



# Living our Values

Corporate Responsibility Report 2010

**GWF** / George Weston  
Foods Limited

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## We welcome your feedback on this report...

Please get in touch to let us know how you think we're doing:  
[consumer@gwf.com.au](mailto:consumer@gwf.com.au)

# INTERVIEW

with our Chief Executive



### You were recently appointed as Chief Executive for GWF. What have been your initial impressions?

I am very excited by this new opportunity to build on my many years of experience with a company like GWF.

One of my initial impressions of GWF is that being a responsible corporate citizen is clearly an important part of the business and is embedded within the culture of our people.

The diverse nature of the business means that there are no simple generic solutions to the challenges we face. This is why we work with our stakeholders to understand the context in which our different businesses operate and find the best way to move forward. I have already seen examples of how our people are doing this in practice across GWF, many of which are outlined in this report.

### What is your vision for corporate responsibility?

We have already started the journey of corporate responsibility within GWF and my vision is to strengthen the integration of these principles into core business decisions and processes. This involves commitment to further drive cultural and behavioural change both internally and externally, amongst our stakeholders. This includes our people, suppliers, customers and the broader community.

I support a business environment where decisions are based on sound economic,

social and environmental principles and an understanding of all risks and opportunities. To create a sustainable business we need both results and the right behaviours to sustain those results over time.

I am confident that we are continuing on the right path by improving our measurement of key social and environmental performance indicators to manage our progress. In the years to come, we have a vision that GWF will become an industry leader in the area of corporate responsibility.

### What do you think are some of the opportunities for GWF in this area?

Essentially, we understand that the need to feed a growing world population must be satisfied as critical resources such as water, energy and land become increasingly scarce. Therefore, the opportunity lies in being more efficient with our resources whilst maintaining the highest quality products and services. Efficiency is a key principle that we always strive to achieve to reduce our demand on resources.

A key opportunity also exists as customers and consumers consider products which have greater importance to sustainable initiatives. Therefore we need to ensure our key decision makers are engaged in the area of sustainability and that we are making a significant investment to determine how our products can meet our stakeholders' expectations.

In saying this, I do recognise that all our opportunities and future success begin with

our people and therefore it is important for me to continue to cultivate the existing culture and support our people to develop and reach their full potential.

### What message would you like GWF's stakeholders to take out of this report?

This report aims to give our stakeholders an insight into how we are performing. I hope they recognise GWF as a corporate citizen with sound ethical principles and value based decision making, as well as a business that is conscious of our operations – which impact the way we treat our people, serve our customers and consumers, invest in local communities, manage our supply chain and affect the environment.

Overall, we aim to make sure GWF remains a company people want to work for and do business with, well into the future.

**Andrew Reeves**  
Chief Executive,  
George Weston Foods Limited



**GWF Foodservice** – GWF Foodservice brings together brands and expertise from across the GWF business, to provide foodservice professionals with a dedicated single point of contact and an unrivalled selection of products that are cost effective, convenient and versatile. We are your passionate food partner.

**George Weston Technologies** – George Weston Technologies has over 40 years' experience in chemical, chromatography and microbiology testing serving the food, animal nutrition, veterinary and pharmaceutical industries. Our quarantine approved facility is NATA accredited and AQIS-approved.

**Jasol** – With over 75 years experience, Jasol® is a leading manufacturer and supplier of quality cleaning and industrial chemicals. Jasol also maintains a commitment to the environment, producing a range of biodegradable products and eco friendly solutions.

**Watsonia** – Watsonia® has been providing Australian families with quality smallgoods for over 110 years. Today, we offer a wide range of delicious and convenient products for the whole family.

**KR Castlemaine** – KR Castlemaine has been in operation in country Australia for over 100 years. KR Castlemaine is down-to-earth and our products are made with the care of the country.

**DON** – DON® has been producing high quality meat products within Australia for over 60 years, and is one of the country's most trusted and well known brands.

**Weston Milling** – Weston Milling™ operates at the heart of the agricultural industry with activities that stretch from paddock to plate. Our tradition of quality and our experience enable us to manufacture and distribute quality food ingredients across Australia and New Zealand.

**Top Taste** – Top Taste® has been baking delicious cakes since 1960. The range of cakes, in convenient sizes and formats, includes lamingtons, puddings and sponge rolls.

**Ministry of Muffins** – Ministry of Muffins® offer a range of muffins which are baked to perfection.

**Mills & Ware's** – Mills & Ware's® has been providing Australian's with quality cakes for over 100 years. Our product range includes muffin bars and Christmas cakes and puddings.

**Cereform** – Cereform's expertise lies in specialty bakery ingredients and has, for over 25 years, been dedicated to developing innovative ingredient solutions.

**Abbott's Village Bakery** – Abbott's Village Bakery™ is a trusted provider of premium breads, offering a range of products that capture the spirit of a village bakery.

**AGB** – Australian Garlic Bread is a great tasting accompaniment to a meal. The range is particularly suited to Italian pasta meals, salads or barbeques.

**Bagel House** – Our bagels are prepared by following age-old traditions and methods and our dough is prepared without any added fats or conditioners. Bagel House bagels are naturally healthy and delicious.

**Bazaar** – Traditional recipes from all over the world have been combined with the finest ingredients, to produce quality, great tasting breads for lunches, dinners and snacks.

**Big Ben** – Every item in the Big Ben® range is made from quality ingredients including 100% prime beef. Our pies and sausage rolls offer great taste and value for money, are a good source of protein, and are proudly made in New Zealand.

**Bürgen** – Bürgen® bread has been specifically developed with nutritionists to help maintain health and wellbeing. Each variety is made using a unique combination of ingredients and the products are low GI and high in fibre.

**Golden** – Generations of Australians and New Zealanders have enjoyed Golden® products, whether for breakfast, lunch or even a snack. The range includes Golden Crumpets, Golden Pikelets and Golden Pancakes.

**Ploughmans Bakery** – Ploughmans® Bakery offers a range of premium products that capture life's simple pleasures.

**Speedibake** – As the original and leading supplier of par-bake breads, Speedibake® offers three comprehensive ranges of high quality breads.

**Tip Top Australia & New Zealand** – For over 50 years, Tip Top® bread has been enjoyed by generations of Australians and New Zealanders. We are well known for baking quality products, including everyday fresh breads, muffins and fruit breads, made with natural ingredients.

**Tip Top Baking Company Asia** – AB Tip Top Baking Company supplies Tip Top baking products to Chinese consumers through local supermarkets. We use only top quality ingredients and boast some of the most modern and innovative baking technology.

**GWF / George Weston Foods Limited**



GWF has a proud history of growth fuelled by an entrepreneurial spirit.

# OUR BUSINESS

**We endeavour to be the most respected food company in Australia and New Zealand and pride ourselves on our commitment to quality, our focus on sustainability and fostering a sense of family amongst our employees and the communities in which we operate.**

George Weston Foods Limited (GWF) is a wholly owned subsidiary of Associated British Foods Plc (ABF), one of the world's leading food companies. GWF has been providing Australians and New Zealanders with superior quality products, through iconic brands known and trusted for over 50 years.

GWF's principal operations are undertaken throughout Australia and New Zealand with a presence both in China and Japan.

As one of Australasia's largest food manufacturers, GWF has a proud history of growth fuelled by an entrepreneurial spirit. We are a company of strong brands and exciting innovations with a commitment to everyday wellness through advocating life's simple, wholesome pleasures.

**Tip Top is one of the leading food brands in Australia - we produce around one million units of fresh baked product every day.**

**Weston Milling is one of Australia's largest millers and wholesalers of grain. We buy and process almost 500,000 tonnes of bread wheat each year.**



## The Guiding Lights story:

GWF's Guiding Lights help align our business values. They help every GWF employee make choices about how he or she can add value to the business, as well as providing the confidence to ignite change and take our business where it needs to be.

Our Guiding Lights are driven and developed by the GWF leadership teams in consultation with our people. They come to life locally at every level and at all GWF sites through a variety of initiatives, including reward and recognition programs, local definitions and action plans, and our P.R.I.D.E. values:

### Passion:

We are passionate about our people and our business

### Responsibility:

We do the right things environmentally, ethically, socially and professionally

### Integrity:

We act with honesty and transparency

### Drive:

We constantly strive to improve and achieve

### Empathy:

We act with humility and respect

**Our Animal Nutrition business was one of first stockfeed manufacturers in Australia to achieve SQF, ISO and HACCP quality accreditation and to meet AS4801 safety standard.**

We aim to meet the needs of our consumers, by being close to them.





# OUR APPROACH

— doing the right thing

**As a responsible company, GWF recognises that its activities have an impact on the marketplace and therefore can contribute to, and impact on, the communities in which we operate.**

At GWF, we accept our responsibility to fulfil our wider corporate responsibilities and see this as fundamental to our long-term sustainability and growth. As such, integrating corporate responsibility and sustainability into our day to day business practices is a high priority.

Overall responsibility for, and governance of, sustainability lies with the Executive Leadership Team (ELT) and the GWF Lead 100. The Group Manager for Environment and Sustainability reports to the ELT on a regular basis on GWF's performance against targets, policy implementation, regulatory changes and compliance, risks and opportunities. Divisions report to the Group Manager for Environment and Sustainability on their sustainability performance against divisional targets.

The Guiding Coalition for Sustainability has been established to ensure our sustainability strategy is implemented across all our sites and divisions, in order to constantly challenge and look for opportunities to improve our environmental performance. The Guiding Coalition comprises of representatives from the ELT, functional heads as well as senior management representatives from each division. The team monitors the progress in meeting our targets, reviews trends in legislation and public opinion, ensures compliance with relevant legislation, identifies challenges and opportunities and reviews and approves business cases, policy positions and relevant new technology.

## Risk management framework

At GWF, each business is responsible for its own risk assessment and management and is required to report annually at group level to the Finance Director. Our decentralised business model empowers management to identify, evaluate and manage any risks they face as early as possible.

We require all sites to implement appropriate levels of risk management to ensure compliance with our health and safety, and environment policies and our overriding business principles, taking into account business needs and local circumstances.

Each site is responsible for regularly assessing its health, safety and environmental risk activities. Managers, operators, contracting companies and specialist staff work together to identify hazards and assess risk. Appropriate operational procedures and controls are put in place and all employees are provided with relevant information, training and supervision to mitigate risks.

## Transparency and reporting

GWF is committed to the effective integration of a Corporate Responsibility Program into all areas of our work environment, by people at all levels within the business. We have established a number of internal actions that we will pursue in 2011, mainly to:

- Search for more efficient ways to conduct our business by reducing greenhouse gases and demand for new materials, water, packaging and waste
- Further cultivate and extend employee engagement opportunities in volunteering and fundraising
- Engage our people and get them involved in lifting our safety performance at every site
- Expand stakeholder engagement programs, by working with key stakeholders to appreciate innovative ways to improve our collective corporate responsibility performance

**GWF is dedicated to ensuring that our company meet the highest levels of compliance. We have made the decision to compile our first Corporate Responsibility Report and will continue to do so, on an annual basis.**

*We acknowledge that this is a journey and many challenges do lie ahead – however we are striving to meet these challenges on a daily basis and will do so with PRIDE.*





# UNDERSTANDING OUR STAKEHOLDERS

Stakeholder group	Our engagement	What they told us they expect
Employees	<p>Employee engagement surveys to identify employee issues and improve our performance – conducted a 2010 employee engagement survey</p> <p>Our employees have the opportunity to raise funds for causes important to them as well as participating in community programs coordinated by the company</p> <p>Tried the opportunity for employees to receive 1 paid volunteering day per annum</p> <p>Daily organisational announcements via our intranet.</p> <p>Monthly one-on-ones with managers as well as monthly Town Halls and Toolbox Talks with team members</p>	<p>Professional development and training, career opportunities, safe and healthy workplaces, recognition and respect</p> <p>Opportunities to contribute to community initiatives at work</p>
Customers	<p>Regular contact from a dedicated sales representative or account manager.</p> <p>Access to our call centre in Australia</p> <p>Further contact through customer association groups</p> <p>Engagement through sponsorship and attendance at trade shows</p> <p>Customer product demonstrations and presentations</p>	<p>Communication transparency</p> <p>Opportunity to develop long-term trade relationships.</p>
Consumers	<p>Consumer feedback via our Consumer Information Centre</p>	<p>Quality, healthy food options, freshness and value for money being important</p>
Suppliers	<p>Implemented supplier selection and supplier performance management tools which incorporate sustainability criteria. Reviews with suppliers also cover Senior Level Agreements with relevant content</p> <p>Conduct business and process improvement workshops which feature CR innovation and not just price</p>	<p>Open our innovation stream to key suppliers so that they can contribute further through participation</p>
Governments and regulators	<p>Food and Health Dialogue (initiative of the Commonwealth Department of Health and Ageing) – industry round tables</p>	<p>Compliance with laws and regulations</p> <p>Provision of information to assist with the participation in policy and regulatory reviews</p>
Non-government organisations	<p>Ongoing commitment to a food charity, Foodbank through product donations and volunteering</p> <p>Engaging with Anaphylaxis Australia Inc by sharing information, knowledge and expertise with the international body of those wanting to progress food allergy management for allergic consumers</p> <p>Founding member company of Go Grains Health &amp; Nutrition Limited and the Allergen Bureau</p> <p>Partnering with the Heart Foundation for over 20 years</p>	<p>Leadership on nutrition and well being</p> <p>Sustainable and ethical sourcing</p> <p>Clear and honest communication in regards to policies and principles on issues of interest to the public</p>





# OUR PEOPLE

## Determined to succeed

We're working together to create a great place for our people to work, where they can develop and be their best. Our challenge is to support our leaders and people by putting our people, policies and practices into action everyday across our many and varied work sites from offices, manufacturing plants, technical research facilities and warehouses.

### Our 2010 achievements

- Greater rewards for high performance
- Through 'a simple thank you', recognising more of our people more often
- Boosting the skills of our leaders to deliver results through their people
- A graduate programme that spans the group and brings employment opportunities to young professionals starting out in their careers

### Our 2011 challenges

- Ensuring everyone's involved in lifting our safety performance at every site
- Cultivating creative, committed and authentic leaders
- Making change management part of 'business as usual'
- Mobilising and building our workforce to match future opportunities

*Celebrating our people's successes is an effective way to deliver on our customer promises whilst reinforcing performance – we call it 'a simple thank you'.*

## Building a great team

We attract and retain people with the skills we need through offering a range of valued benefits including career opportunities, competitive remuneration, superannuation, recognition for achievements, study assistance, community engagement, motor vehicle leasing, corporate discount schemes, parental leave, leave buy back and employee counselling services.

### Recruitment

We're building diverse, high performing teams by sourcing capabilities from both within the company and through the external market. We aim to ensure our selection processes are rigorous, merit based and non-discriminatory. To ensure our people can hit the ground running, we provide company and site specific induction programs, with a focus on understanding GWF's business 'the what', culture and values 'the how', as well as our number 1 priority: safety.

### Career opportunities

Leaders support their people in creating a personal development plan for the year, including their career ambitions and development needs and actions. Being part of the Associated British Foods Group, also gives our people additional opportunities to expand their career experiences across an international platform with a diverse range of businesses.

### Talent management

To identify and grow our own talent, we conduct a bi-annual comprehensive talent review across all GWF businesses, ensuring we have strong succession to cover our critical roles and deliver our strategy.

### Training and development

At GWF we believe that 'to be the best you' requires constant learning, improving and developing. We aim to equip our people with the core skills, knowledge and tools to be successful in their role. Development opportunities are provided through on-the-job experiences, coaching and both technical and leadership training. Our businesses are responsible for delivering training specific to the operational and business needs of the division.

#### Examples of GWF's training programs are:

- Don KRC's Technical Skills Program covers compliance, health and safety as well technical skills to operate plant equipment
- E-learning OH&S training module for merchandisers in the field, accessible through their laptops
- OH&S Level 1 'Step Forward' Programme designed for employees with limited literacy and numeracy skills
- Tip Top NZ three year Plant Baker's Apprentice Program includes a blend of on the job, self directed learning, workshops and practical hands on activities. Each apprentice is assigned a coach and mentor who provides support and verifies their workplace competency

Leadership development

GWF supports leaders to grow and develop by defining core leadership behaviours and offering coaching and key programs to build leadership capability. We believe key to any successful leader is behaviour that is aligned to constructive and achievement orientation; we use a leadership style inventory to measure progress and continually improve. Our employee surveys additionally provide broader insights to leader quality and success as viewed by our people. In 2010, although we had an improvement from 2008, there is opportunity to deliver over the coming year significant uplift in engagement and leadership quality overall.

Skills set suite

GWF’s Skill Set training are half day training programs designed to improve employees’ leadership skills with modules covering: Essentials of Leadership, Leading Change, Adapting to Change, Setting Performance Expectations, Reviewing Performance Progress, Coaching for Improvement and Coaching for Success.

Lead 1000

Our Lead 1000 development program launched in 2009 develops the leadership capability of our middle and front line leaders. Participants have access to executive mentors to guide and support them through their leadership journey. Over 260 employees have commenced their development journey; of which a third are women. Program participants are driving change projects that will boost business performance as well as deliver around A\$5.5M and NZ\$1.7M in identified savings.

For every person who participated in the survey, GWF donated \$1 to our charities: FoodBank in Australia and KidsCan in New Zealand.

Lead 100

Our Lead 100 program, currently being refreshed, develops the capabilities of our senior leaders to drive a constructive culture at GWF. Participants receive intensive feedback, self-reflection and coaching. In addition, our annual Leadership Conference brings these senior leaders together to set the strategic direction and leadership tone for GWF.

Graduate development program

GWF offers a comprehensive 2 year Graduate Program, where graduates rotate through a range of roles, giving them an understanding of GWF’s diverse business operations and functions, along with invaluable skills and contacts.

Coaching, mentoring and study assistance

Coaching and mentoring is a critical way to develop our people and is delivered from the Chief Executive down as we understand the value it brings to an organisation. Toolkits are in place to support the initiatives across the business. GWF supports employees with relevant study leave and subsidises the cost of tertiary courses to assist employees in professional development.

Exit interviews

We gain valuable insights and understanding from conducting exit interviews with salaried employees voluntarily leaving our business and are developing action plans to boost retention of our people, based on their feedback.

Connecting with our people

GWF provides a broad range of ways to connect with our people to ensure they understand our business and priorities as well as having opportunities to share their views and ideas with GWF leaders and colleagues, including:

Monthly Town Halls and weekly Toolbox Talks give employees the opportunity to meet with their leaders and ask questions, raise issues and suggest improvements.

Quarterly business reviews and leadership updates with multiple small group sessions delivered at each site to ensure all employees (regardless of shift hours) have the opportunity to attend and participate.

Information and announcements are shared via broadcast email and the GWF People Portal (an in-house database functioning as an electronic noticeboard), suggestion boxes and noticeboards in workplaces.

Listening to our people

GWF undertakes an all employee survey every 18 months across Australia and New Zealand, with a pulse check (small sample) every 6 months. In July 2010, we undertook our 3rd survey in which 4,504 of our people gave us their views (a significant increase in participation from July 2008 survey where 3,598 of our people participated). Leaders shared the survey results with their people and together developed action plans for changes at their local work site.

What our people told us

The following areas were identified as key drivers of engagement across GWF:

The following areas were identified as key drivers of engagement across GWF:

- ensuring GWF puts our people policies and practices into action consistently across all our work sites, supported with training for leaders
- keep improving how we manage big and small change, as both impact our people and their work and our people want genuine and more frequent recognition for their achievements

Driving high performance

We believe in being who we need to be and want our people engaged and above all behaving with PRIDE; our values are important and form the basis for our people to make decisions against – Passion; Responsibility; Integrity; Drive; Empathy.

Performance management

GWF leaders undertake a formal performance review with our salaried employees annually (30% of our workforce). Performance goals for individuals are linked to GWF’s Annual Operating Plan (AOP). Our process has an emphasis on the leader’s conversation in setting goals to help our people understand what great performance is in both ‘what’ they do and ‘how’ they do it. Performance conversations are supported by monthly performance check-ins.



Weston’s Best Awards 2010

Remuneration

At GWF our reward philosophy is to recognise high performers and employees who achieve great outcomes and live the GWF values. GWF offers competitive remuneration annually benchmarked to the market. Salaried employees receive fixed remuneration (base salary and superannuation) and have the opportunity to receive an annual variable bonus payment or sales incentive based on their annual performance rating and company performance targets (employees on maternity leave receive a pro-rata bonus and remuneration increase linked to CPI). GWF makes superannuation contributions for its people to a range of superannuation plans. GWF’s Compensation Committee review and monitor remuneration frameworks to ensure they support GWF’s operational goals and people strategy.

Recognising our people achievements

‘A simple thank you’ is our program to recognise our people for above and beyond performance, on both the everyday tasks right through to the delivery of big projects and achievement of longer term goals. The program recognises and rewards different levels of performance that are linked to our business objectives and our PRIDE values. Awards include:

- Weston Best annual awards, Guiding Lights monthly awards and
- Bright Lights awards recognising performance and behaviours that go ‘above and beyond’ in our day-to-day roles.

Performance culture

Our performance process end-to-end was reviewed and reset for 2011. We recognised that we needed greater alignment between the performance cycle, performance targets and tough conversations. A range of initiatives and training are in place to ensure we manage this well and deliver to the overall business goals and strategy. A key number of actions are in place to uplift engagement across GWF particularly in the areas of leadership, change, people, policies and recognition.



# Keeping everyone safe at work

**GWF is committed to providing a safe and healthy working environment for all people involved in our business. We won't compromise on safety. It's in the hearts, minds and behaviours of our people everyday.**

We've recently boosted our safety management structure with the appointments of:

- A Group Safety Manager to further develop and guide GWF's safety frameworks and governance; and
- A Group Health, Safety & Environment Auditor to lead a comprehensive annual audit program to measure the 'health' of GWF's HSE management systems against our rigorous standards. Sites will be recognised for achieving a level of maturity and compliance with a bronze, silver, gold or platinum rating.
- The GWF Safety Management System is currently being reviewed and streamlined as part of our continual improvement process to ensure it meets business needs including the GWF Management Standards.

## Managing our risks at site

There are many and varied hazards that sites need to manage to keep our people safe. Everyday our people come into contact or work with confined spaces; working at heights; electrical isolation; chemical handling; manual handling; road transport; production machinery; dust explosions and mobile plant. We have management systems in place to manage the risks associated with these hazards. These include risk assessments, training, safe work methods and supervision. Incidents are taken seriously (whether someone is injured or not), and investigated to determine root causes. Measures are then put in place to prevent reoccurrence.

## Safety leadership

Each leader in GWF is required to perform regular safety engagement activities to promote a safe workplace to all our people. All leaders in GWF complete 'safety walks' regularly.

**Safety walks** - involve leaders walking through a site or part of a site and having informal safety discussions with employees. Each year more than twelve thousand safety walks or similar activities are completed across the business. These are set in their annual objectives and form part of their performance appraisal.

## Safety committees at local work sites

- the majority of GWF sites have a safety committee comprising of representatives from the various site work groups. The committees form an integral part of managing safety on site and provide an effective link between site employees and site management - we envisage all sites having safety committees in the near future.

## Safety training

GWF employees are required to undertake compulsory safety training including induction training for all new employees, contractors and visitors, and specific competency based training such as forklift operation, confined spaces and Lock-out-Tag-out. Leaders also receive training in interrupting 'at-risk' behaviour and performing safety walks.

## Safety performance data

GWF believe in measuring positive performance indicators (Leading Indicators) to ensure we continually facilitate a strong safety culture. Recently the National Health and Safety Community agreed on measuring overdue investigations, corrective action close out for investigations, overdue hazards, safety behaviour audits, safety management system scores, safety training, manual handling risk assessments per manual handling incidents and near hits in support of our philosophy. It's a requirement by ABF to track lost time injury frequency rate (LTIFR) which is currently at 7.6, an improvement from FY 10 - which was 10.3.

## Profile story on Failsafe

The Pick and Place pan stacker at our Carrara site is a 2-axis robot that stacks empty pans and transfers downstream for re-use. If pans are incorrectly positioned, the operators are required to enter the safety enclosure to correctly position pans. A risk assessment by our baking team identified that this practice posed a risk if the motor brake or control system failed. The team developed a FAILSAFE method of securing the head in place while work was carried out. This solution protects employees and reduces risk. The baking team were nominated for a Weston's Best Award for achievement in safety and risk management.

## Case study

The installation of our robotics palletiser has automated the palletising of 28 production lines. This has resulted in a substantial reduction in manual handling.

Other manual handling risk reduction initiatives include an automated bacon tray management system, an automated pallet labelling application system and the introduction of automatic guided vehicles.

Our teams should be congratulated on such significant reductions to ensure our employees go home injury free

**GWF also measures total recordable injury rates which currently is 43.8, an improvement from FY 10 - which was 49.7.**

# Our people snapshot (2009-2010)

Employing 7,557 people across our 60 operating sites in Australian and New Zealand, GWF’s workforce is diverse, comprising of people with a broad range of technical skills including bakers, loaders, slicers, machine operators, maintenance technicians, truck drivers, cleaners, merchandisers, line workers and process operators, research scientists, food technologists and professional employees.

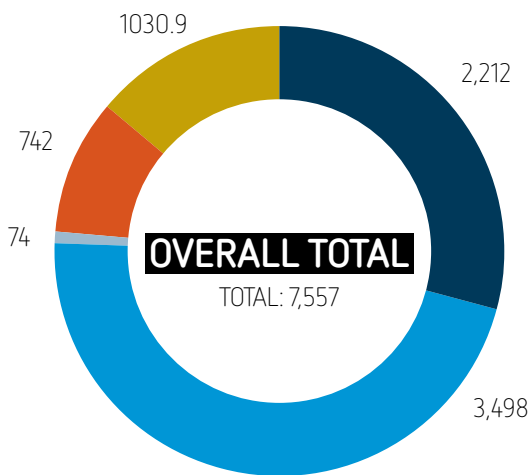
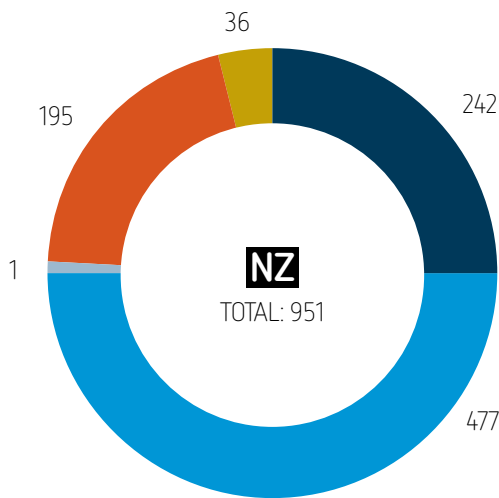
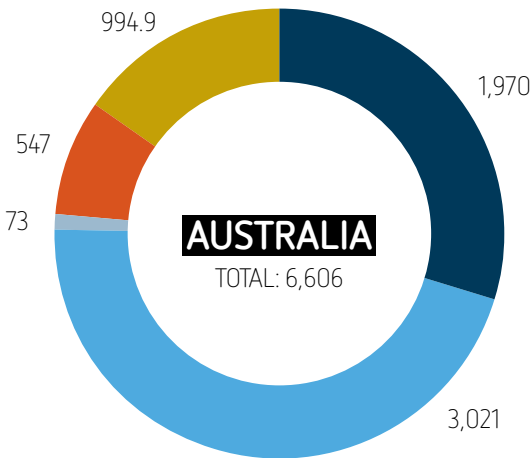
- Monthly Full time
- Weekly Full time
- Monthly Part time
- Weekly Part time
- Casual (FTE\*)

Casual and Contract FTE\* is total number of hours worked divided by 164.67 work hours for month)

## Diversity workforce composition – Australia (May 2010)

Men	Women
Australia: 67%	Australia: 33%
New Zealand: 70%	New Zealand: 30%

Workforce – Australia & NZ  
Employee Headcount (31st Dec 2010)



# Creating a great place to work

We have a diverse workforce to reflect our customers, consumers and communities.

We’re continually growing a diverse team and challenging ourselves on progress. We hold equal opportunity and harassment training, ensuring employees are educated on their rights and responsibilities and to raise awareness of gender equality.

We have several initiatives to support and increase diversity in our workforce that include:

- Conducting research both locally and globally to understand our strengths and areas of focus
- Gender review on remuneration and performance on a yearly basis addressing any significant anomalies
- We’re enhancing career development and mentoring to increase the number of women in our senior leader roles
- Our graduate program encourages women in non-traditional areas e.g. engineering and operations
- Enhancing our flexible working policies eg. working from home and leave buy-back

## Flexibility

Flexible work options include flexible work hours, rostered days off, personal leave, leave without pay, part time hours for parents returning from maternity or paternity leave, alternative shifts to meet the needs of changing family circumstances and opportunities for employees to rotate through different positions and tasks in the plant, in line with their capability. GWF also provides the tools and technology to employees who are able to work remotely.

## Parental leave

GWF is a family friendly business and offers paid maternity and paternity leave to eligible employees (both full-time and part-time) in Australia and New Zealand, in addition to

## Profile – Kate Eastoe

Kate’s work portfolio covers business activities across China, Australia and New Zealand; she’s also a single mum of a 6 year old. ‘GWF has supported my goals to combine parenting and progressing my career’ says Kate.



‘While I work full time, GWF’s flexibility means I can manage my work and family commitments. GWF is also supporting my MBA studies as well as an executive coach to help develop my leadership abilities and performance. While I do work hard, I also get to spend great time with my child and I feel incredibly fortunate for this opportunity to combine both my challenging work and motherhood.’

government entitlements. Eligible employees receive 8 weeks paid leave as the primary carer (woman or man) for a newborn or adopted child. During 2010, 76 women started maternity leave, with 89% returning to work. 53 men took short-term parental leave. Our new premises at North Ryde, Sydney provides a parents room with facilities for parents and babies.

## Employee Assistance Program

The Employee Assistance Program (EAP) is a counselling and advisory service for employees and their families to seek confidential, independent counselling for any personal or work related problem. Our people have been supported with access to counselling during the recent natural disasters in Australia (floods in Queensland).

During 2010, 76 women started maternity leave, with 89% returning to work. 53 men took short-term parental leave.

## Policies

GWF has a broad range of people policies, which guide our leaders and employees behaviour in all work sites.

Through our Governance Committees, we continually monitor and review policies to ensure they are relevant and practical in our workplaces. Committees include: Safety, Compensation, Diversity, Ethics and Learning and Development. Our leaders receive education to understand their responsibilities in creating a safe and engaging work environment for our people.





# HEALTH & WELLNESS

**Our wide-ranging commitment to health and wellness is demonstrated in a variety of ways, from the salt reduction in our breads to the inclusion of daily intake labelling on our packaging. At GWF, we believe that enjoying a wide variety of nutritious foods as part of a healthy lifestyle is the cornerstone of personal health and wellness.**

## Our achievements

- We voluntarily dropped the salt levels across our Golden and Tip Top products
- We were one of the founding food companies to launch the Glycaemic Index (GI) symbol on our packaging
- We were honoured by the National Heart Foundation for our efforts in delivering high quality foods and better health outcomes
- We are a founding member company of Go Grains Health & Nutrition Limited and the Allergen Bureau

## Our 2011 challenges

- Identifying new and improved methods of delivering high quality foods and better health outcomes across our portfolio of products

## Salting it away

Bread continues to play an increasingly important role in people's lives – a fact recognised by Tip Top's commitment to Health and Wellness. The Dietary Guidelines for Australian adults and children (NH&MRC 2003), encourage a diet that provides less salt but more breads and grain based foods, preferably wholegrains.

Tip Top embarked on a mission to reduce the level of salt in our products. In September 2009 we announced we dropped the salt levels across our Golden product range and across all our Tip Top products – including Tip Top UP®, Tip Top 9 Grain®, Tip Top Gold Max®, Tip Top Gold Split® and Tip Top Sunblest®.

Tip Top has been a leader in reducing the salt levels in our breads since December 1997, when we became one of the first companies to work with the National Heart Foundation (NHF) to establish the initial sodium criteria of 450mg per 100g for the bread category, as part of the 'Heart Tick' program. We have now achieved a further reduction to 400mg per 100g across our mainstream bread portfolio – joining our Bürgen range of breads which has met this benchmark since 2004.

As part of this new reduction initiative, over 346 tonnes of salt will be removed annually from the Australian food supply – a significant contribution to the nation's health and another way that market leader Tip Top has set the trend towards improving the nutritional credentials of bread.

## Why do we need to reduce the amount of salt in our products?

Reducing dietary salt intake lowers blood pressure for most people, and getting salt consumption down to the level recommended by the National Heart Foundation (no more than 6 grams per day) will prevent about a fifth of all strokes and heart attacks in Australia each year.

We believe enjoying a wide variety of nutritious foods as part of a healthy lifestyle is the cornerstone of personal health and wellness. Through initiatives such as this, we can continue to play a proactive role in assisting consumers to manage their health and overall wellbeing by empowering them to make informed food choices that help maximise their quality of life.

## What GWF products have changed?

### Tip Top

Tip Top UP, Tip Top 9 Grain, Tip Top Gold Max, Tip Top Gold Split and Tip Top Sunblest now have 400mg/100g of sodium – which is the current National Heart Foundation Tick criteria for the bread category. This represents a total reduction of over 20% on average since 1997.

### Golden bakery snacks

Golden Crumpets and Crumpet Toast have been reformulated from 650mg per 100g of sodium (Crumpets) and 820mg per 100g of sodium (Crumpet Toast) to meet the criteria benchmark of 600mg per 100g for the NSW School Canteen Association Healthy Kids nutrient criteria for the 'Crumpets, Pikelets & Pancakes' product category.

For all Golden Crumpets and Crumpet Toast this represents a total sodium reduction of 8% and 28% respectively, which has resulted in the removal of 4.6 tonnes of salt from the Australian food supply on an annual basis (based on 2008 sales volumes).

## Bürgen Wholegrain & Oats drops even further!

Bürgen Wholegrain & Oats bread for heart and circulation health contains 30% less sodium compared to the previous Bürgen Oatbran & Honey Bread Formulation and is one of the lowest salt breads on the Australian market. The bread also meets the strict nutrient criteria for sodium as well as energy, and saturated fat for the Heart Foundation Tick program.

GWF is honoured to have our efforts in delivering high quality foods and better health outcomes rewarded. We were recognised in April 2010 when the National Heart Foundation celebrated our 21-year partnership by presenting us with an award.



Receiving an award at the Heart Foundation. Representing GWF is Fiona Fleming (Group Corporate Affairs Manager) and Kathy Usic (Nutrition Manager)

We recognise that foods are playing an increasingly important role in people's lives, including their personal wellness, nutrition and enjoyment.

Through our own high standards of salt reduction in our Tip Top range, over 346 tonnes of salt has been removed annually from Australian's diets.

Go grains

GWF is a founding member of **Go Grains Health & Nutrition Limited**. This organisation focuses on the health benefits of grain-based foods to consumers, health professionals, educators, food regulators as well as the media. Made up of everyone from grain growers to manufacturers, the Go Grains Health & Nutrition organisation is working to explain the importance of having a daily target of 48 grams of wholegrain in our diets.

Wholegrain content of our products

All for the boys

Bürgen supported a new collaborative men’s preventative health initiative – **M5**. With the launch of the Bürgen Grains with Barley, the first and only bread made with men’s health in mind, the Bürgen team worked with the influential Royal Australian College of General Practitioners to teach men five preventative steps they can take to look after their health. The ultimate aim was to decrease the number of men dying from preventable illnesses.

New improved GI

Australia has the only independent worldwide Glycaemic Index (GI) certification program. This stamp of approval reassures consumers that the food or beverage has been tested and proven to meet the program’s certification criteria as a healthy choice within its food group. GWF was one of the founding food companies to launch the symbol in 2002, and has been proud to reveal the reviewed overhauled GI symbol on the Bürgen and Tip Top 9 Grain bread products.

Giving you the facts – Daily Intake labelling

GWF has made a commitment to implementing % Daily Intake (%DI) thumbnails of nutrients on the front of packs across our entire product range. GWF will include energy as well as total fat, saturated fat, sugars and sodium – which will provide consumers with a better understanding about their contribution per serve to their overall diet and help them make informed food choices.

Being responsible – Responsible Children’s Marketing Initiative

GWF is a signatory to the Australian Food and Grocery Council’s *Responsible Children’s Marketing Initiative* – developed in collaboration with the Australian Association of National Advertisers (AANA). The initiative aims to maintain a high level of social responsibility in marketing communication for food and beverage products in Australia.

In addition to complying with the *Responsible Children’s Marketing Initiative’s* core principles, GWF will adhere to the following AANA codes:

- **The AANA Code for Advertising and Marketing Communications to Children**
- **The AANA Food and Beverages Advertising and Marketing Communications Code**
- **The AANA Code of Ethics**

We engage in a range of marketing and communication activities and are committed to providing accurate information to our consumers to assist them in making informed food choices.

As part of this commitment, we practice responsible marketing of food to children under 12.

Whilst children under 12 do consume our products they are not the primary target market for any of our brands.



Core principles

In our marketing and communication activities we will adhere to the following basic principles:

- work to ensure that nutritional claims made on packaging and in the promotion of foods are factual, truthful and where appropriate, relevant to their role in the total diet
- encourage healthy dietary habits and physical activity through a range of product options
- provide community comment through realistic role models and informed spokespeople
- ensure clear product labelling through Daily Intake labelling to highlight our product’s nutritional content

Specifically for advertising to children under 12, we will:

- Show children in safe physical and social environments
- Illustrate age-appropriate safe product preparation, heating and food-handling methods
- Showcase good eating habits and an active lifestyle
- Use age-appropriate language
- Advertise only those products with appropriate nutrition profiles

We will provide a report of our marketing activity against this plan on an annual basis to the AFGC; due by the end of February each year.







We aim to exceed the expectations of our customers, who place their confidence in our products and services every day.

At GWF we recognise that our ongoing success is founded on our commitment to quality. We strive to achieve quality across our business through our products, services and our people and to reflect our commitment throughout our business.

Our achievements

- Establishment and further development of the GWF Guiding Coalition for Quality who meets regularly to discuss all food safety and quality initiatives thus ensuring accountability and continuous improvement
- GWF Quality Strategy developed and endorsed for implementation by the ELT
- Product recall training conducted across all sites and business units – a total of 300 people participated in a 3 hour face to face training seminar
- Supplier Management – consolidation of responsibility for this area under corporate quality with additional resources dedicated to focusing on the quality of materials coming into our business

Our 2011 challenges

- Implementation of the GWF Food Safety and Quality strategy across the business
- Cultivating a quality culture across GWF, ensuring that our people at all levels of the business understand their impact and responsibilities in this area and have the capabilities needed
- Upgrading our quality management systems to support continuous improvement across our business
- Business resilience – improve our level of preparedness to ensure that we are able to support continuity of supply for high quality and safe food to our customers and consumers

RESPONSIBLE MANUFACTURING

Safe food

At GWF quality means meeting our customers and consumers expectations by ensuring our products are always safe, are fit for purpose and comply with all regulations.

We will achieve this through our uncompromising attention to detail in everything we do, providing appropriate resources and motivating our employees to be enthusiastic about quality and continuous improvement.

We recognise and acknowledge that consumer confidence in the quality and safety of our food products is essential. To this end a high priority is placed on all aspects of food safety. GWF facilities operate

Our food products are made to high standards regardless of where they are manufactured. We will always put food safety before economic considerations.

under strict food safety hygiene procedures including Hazard Analysis Critical Control Point (HACCP) programs, which are audited by independent auditors. We have qualified technical specialists based in all our sites across Australia and New Zealand, supported by additional specialists at divisional and corporate level. Our food safety and quality programs are regularly reviewed to ensure they remain effective, including compliance with all regulatory requirements for hygiene and food safety.

Our food safety and quality agenda is integral to the work we do and is championed by the ELT, the Senior Leadership Teams of each division and department, our Guiding Coalition for Quality and across the business by all our people at each of our sites.

In addition, our businesses have documented and tested product recall procedures. We do understand that any recall is damaging to customer relationships, and so a renewed focus is being given to this area.

There are a number of independent audit processes which provide a level of assurance on food safety:

- Customer audits – all sites are regularly audited by their major customers. The larger customers have their own teams of food safety experts, who have a clear incentive to ensure that their suppliers have in place robust and effective food safety and quality processes as well as recall procedures
- Supplier audits – site visits to suppliers are undertaken to ensure the viability of a supplier to deliver on the critical quality and service requirements that have been committed to. Their work practises, KPI's and business processes are observed and monitored. Where supplier audits show

shortcomings in any of these areas, we encourage a programme of improvement leading to compliance. Responsibility for specific supply codes and agreements rests with individual businesses. Follow up site visits are undertaken to ensure remedies are effective

- Site internal audits – all sites have quality and food safety audits carried out by qualified technical staff

All our sites hold food safety certification which is audited at least annually by an accredited third party audit body. Opportunities for improvements identified as a result of any of these audits are documented and shared across the business through the GWF Guiding Coalition for Quality.

In addition, GWF have aligned our PRIDE values with our food safety and quality objectives in order to ensure accountability and continuous improvement at every business level.

Objectives	PRIDE Values
CULTURE & CAPABILITY	PASSION
FOOD SAFETY	RESPONSIBILITY
MANAGEMENT SYSTEMS	INTEGRITY
CONTINUOUS IMPROVEMENT	DRIVE
SUPPLIER ASSURANCE	RESPONSIBILITY



# OUR ENVIRONMENT

GWF is committed to the implementation of environmental initiatives by conducting business in ways that protect and preserve the environment. We have embarked on a journey of sustainability within our organisation and we strive to integrate the principles of environmental and sustainable management into core business decisions and processes.

We are also committed to driving cultural and behavioural change both internally and externally through engaging and communicating with our employees, suppliers, customers and the broader community.

*It is about being efficient with our resources whilst maintaining the highest quality products and services.*

## Our achievements

- We have reduced our total energy consumption by 127 terrajoules
- In FY 2010, we reduced our water demand by 130 Olympic sized swimming pools
- Formed the Guiding Coalition for Sustainability as well as specific sustainability strategy for each division thus ensuring accountability
- We saved the greenhouse gas (CO<sub>2</sub>) equivalent of 3450 return flights to London
- We have been able to divert the carbon equivalent of approximately 20,000 trees, of our waste from landfill
- Tip Top have saved in excess of 600 tonnes of Low-density polyethylene (LDPE) packaging
- Conduct five energy audits at our largest manufacturing sites to fulfil our Energy Efficiency Opportunities (EEO) requirements
- Australian Packaging Covenant (APC) - develop an action plan that meets the requirements of the new APC
- Waste minimisation - implement a new waste management strategy that aims to divert 85% of our solid waste from landfill with a particular focus on our baking division
- Improve our environmental risk management framework - identify and implement risk mitigation strategies for the top 5 environmental risks at each of our largest manufacturing sites
- Proactively partner with our stakeholders (in particular our suppliers, customers and government) to deliver better environmental and sustainable performance across our supply chain

## Our 2011 challenges

- Improve the accuracy of baseline environmental data - finalise and implement our new environmental data management system to develop a more complete baseline data set (CarbonSystems)
- Search for more efficient ways to conduct business by reducing greenhouse gases and demand for new materials, water, packaging and waste
- Environment and sustainability policy development - review, update and develop our environment and sustainability policies

**We acknowledge that a commitment is required to help satisfy the needs of a growing global population as access to critical resources such as water, energy and land becomes increasingly scarce.**





# Making a difference

## It's a daily thing we are committed too

At GWF we are committed to making more with less. We continuously strive to increase the efficiency of our processes and reduce our demand on resources such as energy, water, raw materials, packaging and waste.

Our environment agenda is championed by the Executive Leadership Team, the Senior Leadership Teams of each division and department, our Guiding Coalition for Sustainability and across the business by all staff at each of our sites.

We have a comprehensive agenda of environmental initiatives that are integral to the work we do, every day. Our initiatives are driven by the resource efficiency hierarchy focusing on opportunities to avoid and reduce where possible which encourages us to commit to only using what we need.

## Energy and climate change

As a large processor of agricultural products, we appreciate that climate change and its impact on the food industry is a significant challenge to the success of our business.

We are committed to searching for energy efficient opportunities across our sites by conducting detailed energy efficiency audits which are identifying target areas where we can reduce our energy demand. These opportunities will help reduce our impact on climate change as well as combat the increasing cost of energy and mitigate any exposure to future changes in the regulatory framework of carbon pricing.

Furthermore, we are formulating a strategy to reduce the climate change impacts associated with our transport fleet by investigating the use of alternative fuels, vehicle improvements and reviewing our logistic routes.

We continue to comply with all government environmental energy initiatives such as the Australian Federal Energy Efficiency Opportunities (EEO) Program, the National Greenhouse and Energy Reporting (NGER) scheme and the Victorian Environment and Resource Program (EREP).

## Energy case study

Our DON and KR Castlemaine smallgoods manufacturing plant in Castlemaine Victoria supplies ham, bacon, salami and other meat products across Australia. As part of a factory expansion, the site has joined an alliance of local businesses and community committed to reducing energy demand. As a result of this partnership, the site has invested in and commissioned two by 2 megawatt gas powered combined heat and power cogeneration engines which ensure that the site generates more of its own energy from a lower-carbon fuel. These units will supply almost half of the site's future electricity needs and will improve energy efficiency, helping to satisfy the target to reduce emissions of greenhouse gases by 30% from our 2006 levels.



## A simple change that shed light on our distribution in SA

Our Tip Top facility is South Australia noticed an opportunity to reduce their lighting use in the distribution area and encourage natural sunlight into the facility.

The amount of energy consumed by our manufacturing facilities in FY10 is summarised below.

Energy Consumption (GJ)	Energy Efficiency (GJ/tonne of product)
Australia: 1,637,342	Australia: 1.25
New Zealand: 209,516	New Zealand: 0.94

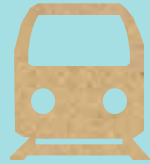
GHG Emissions (tonnes CO <sub>2</sub> -e)	Emissions Efficiency (kg CO <sub>2</sub> -e/tonne of product)
Australia: 238,505	Australia: 182
New Zealand: 11,501	New Zealand: 54

Such initiatives have helped GWF reduce our total energy consumption by 127 terrajoules or 7.2%. This is equivalent to the energy used to run 3540 houses.



Solution: They replaced the colour bond roofing with clear roof panels. This has eliminated the need for 37 bay lights saving approximately 64,824 Kwh which equates to a Carbon saving equivalent to 18 return flights from Sydney to London.

# SUSTAINABILITY MAKING A DIFFERENCE.



## ROAD MILES & RAW MATERIALS

Carbon Costs are embedded in the raw materials we buy, their transport to site and in moving finished products around our sites and to our customers.

### Our Focus

- Better planning to reduce road miles.
- Use rail transport where possible.
- Increase order size to reduce fleet movements.

### Raw Materials Usage

- Benchmark extraction/conversion rates and derive learnings from best in class sites.
- Expand vendor assurance requirements to ensure that our suppliers use best manufacturing practices.

### Finished Product

- Eliminate movements between mills where possible to reduce food miles.
- Share cross divisional logistics to minimise food miles.



## PRODUCT PACKAGING

25% of our finished products are packaged. We aim to ensure that the packaging volume and waste is reduced & recycled, and low environmental impact packaging is sourced and used.

### Our Focus

- New packaging machines to reduce waste & excess packaging.
- Use recyclable packaging where possible.
- Use bulka bags to reduce packaging.

### Materials

- Reduce packaging by 5%.
- Convert Tip Top Townsville from bulka bags to bulk.
- Convert all bleached bags to unbleached.

### Recycling

- Sourcing our bags from sustainable forestry sources.
- Use recycled paper for packaging.
- Australian Packaging Covenant (APC) signatory.



## ENERGY - ELECTRICITY / GAS

We can reduce our energy demand within manufacturing by maximising output from lowest possible energy use and by implementing technology to reduce the electricity used in existing plant.

### Our Focus

- Higher throughput per unit of energy.
- Reduce energy used per tonne of production.

### Electricity

- Evaluating the installation of Power Factor Correction equipment.
- Introduce sub metering.
- Air compression assessments and upgrades.
- Automating plant shutdown.

### Gas

- Upgrade burn efficiency of boilers and steam generators.



## INDUSTRIAL WATER & WASTE

There is an embedded Carbon Cost in all the raw materials, utilities, process ingredients and packaging we use. Anything we waste has a high Carbon Cost to the business and increases our carbon cost/tonne of product manufactured.

### Our Focus

- Avoid generating waste.
- Reuse bi-products for animal feeds.
- Increase recycling rates to avoid landfill.

### Product & Raw Materials

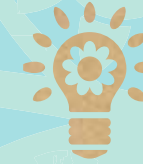
- Improve raw material yield to reduce waste.

### Waste Disposal

- Target a 5% reduction in waste sent to landfill.
- Segregate waste streams onsite to encourage reuse and recycling.

### Water

- Investigate rain water tanks.



## OUR PERSONAL RESPONSIBILITY

A number of Carbon Costs are driven by our personal use of facilities and resources. These may or may not be directly related to our factory operations but can still be significant and can be directly controlled by all of us.

### Our Focus

- WE NEED YOUR HELP.

### Ideas

- Use recycled office and toilet paper.
- Reduce landfill by ensuring site discipline around waste management.
- Computer time outs.
- Source paper from sustainable forestry.
- Turn off the lights.
- Utilising technology to reduce travel.

**SUSTAINABILITY STRATEGY 2011 - WE NEED YOUR HELP...**



**Weston  
Milling**

## Making a difference case study – Weston Milling

Weston Milling operates flour mills in most of the states in Australia and on the North and South Islands of New Zealand and our flour, bakery ingredients and mixes are renowned for their quality and performance. We have a long and proud heritage but also a firm commitment to innovation, technology and sustainability.

Led by the Divisional Chief Executive, Weston Milling has developed a Sustainability Strategy for 2011, focusing on 5 key sustainability areas that are material to the division. Weston Milling is committed to becoming a more sustainable business. The key areas of focus include Road Miles & Raw Materials, Packaging, Energy, Water and Waste, with a particular focus on Personal Responsibility.

Linked to Weston Milling's annual operating plans, in order to be successful it requires the input of all employees both directly and indirectly involved in factory operations.

**Efficiency is a key principle that we always strive to achieve to reduce our demand on precious resources such as raw materials, energy, water, waste and packaging.**



Water

GWF is committed to finding innovative solutions to meet the ever increasing challenge of water scarcity across Australia and New Zealand. We are working with our communities to become more efficient with the water that we do need, while maintaining our commitment to deliver the highest quality products.

We continue to comply with all government water efficiency programs such as Water Efficiency Management Plans in Western Australia and Queensland and the Victorian Environment and Resource Program (EREP) and have a number of water savings initiatives in place across many of our sites.

In FY 2010 we are proud of the fact that we have reduced our water demand by 130 Olympic sized swimming pools.

Water case study

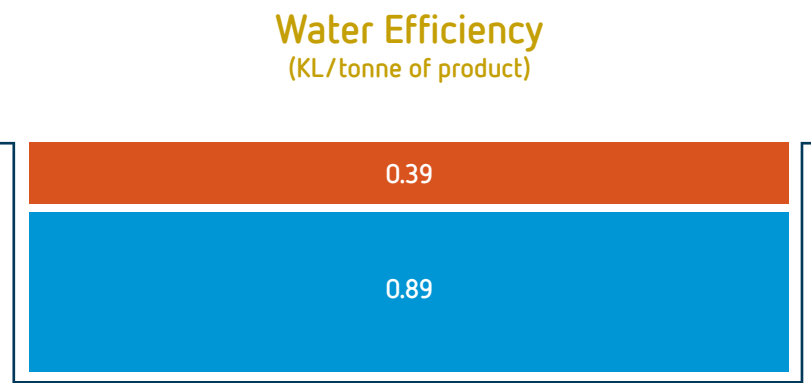
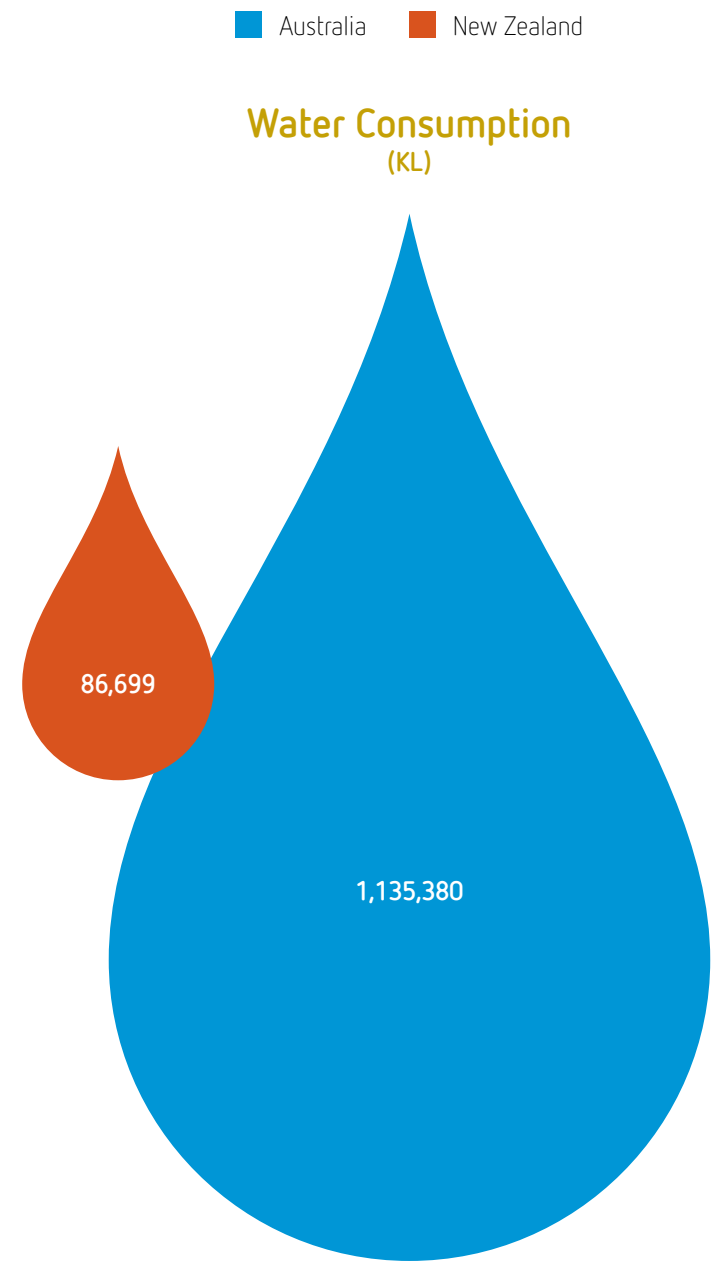
Our Tip Top bakery in Dandenong Victoria produces bread and other baked goods, to distribute throughout Victoria, New South Wales and South Australia and takes water efficiency very seriously.

In conjunction with South East Water, the site commenced a project to monitor and record water usage as part of a WaterMap initiative. As a result of mapping the site’s water use, a wide range of projects were initiated to drive water conservation and reduction. These included:

- the use of water in the crate washer being optimised to increase efficiency
- a rainwater tank was installed on site to harvest rainwater to be used for our truck wash
- a high pressure washer was installed within the plant
- leaks were repaired throughout the trade waste system, having an immediate impact on the water use bottom line

The site began monitoring water in 2006 and so far is using more than 30 million litres less water or an equivalent of 12 Olympic sized swimming pools which has a cost saving of over \$30,000 per annum.

The amount of water consumed by our manufacturing facilities in FY10 is summarised below.



Waste

Our waste management strategy involves a commitment to the waste hierarchy which aims to avoid the generation of waste followed by finding innovative opportunities to reuse, recycle, recover and disposal.

Through mechanisms stimulated by our National Waste Management Strategy, we have been able to increase our focus on diverting our waste from landfill to alternative waste merchants and organic recyclers for reuse and recycling.

This has enabled us to save the carbon equivalent of approximately 20,000 trees.

Waste case study

Reducing the waste we send to landfill is a challenge we are committed to. GWF rationalised its multiple waste management suppliers to one (1) single provider, Veolia.

Working in partnership with Veolia Waste Management across Australia, we have identified opportunities that divert materials we send to landfill and resulting in our waste streams becoming a resource for other uses. This relationship has allowed us to create effective waste management initiatives and coordinate all these through the one supplier.

We closely monitor all waste volumes across the business to give us a set of clear measures. We have instituted a waste separation system through implementing colour-coded infrastructure, meaning waste is sorted at the source. Recycling rates have been increased across all divisions and all classifications such as organics, paper, mixed plastics, cardboard and steel, have all resulted in less waste being sent to landfill. Our greatest commitment is reducing our organics loads (such as bakery and cake products) from going to landfill. This provides a raw ingredient for organics and stockfeed merchants, therefore reducing landfill volumes and methane (a potent greenhouse gas) that is generated in landfill.

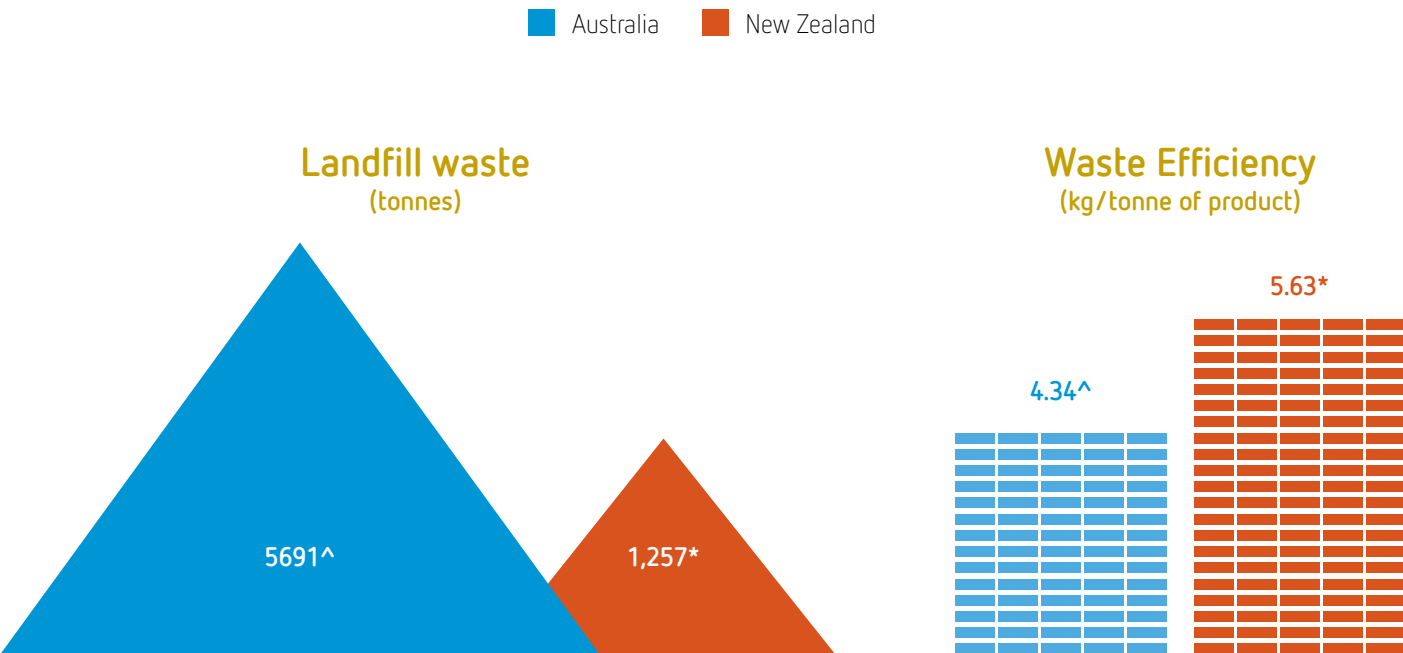
Keeping it safe and simple

Tip Top Bakeries Newcastle solved the problem of waste flour bags by installing small easy to use bailers at the point of use in their plant. This allows the operators to bail cardboard, paper and plastic where they use it, reduces handling and also provides a rebate from their recyclers.

E-waste

GWF Information Systems (GWFIS) noticed an opportunity to reuse, recover and recycle e-waste across our many sites. They took the initiative to understand the flow volumes and develop a key partnership to recover and reuse this waste stream to avoid 9,750kg of e-waste from landfill. This has stimulated GWFIS to look at energy efficient opportunities and sustainable procurement options.

The amount of waste sent to landfill by manufacturing facilities in FY10 is summarised below.



^ Veolia Waste Management services commenced collecting waste from Australian manufacturing sites as of 1 July 2009. As at 30 June 2010, Veolia Waste Management is collecting waste from approximately 75% of Australian manufacturing sites and therefore data set incomplete. \* Estimate only.

Better environmental data management and benchmarking

To improve our data capturing and reporting capabilities, we selected an externally hosted environmental software system in FY10, with the objective of formulating accurate and complete baseline and annual environmental data for the George Weston Group.

CarbonSystems will deliver confidence and accuracy in our data to enable us to gain a better understanding of our resource consumption, identify efficiency opportunities and improve internal and external reporting capabilities which ensures regulatory reporting requirements are met.

By electronically tracking electricity, gas, fuels, packaging, water, trade waste, solid waste, CO<sub>2</sub> and production volumes, we can use this software to develop site and divisional based benchmarks for our internal use and satisfy the demands required for legislative purposes.

The set up and implementation of CarbonSystems will be complete in FY11.

Packaging

Packaging aims to preserve and protect our products, communicate our brand image and convey information to our consumers. However, due to the tangible nature of packaging, the industry is being challenged to meet environment goals and to provide more sustainable packaging.

GWF is committed to this opportunity. For the past 9 years, we have been signatories to the National Packaging Covenant and are proudly committed to achieving the Covenant’s objectives. Furthermore we proactively pursue sustainable packaging initiatives by focusing on reducing our packaging volumes, encouraging the use of recycled materials and increasing the recyclability of our packaging.

We are also committed to the new Australian Packaging Covenant (APC) and are developing an action plan that meets the requirements of the new APC.

Packaging case study – Tip Top bakeries

Following the success of the previous 2 years to introduce a light weight bread bag without affecting line performance, product integrity or shelf presentation, further work has taken place this year to reduce the quantity of polymer based film used in bread bag manufacture even further.

As these products are typically consumed in the home, this initiative is targeting an environmental benefit by reducing the packaging quantity entering the waste stream.

This project to date has saved in excess of 600 tonnes of LDPE packaging, and this continues year on year while we investigate and trial other alternative solutions.

The estimated amount of branded packaging sold to the Australian market in FY10 is summarised below.

Packaging volume (tonnes)
Australia: 16,763

Palm oil

GWF acknowledges and respects business, community and consumer concerns about the environmental and social impacts of palm oil and palm kernel oil production.

We use a small quantity of palm oil derivatives in some of our baked products as an alternative to hydrogenated fat which we have removed for nutritional reasons.

GWF has made a group wide commitment that all of our businesses will use certified sustainable palm oil in the manufacture of our products by 2015, provided that regional supply is available. We will be working with our suppliers to achieve this goal.

Currently, all palm oil derivatives used in the manufacture of products supplied to GWF are sourced from suppliers who have been admitted as a Member of the Roundtable on Sustainable Palm Oil (RSPO) and adhere to the RSPO standards. This ensures the use of palm oil is managed in a sustainable manner based on economic, social and environmental viability.

GWF supports the RSPO, a not-for-profit association representing major players in the palm oil supply chain, which is promoting the growth and use of sustainable palm. We see the RSPO as the only viable and credible means available to drive long-term sustainability of palm oil production and the certification of sustainable palm oil.

Environmental product stewardship

Our Jasol business is a leading manufacturer and supplier of quality cleaning and industrial chemicals. We support and serve a wide range of industries from supermarkets and food outlets to hospitals and janitorial companies.

The business is working closely with customers to develop products and formulations to reduce environmental footprint and improve sustainability performance. In 2010, Jasol formulated a cost effective environmentally responsible range of cleaning and hygiene products. Made from almost entirely renewable plant resources rather than oil based ingredients, the floor cleaners, bench sanitisers and washroom products are readily biodegradable. Further they have been certified by Good Environmental Choice Australia (GECA), the premier mark of environmental performance for products and services in Australia.

Sustainable procurement

Our procurement team are committed to the sustainable procurement of goods and services and have an extensive system of working with potential suppliers and existing customers on sustainable supply chains. The procurement tools used for supplier selection and supplier performance reviews incorporate corporate responsibility related criteria. This means that suppliers who feature strongly in these areas can fair better in supplier selection decisions. They are now currently working on implementing a sustainable procurement strategy for capital infrastructure that takes account of the ongoing use of utilities and the environmental issues that may arise as part of the procurement gate process.

Are you making environmentally responsible choices?

# environmental choice

product range

Jasol's Environmental Choice range includes 23 highly effective, environmentally responsible cleaning and sanitising products.

- Made almost entirely from renewable plant resources rather than oil-based ingredients
- Readily biodegradable
- High performance, yet cost effective
- Certified by GECA (Good Environmental Choice Australia), the premier mark of environmental performance for products and services in Australia

This innovative and comprehensive range is the environmentally responsible choice for your cleaning needs.

Contact us about the EC range

Jasol Customer Service 1800 334 679  
www.environmentalchoice.com.au

New plant

Our Cake and Ingredients business consolidated its Cereform® plant from five product lines into three. To do this, they purchased more energy and water efficient equipment and implemented more efficient manufacturing procedures, allowing them to make more with less.





# OUR COMMUNITY

Our philosophy is one of responsibility to the communities within which we work.

**At GWF we are part of our communities and they are a part of us. We know that our staff and their families, and the communities in which they live and work, make up who we are.**

## Our achievements

- From July 2009 to June 2010, GWF contributed a total of 400,000kgs of food and flour across Australia
- Tip Top SuperSoft in New Zealand deliver over 37,232 loaves of fresh bread each year to low decile schools
- Our partnership with Mission Australia has delivered a total of 192 programs to 1300 families since 2007

## Our 2011 challenges

- The ability to organise and extend employee engagement opportunities in volunteering and fundraising, due to ever changing circumstances
- Increase donations to Foodbank

In recognition of this, we created the George Weston Foods Community Engagement Program, and established the Guiding Coalition for Community Engagement to assist us in living our values. The Coalition is an important and significant element of our business. It is made up of representatives from across the business, in Australia and New Zealand.

**Top Taste Kedron raised and donated \$18,000 to the Royal Children's Hospital Foundation (Brisbane).**

There are a variety of activities within our Community Engagement Program, and all of them are focused on rewarding the energies and efforts of the people in the environments in which we work. The Coalition is an opportunity for our people to engage in giving back. The Coalition meets as a group, providing advice and guidance to GWF on all our community initiatives.

**The GWF Community Engagement Program is comprised of three major elements:**

- A proud partnership initiative between GWF and a major charity, to support parents and their young children in making healthy lifestyle choices
- A donation of our product to Foodbank, a not-for-profit, non-denominational organisation that distributes food and grocery donations to welfare agencies that help those in need
- A Small Grants Program where we acknowledge the connection our sites have with their local communities

Our **Small Grants Program** is a vital way of demonstrating our commitment to the small yet vital initiatives that make a community great. We support our 60 sites in donating \$1000 per site, annually to a charity of their choice.

## Through our Small Grants Program, GWF Donated:

<b>2007 - 2008</b>
\$40,000 to local site charities
<b>2008 - 2009</b>
\$57,000 to local site charities
<b>2009 - 2010</b>
\$60,000 to local site charities

We know that often the best way to show our support for our communities is to lend a helping hand. To this end, GWF has trialed the opportunity for our people to receive 1 paid day, every year, to volunteer at one of the projects we support through our Community Day Program. Not only are we giving to our community, we're investing in our people. Through their own efforts they are inspired and enthused about the role they can play.

# Our community focus

## 1. Product donations

**Foodbank** - In the year from July 2009 to June 2010, GWF contributed a total of 280,000 kgs of food across Australia – this figure is more than double our contribution from the previous year of 115,000 kgs. In addition to this, Weston Milling donated 120 tonnes of grain which was milled by Weston Milling Victoria to provide 100 tonnes of flour to assist in the Foodbank Pasta Project. Weston Milling Victoria also milled a further 120 tonnes of grain which was donated by CBH group.

With the additional donation of flour and grain to Foodbank Victoria, our contribution was over 400,000kgs for the year ending June 2010.

**KidsCan** – The GWF business, Tip Top SuperSoft in New Zealand is a proud sponsor of the KidsCan charitable trust’s Food for Kids program.

This partnership will see the KidsCan logo on all Supersoft products and over 37,232 loaves of fresh bread each year delivered to low decile schools across the country. The Food for Kids program currently provides food at school for over 20,000 children every week who are caught in the cycle of poverty. This equates to a massive 788,000 meals every year.

KidsCan now has 183 schools across New Zealand participating in Food for Kids. This program has a remarkable effect on improving learning ability and concentration levels in the classroom. GWF also made a financial donation taking the value of the company’s support to over \$100,000.

**We donated \$38,000 to the Red Cross Bush Fire appeal and the Country Fire Authority in Victoria following the 2009 fires.**

## 2. Health & wellbeing – Mission Australia

Our support of the Family Nutrition Program within Mission Australia’s Four Pathways continued to make excellent progress throughout 2010. By December 2009 Mission Australia had already exceeded the partnership agreement target outputs, having delivered a cumulative total of 161 programs (115 targets) for 1014 families/ participants (900 targets). The program innovation and development continued across the various sites and delivered a further 31 programs to 286 families. Total achievements of 192 programs were delivered to 1300 families since 2007.

The program entailed educating families about their nutrition and how to prepare healthy food. We helped the families with their budgeting and purchasing, as well as their decision making. Through a network of family support workers, trained nutritionists, lifestyle professionals and those who assist the culturally and linguistically diverse, the program helped promote healthy eating and healthy food choices to the next generation.

**Jasol has supported the efforts of disabled charity Rocky Bay for over nine years. Since that time, Jasol has provided employment opportunities for 25 of Rocky Bay’s clients.**



### Australia

#### GWF Corporate Head Office

Building A, Level 1  
11 Talavera Road  
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Ph: (61-2) 9815 7300  
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#### GWF Foodservice

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#### Tip Top

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#### Cake and Ingredients

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Ph: (61-2) 9815 7300

#### Jasol

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#### George Weston Technologies

1 Braidwood Street  
Enfield NSW 2136  
Ph: (61-2) 9764 8222  
Web: [www.georgewestontechnologies.com.au](http://www.georgewestontechnologies.com.au)

#### Don - KR Castlemaine

64 Richards Road  
Castlemaine VIC 3450  
Ph: (61-3) 5479 2222  
Web: [www.isdonisgood.com.au](http://www.isdonisgood.com.au)  
[www.krcastlemaine.com.au](http://www.krcastlemaine.com.au)

#### Weston Milling

Building A, Level 2  
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Ph: (61-2) 9815 7300  
Web: [www.westonmilling.com.au](http://www.westonmilling.com.au)

### New Zealand

#### Tip Top Bread

638 Great South Road  
Otahuhu, Auckland  
Ph: (64-9) 966 1140  
Web: [www.gwfbaking.co.nz](http://www.gwfbaking.co.nz)

#### Weston Milling

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#### Jasol

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Web: [www.jasol.co.nz](http://www.jasol.co.nz)

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