturer, packaging and waste are central to our sustainability strategy and efforts.

With our industry partners, we continue to source and develop more sustainable packaging solutions for our products and invest in machinery that minimises food waste.



# Our Achievements

- Changes made to dilutable bottles removed 27 tonnes of plastic from production process and changing to different caps and handles negated the use of coloured plastic (which is more difficult to recycle).
- Reduced virgin plastic usage throughout our business by adding minimum 30% recycled plastic to jars and bottles, thus removing 400 tonnes over a 3 year period.
- Using alternative recyclable packaging where possible, we moved UK retail skus in the Drink me Chai range and some partner brands to recyclable tins, removing 7 tonnes of non recyclable packaging in the process.
- Reducing waste in the manufacturing process through more efficient fillers and more energy efficient processes / equipment on production lines.
- All waste food product was sent to agriculture to be utilised in animal food.

Please refer to the table below for a deeper understanding of how our different types of packaging are performing on various sustainable packaging criteria;

	% OF SALES	REUSABLE	RECYCLABLE	RECYCLED CONTENT
<b>JARS</b>	27%	N	Y	30%
<b>COMPOSITES</b>	13%	N	N	0%
<b>BOTTLES</b>	18%	N	Y	51%
<b>CAPS</b>	45%	N	Y	0%
<b>CARD</b>	10%	N	Y	0%
<b>PODS</b>	5%	N	N	0%
<b>SECONDARY PACKAGING</b>	Used across all products	Y	N	30%
<b>SECONDARY PACKAGING (Corrugated)</b>	Used across all products	Y	Y	55-100%

# Policies, Action Plans & Initiatives

## Our Commitment

We invest in packaging innovation, with the collaboration of our procurement, production, shipping & delivery teams. We currently work with suppliers to source plastic in an environmentally friendly way and to introduce packaging options that require less plastic.

We are working closely with our suppliers on developing fully recyclable solutions for the laminates we use within our products and continue to research and develop relationships with new suppliers who can offer the best solution. A lot of capital is invested in new machinery to not only improve energy efficiency but to minimise wastage in our production.

### Reducing virgin plastic usage throughout our business

We have achieved some key reductions in the amount of virgin plastic used in our products and continue to move to recyclable content where possible. In 2022, we moved all transit shrink to a 30% recycled content material and we continue to explore other alternative packaging solutions to continue this journey in 2023.

Lightweighting projects on jars and caps are already in progress, to try and reduce plastic usage in the business.

Reducing packaging materials where possible, including reducing height of tins across Drink me Chai retail skus.

### Fully recyclable packaging

In late 2022, Aimia Foods invested significant capital to install a paper based composite line. Already we have moved the manufacture of 700,000 composites to paper based and by the end of the year and will remove 7 tonnes of non recyclable packaging from our manufacturing

We continue to work on recyclable solutions for laminates, shrink sleeves and pods, as well as brand partner bespoke packaging.

### Reducing waste in the manufacturing process & increasing our recycling efforts

A project team has been created to scope out ways to reduce waste with the pledge to create an action plan for 2024.

A large proportion of packaging is already fully recyclable:

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100% of our jars and caps

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100% of our PET dilutes bottles

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100% of our metal tins / plastic lids for metal tins

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100% of our board / cases

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# Success Story

## Installation of paper based can line EnviroCan™ to remove non recyclable composites from the business.

### What is EnviroCan™ ?

Our transformation of the standard composite can with a metal base to provide the next generation pack EnviroCan™ Paper-Based packaging with recyclability within the waste paper stream and improved ecological footprint.

### Introducing the paper-based can

EnviroCan™ provides the strength and performance of traditional paperboard/ metal base composite but is sealed with a paper base to make it fully recyclable.





# Natural Resources

## *Our Approach*

From cocoa to coffee, and dairy to oils, including palm oil, we work with sustainable natural resources wherever possible.





## Cocoa

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We are committed to working directly with Cocoa manufacturers, as opposed to brokers, as this gives us a greater degree of control over our supply chain and supports a strategy of long-term relationships (as opposed to transactional deals).

## Sugar

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Sugar is the largest natural resource ingredients we purchase. 100% of our sugar is purchased locally from UK growers which are part of and achieve Sustainable Agriculture Initiative (SAI) accreditation.

## Dairy

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Our market leading Milfresh brand is made with milk produced by dairy co-operatives.

This creates a close working relationship with dairy co-operative suppliers. The co-operatives maintain a higher price to the farmer ensuring a fair income.

This sourcing approach ensures sustainability, high quality, and high veterinary standards.

## Oils & Palm Oil

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Aimia Foods avoids, where possible, the use of Palm Oil in its recipes and manufactured goods. Where no alternative currently exists, we endeavour to use palm oil certified by RSPO (Roundtable on Sourced Palm Oil).

RSPO has developed a set of environmental and social criteria which companies must comply with in order to produce Certified Sustainable Palm Oil (CSPO). When they are properly applied, these criteria can help to minimize the negative impact of palm oil cultivation on the environment and communities in palm oil producing regions.

The coconut oil we source and use within our products is harvested in an ethically and moral way.

# 2023 & Beyond

## Our Initiatives

	INITIATIVE	LIVE WORK STREAMS	2023 INITIATIVE
<b>CLIMATE CHANGE</b>	Reducing green house gases	Working with Envantage on a carbon reduction plan	Create a energy reduction plan across our 3 sites
<b>PACKAGING AND WASTE</b>	Reducing plastic packaging throughout our processes	Jar, cap and other lightweighting projects	Aim for minimum 6 tonne reduction of plastic
	Reducing virgin plastic usage throughout our business	30% recycled content In collation plastic packaging – we will reduce virgin plastic by another 150 tonnes	Continue to work with suppliers on increasing the recycled content within our packaging and find alternatives (where possible).
	Using alternative recyclable packaging where possible	Installation of paper based composite line	Remove a minimum of 7 tonnes of non recyclable packaging from our process.  Continue to work with suppliers on recyclable solutions for laminates, shrink sleeves and pods.
	Reducing waste in the manufacturing process	Production line updates to reduce waste in process	Project team created to review waste across the business and create plan to reduce.
<b>NATURAL RESOURCES</b>	Sustainable Natural Resources	Continue to enforce Aimia code of conduct	Gain 100% acceptance to the code of conduct from our supplier partners.

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# Serving our People & Community

Our people and our customers are pivotal to everything we are and we understand the importance of looking after their safety, wellbeing and providing a service and products that exceed their expectations.

We listen to and work with key stakeholders both internally and externally to continue to learn, understand and adapt to support the changing needs, wants, and requirements.



# In this Section

- 1 Occupational Health & Safety**
- 2 Diversity & Inclusion**
- 3 Employee Development**
- 4 Responsible Supply Chain**
- 5 Community & Charity**

**8%**

Reduction in  
gender pay gap

**31%**

of our people managers  
are women

**87%**

Engagement score on  
employee survey





# Occupational Health & Safety

## *Our Approach*

Through the various programs and initiatives, we have in place, our goal is to ensure that our associates' mental and physical wellbeing are cared for.

As part of our plan to improve health and safety in the workplace, we have adopted occupational health and safety management systems across our network, which aid with reporting, tracking of events and identifying risks and opportunities for improvement.

# Our Achievements & Initiatives

- Introduced a mental health and wellbeing committee
- GroceryAid Support available to all employees
- Simply Health - a health and wellness provider, offered to all employees and funded by the business
- Flexible working - employees are able to request flexible working from day 1 of employment (statutory is 26 weeks)
- Hybrid working introduced (where possible) giving our associates the opportunity to work remotely
- Subsidised dining in the on site canteen.
- Holiday homes available to all permanent employees
- Occupational therapist
- Deliver training initiatives to generate awareness of core diversity, equity and inclusion principles and to enable inclusivity through education by 2021
- Align policies and benefits with our DEI philosophy; ensure that benefit offerings reflect the diverse needs of the workforce by 2021
- Aim for 50% of our talent development programme to be occupied by minority groups
- Continue to operate our performance review process which measures employees in alignment with our company behaviours, and captures career aspirations
- Introduction of free period products in women's bathrooms to support our female employees and reduce disruption in their working day
- Launch of Yammer (business social network) to increase connection, reward and recognition and build closer working relationships





# Policies, Action Plans & Initiatives

## Our Commitment

Providing a safe and healthy workspace for our colleagues through a robust safety management system and zero-injury mindset.

### Plant Safety

The safety and welfare of our associates is paramount and we care proud to be a zero high potential near miss business (2022). Accidents also reduced by 50% in the same period. This is achieved through new starter health and safety induction delivered to all employees, standard operating procedures and risk assessments continuously reviewed and updated, and training completed against these as required, near miss reporting and incident control and daily operational reviews against health and safety metrics.

There are also trained first aiders across the business, on site defibrillator, and PPE resources available to all employees.

### Employee Wellbeing

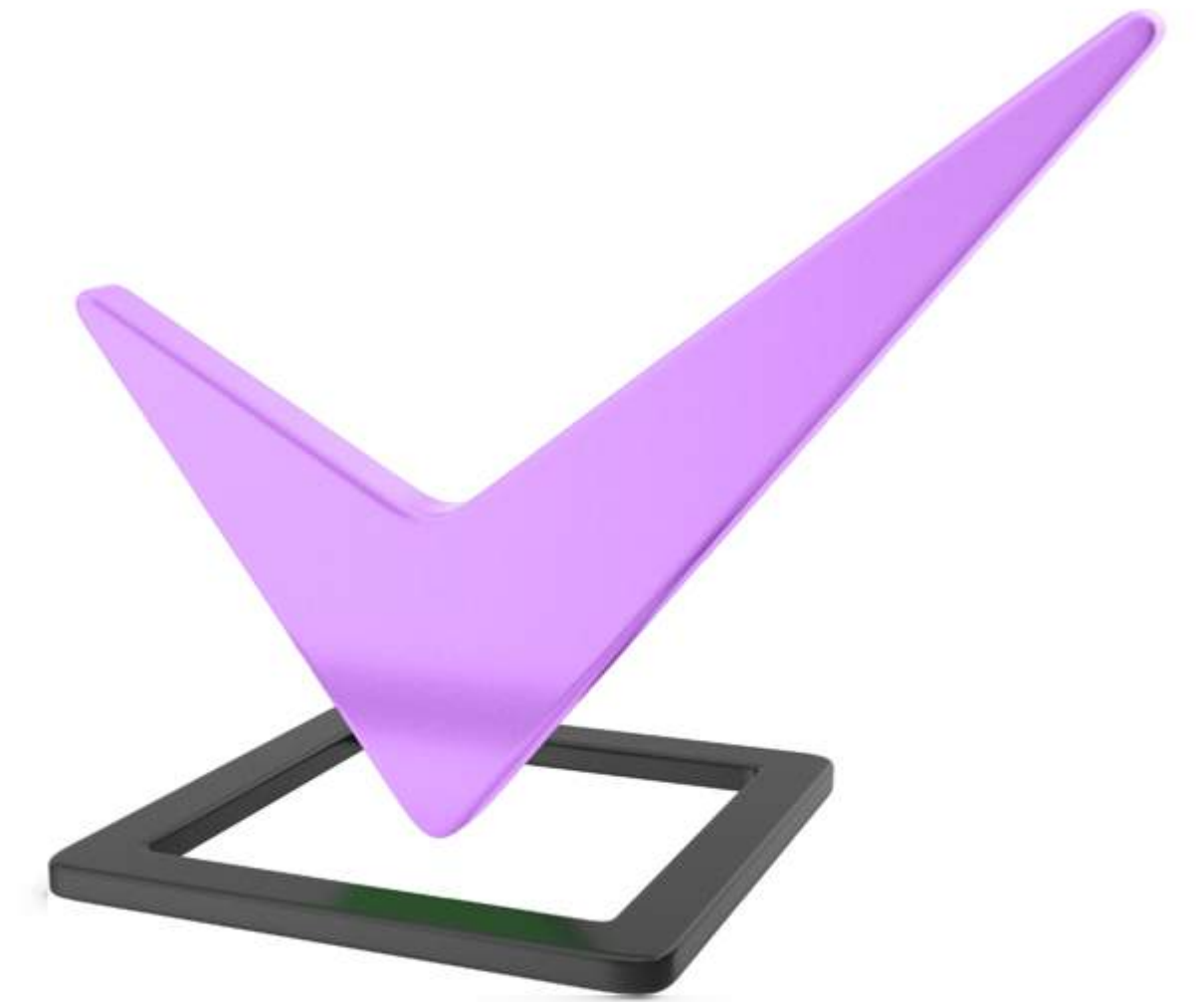
Aimia has long established well being schemes that have become the fabric of the business. For many years our associates have received contribution to meals at the onsite canteen, where not only are meals heavily subsidised but an allowance is loaded daily to individual swipe cards.

Our 3 privately owned holiday homes based in The Lake District, Devon and Spain, provide our colleagues with the chance to enjoy a minimal rental in prime holiday destinations with their friends or family.

We redeveloped the Aimia reward and recognition initiative to further recognise our colleagues. The focus is now about recognition and gratitude for our with the chance to be nominated for employee of the month and, in turn, employee of the year.

We launched our wellbeing committee and as part of the process, we now have 12 fully trained mental health first aiders, and active communication forums to inform and encourage communication amongst peers.

In 2022 we launched Yammer across the business to continue to improve communication channels, sharing of information and to further encourage building relationships development across the business.





# Success Story

## *thrive!*

Through our talent and succession process, we identified associates that have potential for career progression to senior leadership or specialist roles. The program in place provides stretching development experience which will help to prepare our colleagues for more complex, or senior roles in the future. We are committed to ensuring equality throughout our business, and strive to achieve a 50/50 gender split.

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**Diversity, inclusion and empowerment are embedded in our core values and behaviours.**

We believe our values and behaviours have power, and through repeating them they are normalised and become part of our everyday working environment and is why we include them in all employees one to ones and PDR's.

To further embed them we have invested in training for our associates which includes Coaching for Diversity, Equity and Inclusion, and in particular understanding our own biases and how to overcome them.

They are also embedded into our Thrive leadership development programme, ensuring our leaders of the future continue to drive and live our values and behaviours.

# Diversity, Equity and Inclusion

## Our Approach

We are committed to a culture built on the value of respect and of an inclusive work culture.

We operate under our global parent company, Primo's Diversity, Equity and Inclusion strategy to support the integration of DEI factors all the way through to the suppliers we work with. To support this and its roll out are part of the DEI Committee that meets regularly to discuss the projects and processes to be implemented. The global DEI strategy is centred around several key focus areas:

- **Measurement:** Further our DEI reporting and analytics capabilities to enable decision-making, planning, and accountability.
- **Infrastructure:** Ensure DEI lens is applied in everything we do, from talent selection to talent management, marketing representation, service design and board & panel selection.
- **Policies & benefits:** Align policies and benefits with our DEI philosophy.
- **Change management:** Increase awareness for DEI through targeted training programs and develop mechanisms for transparency and accountability at the organizational and individual level.
- **Community:** Create a sense of community in which we celebrate and empower diversity of thought and background through events and campaign.

## Diversity, Equity and Inclusion Key Achievements

Deliver training initiatives to generate awareness of core DEI principles and to enable inclusivity through education.

Align policies and benefits with our DEI philosophy; ensure that benefit offerings reflect the diverse needs of the workforce.

Embed DEI methodologies across talent ecosystem – as above aim for 50% minority groups in high potential development programmes.

# Policies, Action Plans & Initiatives

## Our Commitment

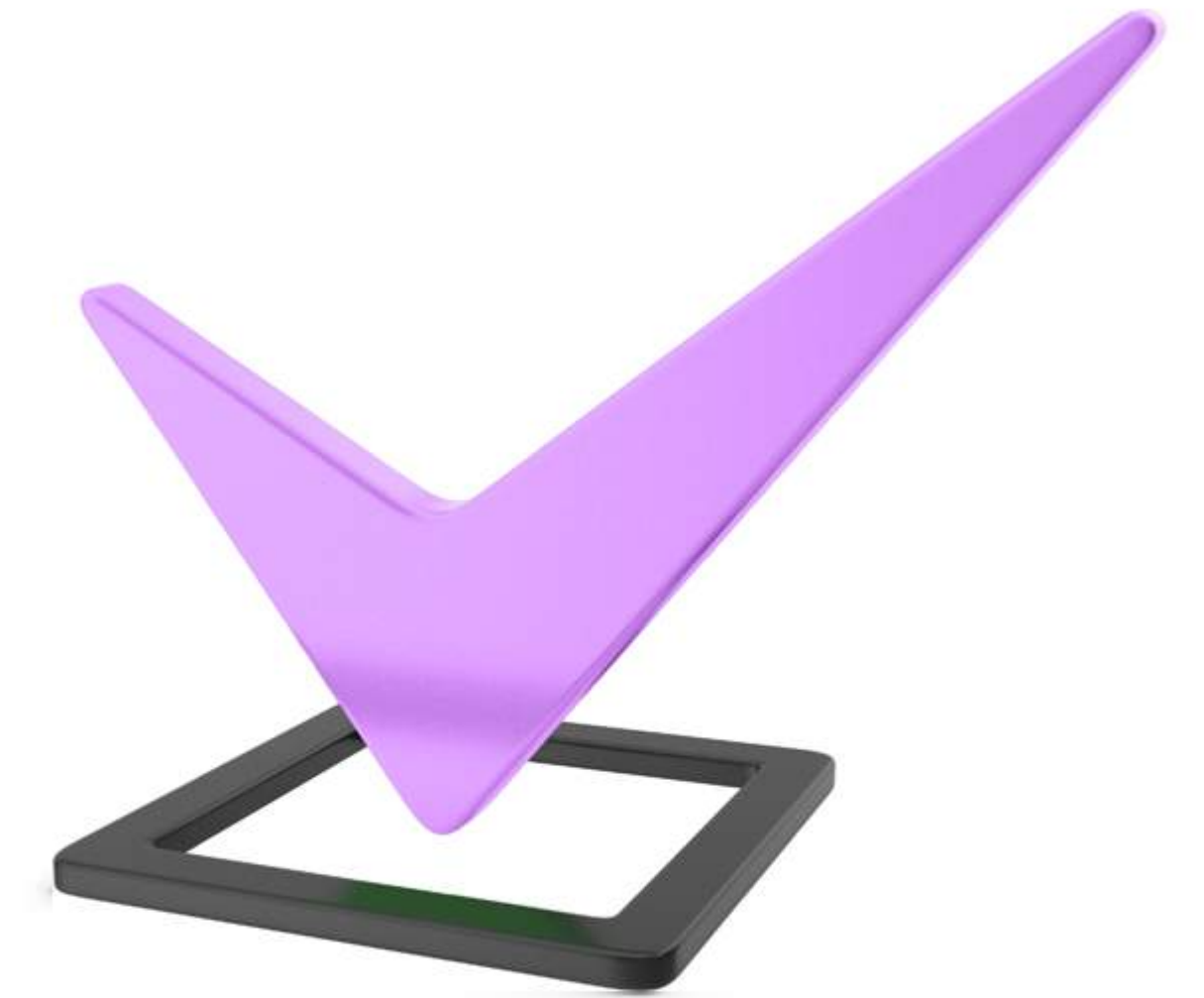
From the global DEI Strategy several strategic initiatives have been identified that are essential to our DEI commitments. In the immediate term we have prioritised the following initiatives:

**Policies:** We are reviewing and updating our policies, bringing a specific attention to non-discrimination, harassment, retaliation, workplace flexibilities, and civic responsibilities subjects to make sure they are properly covered and including any required information or sections.

**Associate engagement:** To increase associate engagement we work with a third-party provider to roll-out an engagement survey through which we can gauge associate experience and identify areas that need to be addressed. In addition, we operate a schedule of listening sessions with associates which creates a safe place for sharing key concerns and enables remediation.

**Core Briefs:** held quarterly and with all employees requested to attend. Core briefs is a way of sharing key business news and updates and an opportunity for colleagues to ask questions to the senior leadership team.

**Have Your Say:** Another way circulate company wide, key business news and use as a forum to answer employee questions and concerns.



PERCENTAGE OF GENDER DIVERSITY (%)			
KPI	2020	2021	2022
Female	37%	39%	38%
Male	63%	61%	62%

# Success Story

'Have Your Say' our annual staff survey is now in its 13th year. This forms the basis of our continuous improvement programme for employee experience. Since its launch in 2010, we have had over 2600 entries, resulting in multiple change projects within the business

## Latest results from our 2022 survey (87% engagement score)

- 95% of people think their line manager treats them with fairness and respect
- 93% of people feel supported in their work
- 85% of our people are happy with their work life balance
- 93% of people are proud to say they work for Aimia Foods





# Employee Development

## *Our Approach*

As an organisation, we care about our associates across their entire career cycle, from recruitment and on-boarding, to career development, recognition and reward, through to exit.

Therefore, we are investing in our associates as never before and we are working to optimise performance while recognising the work of our associates. 2022–2024 has been a launchpad for us as we have embarked on a journey to redesign our HR strategy.

Our focus is on nurturing talent by restructuring our human resources efforts, implementing consistent processes along the associate lifecycle, and establishing metrics for all priority pillars. Our priorities are summarised in **four key pillars**.

# Our Four Key Pillars

- 1 Achieving our business goals through HR excellence and innovation.
- 2 Deploying effective strategies to attract and retain future stars and top talent.
- 3 Enhance the employee experience through the promotion of meaningful work, engagement, wellness and diversity and inclusion.
- 4 Invest in our employee's development, building a high performing workforce, expanding on succession planning to reinforce our philosophy of 'growing our own'.

## Employee Development

### *Our Achievements*

- Redeveloped Aimia Performance Review Process with a target completion rate of 100% across every function.
- Invest in leadership development programs impacting 70% of front-line and senior leaders to up skill in critical leadership competencies by 2025.
- Introduced 'Coaching Culture' to further enhance employee training.
- Created internal training library accessible to all employees.
- Introduced formal exit interview process to identify root cause of associate turnover.

# Policies, Action Plans & Initiatives

## Deploying effective strategies to attract and retain future stars and top talent

We are restructuring and making investments in talent acquisition to accelerate hiring and retention of the right person for the right role. We have established a talent acquisition strategy that lays out our priorities across the people, process and technology pillars. Example initiatives that we have prioritized for the immediate term include:

- Proactively implement inclusive recruitment by factoring in DEI in our hiring and selection process .
- Enhance associate experience, for example through developing formal workplace flexibilities .
- Position ourselves as an Employer of Choice in the local area and sectors that we operate in.

## Investing in our employee's development, building a flexible high performing workforce, expanding on succession planning to reinforce our philosophy of 'growing our own'

We want to develop a culture that offers upskilling and reskilling opportunities across the organisation. We have developed talent reviews and offer training opportunities, including comprehensive candidate on-boarding processes and materials.

Example initiatives to better develop and manage our associate's performance include:

- Redesign and formalise annual and continuous performance management processes to focus on our Company behaviours (Inclusive – Innovate – Empower – Curious – TeamWork.) For example, recently we equipped our senior leaders with training on talent identification, with a view to enhancing this to include talent development and management.
- Introduce an e-learning platform that allows strategic and on demand development of behavioural and mindset skills, with a focus on personal responsibility, for personal development.
- Expand our learning & development (L&D) curriculum and progressively increase our L&D investments.

## Enhancing the employee experience through the promotion of meaningful work, engagement, wellness, diversity, and inclusion

We do what we can to create a safe environment for ourselves and others at work and in our community. It is important to us that associates have opportunities to voice their thoughts, and that is why we run an employment engagement survey every year. In addition, our focus groups create a safe space for associates to voice their concerns irrespective of background, and simultaneously provide a platform for associates with similar interests and beliefs to connect. Other example initiatives that have been launched for this pillar include:

- Develop a comprehensive internal communication strategy that is accessible to all our associates .
- Relaunch of Aimia appreciation programs: Awards, Recognition and Innovation to support progress .
- Offer access to Simply Health and GroceryAid, wellness programs which empowers associates to maximise their money, seek advice and live healthy lives.





# Employee Development

## *Our Approach*

Achieving our business goals through HR excellence and innovation

We want to understand and analyse the cases of associates that decide to leave Aimia to receive feedback as well as provide them with valuable feedback. To support this we run comprehensive exit interviews with each leaver, feeding back into the business unit, to learn where we can do better.

# Success Story

In 2022, we relaunched the company reward scheme, with a focus on gratitude and recognition for our peers. Submissions are encouraged across the business and every month individuals are either given a small thank you or nominated for employee of the month.

At the end of the year all 12 winners have the opportunity to be awarded employee of the year, which is then judged by the Senior Leadership Team.

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## 2022 in Numbers

**135** thank yous and nominations

**1** employee of the year

**69** monthly winners

**£6000** in cash prizes awarded



# Responsible Supply Chain

## Our Approach

Aimia has a global supply chain, led by our Head of Procurement, that revolves primarily around the sourcing of our packaging and ingredients by supplier partners, as well as the logistics and administrative services required to manage operations.

We recognise the responsibilities that come with a global supply chain and through our Supplier Code of Conduct we have already made great progress towards our responsible supply chain strategy.

The strategy intends to build on our current focus on ensuring that our suppliers comply with all laws and regulations. We oppose human trafficking in all its forms, and we are committed to the goals of the Modern Slavery Act. As we build out our responsible supply chain strategy, our immediate priorities include:

**Supplier Diversity & Supplier Audits**

# Policies, Action Plans & Initiatives

## Global Supplier Code of Conduct

As we work with suppliers located around the world, it is necessary for us to have controls in place towards responsible supplier practices.

The Global Supplier Code of Conduct covers business integrity, human rights, health & safety, and environmental management, outlining our expectations on each topic.

Through our commitment to the highest standards of business conduct, our code covers several responsible supplier practice topics, including child and forced labour, working conditions, non-discrimination, audits, supplier diversity, freedom of association, anti-bribery, and confidentiality.

As a first step, we have been distributing the code to new suppliers and require them to sign before engaging in business and we are currently implementing the code with existing suppliers, with the long-term goal of screening suppliers based on their ESG practices, amongst other criteria.

## Supplier Audits

Contractually, and based on suppliers' compliance with the Code, we have the right to conduct audits on suppliers.

Audits or inspections can be conducted by us or by a third party organization for all supplier facilities, records or associates.

We expect all our suppliers to be Sedex members and to have completed the self-assessment questionnaire. They will also be required to have completed or commit to complete SMETA 2 pillar audits.

The goal of the Sedex SMETA supplier audits is to create a mechanism to engage with suppliers and seek out opportunities to enhance responsible business practices.

We are investigating the move to SMETA 4 pillar audit which will include environmental, business effects, alongside health & safety and labour practices.

# Community and Charity

## *Our Approach*

### **Community**

Our mission is to provide quality brands and products to consumers around the world and do this in a way that has minimal impact on local, national, and global communities. Over the years we have worked with numerous federations that either support workers and farms who grow our natural resources, raise funds for underprivileged children in India or through sales of our branded products, donate to causes such as Royal British Legion and Big Tea Event, a charity that supports NHS staff and patients. Locally, we offer all our neighbours discounted products, offer a gardening service free of charge to maintain all neighbouring properties, we work closely with government initiatives such as Kick Start to give young people in the area employment opportunities and have apprentice schemes across all departments.



# Policies, Action Plans & Initiatives

## Charity

Over the years we have supported numerous charities on a global and local level.

In 2023 we have committed to partnering with two charities – Alder Hey Childrens Hospital and Willowbrook Hospice.

Additional to the charitable partnerships, our business has committed to 100 working days of paid charity time.

This allows our associates to support our charity partners in work time.



### Alder Hey

Alder Hey are one of Europe's busiest and biggest Children's hospitals, supporting families in our local area and worldwide. The charity helps to fund specialist medical equipment which ensures surgeons and clinical staff have the most up to date state-of-the-art technology available to them – often equipment that is just not available yet via the NHS.

They also fund hi-tech distraction equipment proven to reduce pain and anxiety in patients, ensuring faster appointments without sedation. Some of the projects we will help to fund are the refurbishment of a staff wellbeing room in Oncology, giving the wonderful staff a space to recuperate, and a family room in critical care which will help support and add comfort to the families of Alder Hey through difficult times.



### Willowbrook

Willowbrook is a hospice based in the local area. Established in 1993, they have 9 beds and provide specialist palliative care for the local community. Since the day they opened, Willowbrook have provided short term care, usually a couple of weeks, for patients with complex needs and have supported over 10,000 people and their families in that time.



### Local Charities and community

Hey Girl period products provide free products to limit barriers to woman at work. For every pack purchased by our business, a pack is donated to people in need.

Their mission is to eradicate period poverty in the UK, improve access to quality products & increase education around period health to eliminate shame and stigma. Since the company started in 2018, they have donated over 30m products to woman across the UK.

# Serving Our People & Community

INITIATIVE	2023 COMMITMENT
Providing a safe and healthy workspace	<ul style="list-style-type: none"><li>• Near miss reporting target of 3 a day.</li><li>• Reduction in accident frequency rate of 10%.</li><li>• Introduce site wide hazard reporting with 100% closed out target of 15 per day.</li></ul>
Creating a diverse, fair, and inclusive culture for our employees	<ul style="list-style-type: none"><li>• We aim for 50% of our talent development programme to be occupied by minority groups.</li><li>• 30% women in management roles by 2024.</li><li>• Continuously review and update our policies.</li><li>• Continuously review and improve our communication forums.</li><li>• Staff engagement survey – increase engagement from 86% to 90%.</li></ul>
Recruiting and developing top talent	<ul style="list-style-type: none"><li>• Continue to operate our performance review process which measures employees in alignment with our company behaviours, and captures career aspirations.</li><li>• Redevelop the Aimia reward and recognition initiative by end of 2023 to further reward and recognise our colleagues.</li><li>• Invest in leadership development programs impacting 70% of front-line and senior leaders to upskill in critical leadership competencies by 2025.</li></ul>
Privacy and Data Security	<ul style="list-style-type: none"><li>• Continue to ensure that we strictly operate within the parameters of GDPR, working in partnership with external parties to close any gaps that we may find.</li></ul>
Product Safety, quality and liability	<ul style="list-style-type: none"><li>• Continue to follow, review and refine our food safety policy.</li></ul>
Partnering with suppliers who align Aimia policy and minimising the environmental and social impacts in our supply chain	<ul style="list-style-type: none"><li>• We will continue to ensure all our suppliers and partners adhere to our policies and procedures and are continually audited and comply to Sedex 2 pillar. We will work toward 4 pillar with our suppliers.</li></ul>
Giving back to communities in which we operate and supporting chosen charities	<ul style="list-style-type: none"><li>• Support our charity partners through fundraising, committing to 4 fundraising events over a 12-month period and employee volunteering time.</li></ul>

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# Commmitting to Ethical Practices

Our governance is based on our commitment to do the right thing - always. We value how we work, and we hold ourselves to the highest standards to provide better quality water. We have been integrating ESG principles into our risk management approaches for many years and we keep on accelerating our sustainable practices.

*In this section*

**Business ethics & risk management**





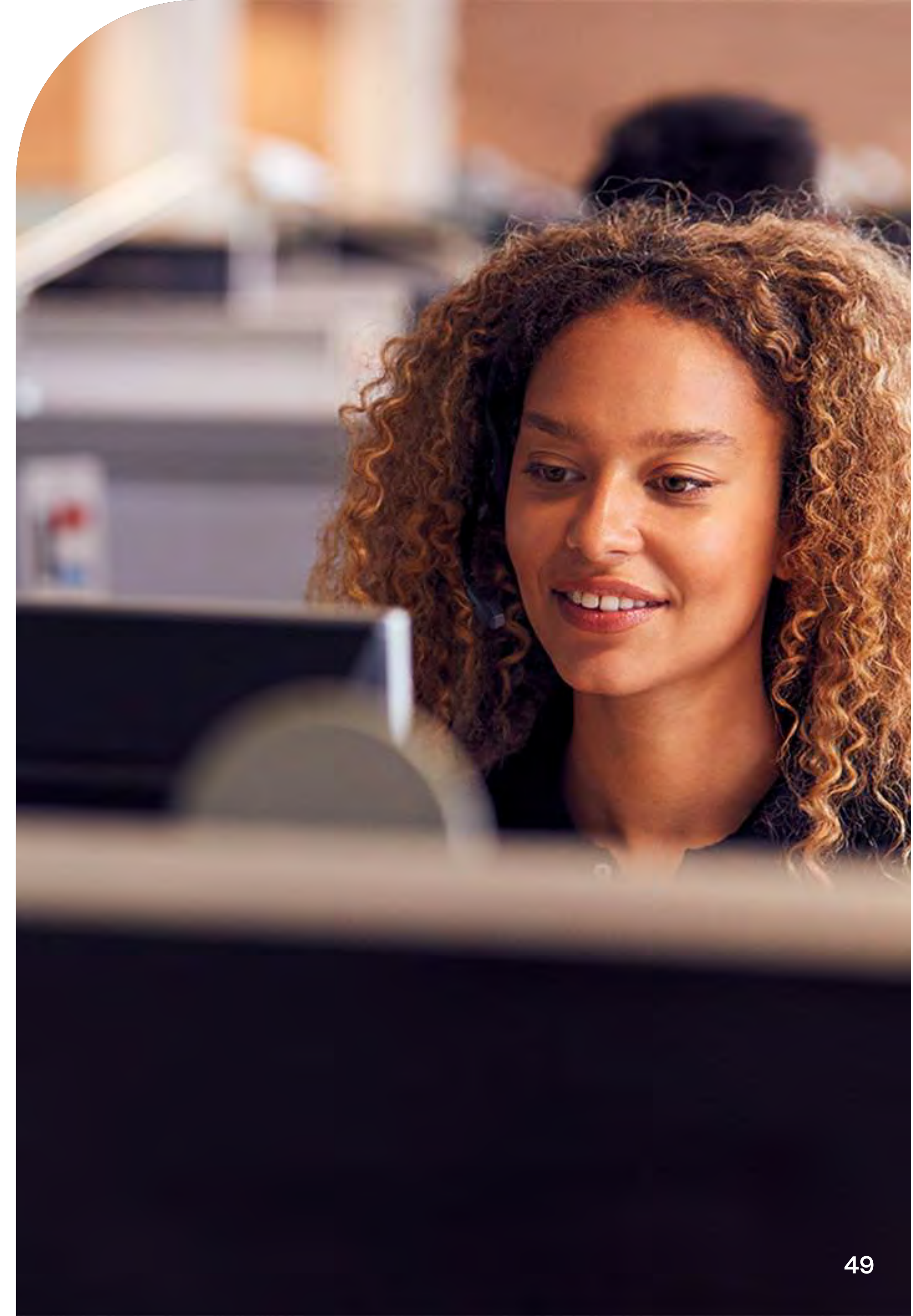
# Business Ethics

## *Our Approach*

We take a comprehensive approach to ethical business practices and compliance through - One Primo Way.

One Primo Way is our governing principle for advocating behavior of accountability and promoting transparency. It sets a series of objectives, including:

- Ensure compliance with government and industry regulatory requirements.
- Advocate for legislation that helps us provide safe, quality and secure products.
- Use our Code of Conduct as the ethical compass and a guide to decision-making across the organisation.



# Policies, Action Plans & Initiatives

As part of our parent company, Primo Water Corporation, we follow established policies and guidelines to ensure we always engage in responsible practices. These policies are continually reviewed to ensure current regulations and best practices are reflected. The Food and Beverage industry is highly regulated, and we take responsibility in ensuring compliance with local, and international laws and regulations.

## POLICIES AND GUIDELINES

Code of Business Conduct and Ethics	<ul style="list-style-type: none"><li>• Equips all our associates and suppliers with practical directions on how to apply our purpose and values through their work. It provides guidance on complying with laws and regulations and the ethical standards expected.</li><li>• Covers topics related to ethics and compliance, including anti-corruption, fraud, confidential information, environmental compliance, intellectual property and social responsibility.</li></ul>
Global Supplier Code of Business Conduct	<ul style="list-style-type: none"><li>• Ensures that all business is conducted in compliance with applicable law, clarifying expectations on topics including human rights, health and safety, environmental management and business integrity.</li><li>• Applies to all suppliers, vendors, contractors, consultants, agents and other providers of goods and services (collectively “Suppliers”) who wish to conduct business with Primo entities globally.</li></ul>
Code of Ethics for Senior Officers	<ul style="list-style-type: none"><li>• Deters wrongdoing and provides guidance to the Company’s Senior Officers regarding ethical conduct, full, fair, accurate, timely and understandable disclosure in reports and documents, compliance with laws, internal reporting of violations of this Code, and accountability for adherence to this Code.</li><li>• Applies to the Chief Executive Officer, Chief Financial Officer, Chief Accounting Officer, and any other person who performs similar functions.</li></ul>
Diversity Policy	<ul style="list-style-type: none"><li>• Defines the approach to diversity, particularly when identifying individuals to serve as members of the Board or senior management of the Company.</li><li>• Applies to Board and senior management levels and includes diversity in experience, gender, age, ethnicity, disability, expertise, and geography.</li></ul>
Corporate Governance Guidelines	<ul style="list-style-type: none"><li>• Sets out the corporate governance guidelines to promote the effective functioning of the Board of Directors and its committees, to promote the interests of shareowners, and to establish a common set of expectations as to how the Board of Directors, its various committees, individual directors and management should perform their functions.</li><li>• Provides a flexible framework within which the Board of Directors may carry out these functions.</li></ul>
Anti-bribery and Corruption Policy	<ul style="list-style-type: none"><li>• Outlines our position and responsibilities on bribery and corruption matters.</li></ul>

We continually review the following policies to ensure current regulations and best practices are reflected.

# Business Ethics

## Risk Management

The senior leadership team reviews business risks regularly as part of board meeting every two weeks and are reported on annually.

## Business Continuity

We have created business continuity plans to identify and mitigate any potential impacts that could put our activities at risk should a business-interrupting event occur. We work with our crisis management teams at the enterprise level and in each of our businesses to include specific mitigation measures. In 2020 we updated our plans to include COVID-19 guidance to ensure the safety and well-being of our associates, customers, suppliers, and communities – including social distancing guidelines, staggered associate shifts, work from home options and providing personal protective equipment and cleaning supplies. Our products and services were deemed essential and, as a result, all our production sites continued operating during the COVID-19 pandemic.

## Ethics Help Line

We are committed to establishing a culture that leaves no place for unethical misconduct, and we do not tolerate unfair treatment or retaliation. For this purpose, we have developed a web-based platform and a helpline for our associates to report any concerns regarding discrimination and harassment. Our human resources partners and our leaders are always available to all associates. Appropriate disciplinary actions, including termination of employment, will be taken in the event of violations of our Code of Business Conduct and Ethics.

# Product Safety, Legality, Quality, Integrity, and Authenticity

To make sure our products meet the highest quality standards, anything we produce is regularly tested either at our internal testing facilities (if feasible) or by external testing companies. We are a nut free operating facility and all raw materials and products are tested to ensure they are free of any trace.

Tests routinely monitor our compliance with all applicable food and beverage quality and safety regulations for the intended market and customer requirements. Our BRCGS accredited production facilities are regularly audited by major UK retailers, major food service customers, as well as our global branded partners.

Additional to this, we are members of a variety of associations, applied to the relevant product, and take the responsibility of meeting their standards and are regularly audited by these associations to ensure we are adhering to their standards.



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**Thank You**

