



Building our Community



Digestives

Carr's

THE REAL
McCOY'S
RIDGE CUT

Milky
Jaffa Cakes

EST. 1885
JACOBS

Delacre

KP

HULA
HOOPS

BN

McVitie's

MINI
CHEDDARS

Twiglets

WHEAT
CRUNCHIES

Nik
NAKS

skips

Crawford's
EST. 1813

Fruit & Form

Sultana

go
ahead!

Verkade
SINCE 1886

HobNobs

Diercke

PENGUIN



TUC
ORIGINAL



Building our Community

UB

At United Biscuits ('UB') we know that we have a key role to play in developing our community both within our business and the wider world in which we operate.

As a major food manufacturer we also want to help address the skills shortage in manufacturing, particularly in the science and engineering areas, by helping people start and enjoy a productive manufacturing career in these fields.

This brochure details our goals and ambitions to:

- Build partnerships with schools, colleges and universities
- Help our employees fulfill their potential
- Support our local communities
- Improve the well-being of consumers and employees

Our business develops the skills of over 8,500 employees from diverse backgrounds



Our factories are major employers in 15 different towns and cities

Millions of consumers enjoy our sweet and savoury snacks everyday



Last year we supported over 120 different charities and community projects



‘Building our Community’ is the third part of our sustainability programme.

Financial sustainability

We have delivered consistent growth in our revenue, profits and cash over recent years to demonstrate financial sustainability. Our accounts are published on our website, www.unitedbiscuits.com.

Environmental sustainability

At the beginning of 2008 we published details of our progress and targets to achieve environmental sustainability. A copy is available on our website www.unitedbiscuits.com.

Community sustainability

You will see over the following pages that we already carry out a lot of activities in this area but we are now setting out a more structured approach to ensure that the business plays a full role in our community.

Freedom within a Framework

As a business we want to enhance the wide range of current activities by setting up a framework of goals for community support, while allowing our employees some freedom to choose how best to provide that support or take development opportunities. The new programme will meet our objectives of addressing the skills shortage in manufacturing, particularly in science and engineering, as well as helping people start and enjoy a productive career in food manufacturing. It will also increase the support UB provides to local communities and provide new opportunities for the families of employees.

We are proud of the contributions that our employees have made to our local communities to date and we do not want to restrain that enthusiasm with unnecessary rules and restrictions. The new framework will therefore allow employees to decide how UB can best benefit local communities and the means of providing that support. For example, the new programme encourages those who want to raise funds for a project as well as those who want to donate their time.

We are strengthening relationships with schools, colleges and universities to share skills and knowledge throughout the education system. We will promote education to new employees and for existing employees who want to develop their skills within the business. We will even help employee family members choose careers or develop their skills.

The framework of goals is wide ranging and builds on much of what we already do. The programme includes the freedom to build on existing initiatives and make them even better as well launching new activities. We have also remembered that our sites must be enjoyable places to work. We will be encouraging more special events around our sites such as fun days for employees, their families and the communities around them.

UB is often the heart of the local communities where our sites are located. We want to make sure that heart beats even stronger!



Developing Skills and Abilities

The following pages detail a programme of activity that will encourage individuals from school age through into the workplace and beyond to unlock their potential.



Building Partnerships with Schools

As an employer we benefit from an effective education system and we are working to achieve more of a partnership approach.

Current Activities:

- Previously our support to local schools has varied on a site by site basis. Many employees have children at local schools and have sought to support them through fund raising and the business has donated product for raffles and events
- UB is a lead supporter of the School Governors One Stop Shop organisation, which provides a pool of volunteers to act as school governors. We have had over 25 employees volunteering as school governors

Goals:

- We will support the UK Science National Curriculum modules on biscuit design and technology for 9/10 year old children
- We will offer work experience opportunities in our sites to help teenagers choose careers and get work experience. Spaces are limited but priority will be given to family members of employees
- We will encourage more of our employees to volunteer as School Governors at schools and colleges

The UK National Curriculum includes a module for Year 5 children (9/10 year olds) on biscuit design and technology. As one of Europe's largest biscuit manufacturers we are ideally placed to support this activity by providing an insight into how biscuits are made on an industrial scale. We can provide tours of our factories to schools local to our sites and we are producing material that will be available on our website www.unitedbiscuits.com to help teachers demonstrate how biscuits are made.

We are also offering opportunities for school students choosing career options to spend a week in a number of our sites undertaking a work experience programme to get an understanding of what it is like to work in the food manufacturing industry.

We will be encouraging more of our employees to become involved in schools as School Governors and aim to have an average of at least two School Governors for every one of our UK sites.

Building Partnerships with Further Education

Current Activities:

- We currently offer four research places a year to under and post graduates in food science courses to help them complete their studies

Goals:

- We will increase research opportunities for under and post graduates in food science courses to ten places a year
- We will offer work placement/experience opportunities in our sites to help further education students choose careers and earn money. Spaces are limited but priority will be given to family members of employees. (We have launched this in advance of the rest of the programme to help students planning their Summer break and already have 150 students taking part.)
- We will offer our business and technical expertise to colleges and universities

We believe strengthening links between UB and education bodies will help both parties.

We are leaders in our field and can offer a range of different management and technical expertise. This can be used to mentor students as well as provide data and research facilities.

We currently provide four places for under and post graduates to assist in research projects each year. Going forward we will be looking to provide places for an additional six undergraduates from the leading food technology courses to assist them in their studies.

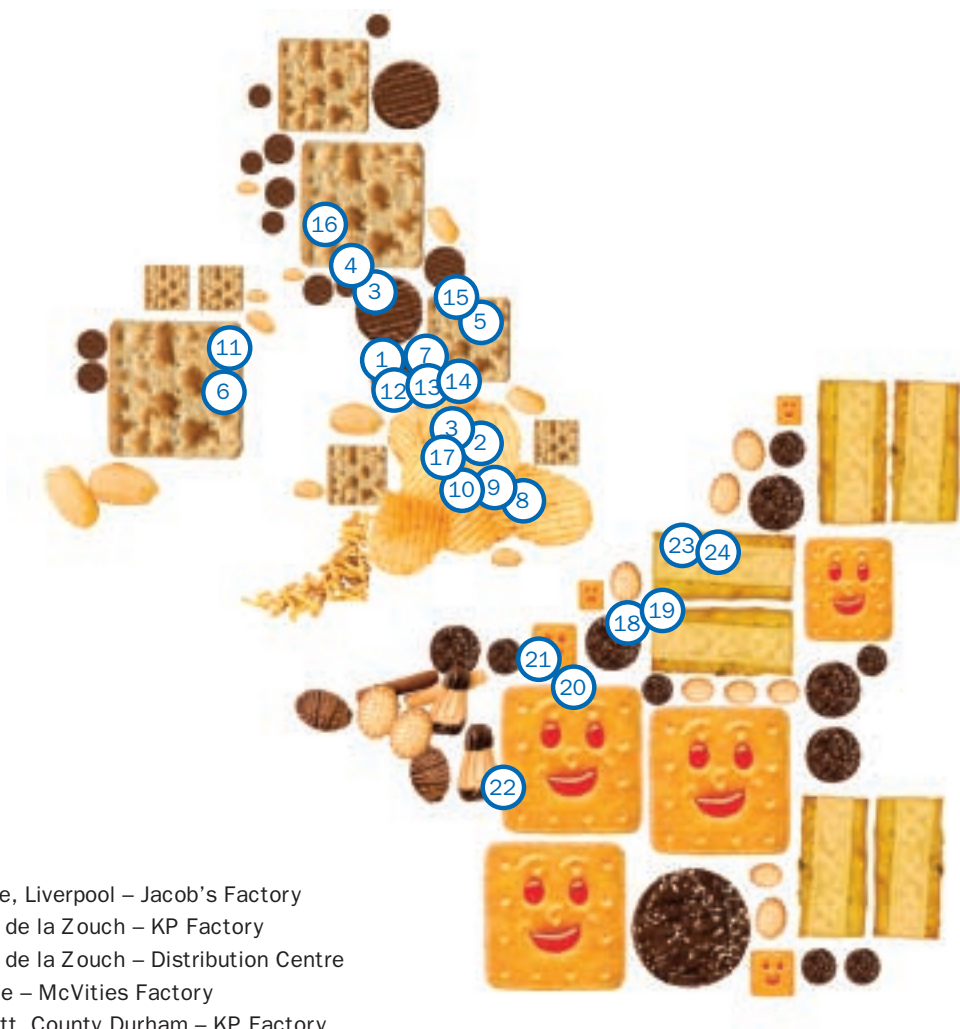
We want to help students to fulfill their potential and to develop the skills that we also need as a business. We will offer food technology colleges and universities our skills and expertise in developing and implementing courses in this area. Our employees will gain valuable experience acting as mentors, participating in research and advising colleges and universities.

For older (18+) students in gap years or during the summer holidays there will also be a number of opportunities to work in our sites to earn an income and build work experience.



Building Partnerships with our Communities

Our sites are employers in 17 local communities and UB is often the largest employer in the area. We will be working with our employees to contribute back into both the local communities and the wider global society in which we live.



UK

1. Aintree, Liverpool – Jacob’s Factory
2. Ashby de la Zouch – KP Factory
3. Ashby de la Zouch – Distribution Centre
4. Carlisle – McVities Factory
5. Consett, County Durham – KP Factory
6. Dublin, Ireland – Offices
7. Halifax – McVitie’s Cake Factory
8. Harlesden, West London – McVitie’s Factory
9. Hayes Middlesex – Group Headquarters
10. High Wycombe – Group Technical Centre
11. Hillsborough, Ireland – Distribution Centre
12. Liverpool – Group Business Centre
13. Manchester – McVitie’s Factory
14. Rotherham – KP Factory
15. Teesside, Cleveland – KP Factory
16. Tollcross, Glasgow – McVitie’s Factory
17. Wigston, Leicester – Jacob’s Factory

Northern Europe

18. Groot-Bijgaarden, Belgium - Offices
19. Lambermont, Belgium – Delacre Factory
20. Nanterre Cedex, France - Offices
21. Nieppe, France – Delacre Factory
22. Vertou, France – BN Factory
23. Zaandam, Holland – Verkade Factory
24. Zaandam, Holland – Offices

Building Partnerships with our Communities

Current activities:

- In 2007 UB and its employees donated over £100,000 in funds or products to over 120 different organisations
- Our employees donated over £30,000 in Give as You Earn donations

Goals:

- We will provide a day of additional paid leave to encourage employees to support the community. If an employee spends at least a day of their own time on community activities, UB will provide one additional day of leave for community support work
- We will support employee charitable fund raising activity by contributing 25% to the funds raised for any charity that is connected to well-being, eg health and humanitarian charities

As a business we are immensely proud of the enthusiasm and commitment of our employees. They help and organise a wide variety of projects and fund raising activities to support the communities around our sites as well as contributing to national and international charities.

UB wants to encourage the enthusiasm of our employees to support their chosen charities and community projects. The most successful activities are those that have a special significance to the people involved. We are therefore providing a framework of measures that will continue to give employees the choice of charity and also the choice of how they provide that support.

The above new measures help both employees who want to support charities through donations and also those who want to support them through providing their time.

We are confident that this will help our employees do even more for the schools and charities that they want to support.



John O'Groats to Lands end sponsored bike ride team from Carlisle site

Building Partnerships with Employees

Our employees are our most valuable asset. We want to continue to develop our existing employees and recruit employees from a wide range of backgrounds and encourage them to fulfil their potential.

Current Activities - Recruitment:

- UB already operates an apprenticeship scheme with approximately 35 apprentices across the UK and Northern Europe
- We are a diverse organisation, employing people with a wide range of different cultures and experiences across a number of countries. We value and enjoy that diversity and benefit from the breadth of experience it brings

Goals - Recruitment:

- We will gradually increase our recruitment of science graduates to ten per year
- We will extend our apprenticeship scheme to create up to 40 new apprenticeships to provide on the job training to new and existing employees
- We will partner with agencies who supply our temporary staff and support their programmes to provide these employees with formal qualifications to help them develop careers
- UB will continue to promote the value of diversity within the workforce and benefit from its rewards

UB is revising its graduate recruitment programme to gradually increase our recruitment of science graduates to ten per year. These will come from the top universities in Europe and be capable of working in any of our locations.

We are increasing our apprenticeship scheme as we feel apprenticeships are an excellent way to develop skills in the manufacturing environment, providing practical on the job training and allowing the employee to earn while they learn.

We will partner with agencies who supply our temporary employees and support their programmes to provide these employees with formal qualifications. This will help to give them a launch pad to build their careers and leave them better placed for any permanent vacancies that arise within the business.

UB has sites in five different countries employing people from a wide range of backgrounds, with a vast array of experiences and skills. We are committed to working with employees to enable them to fully participate in the business. Each site operates a Diversity awareness training programme, aimed at ensuring that all employees recognise the value of diversity.



Having attracted a wide range of employees we are committed to helping them maximise their abilities while they are working for the business.

Current Activities - Existing employees:

- We currently provide over 12,000 training sessions per year for employees to help them keep their skills up to date and work safely
- We already have three learning centres around our sites and have provided literacy and numeracy training to over 300 employees
- We currently support training for National Vocational Qualifications (NVQs)

Goals - Existing employees:

- We will partner with government agencies and ask for employee volunteers to provide literacy and numeracy training to employees and adult family members. We will also actively promote NVQs to those that would benefit from these to help their career progression
- We will pay 50% of course fees for pre-approved work related education on successful completion of study

To remain competitive in a global economy it is essential that our workforce develops their skills and abilities to maximise productivity and protect jobs. We employ people with a wide variety of educational backgrounds and we aim to offer programmes that will meet all needs.

We already have three learning centres at sites in the UK, which have been set up working in partnership with the local union education teams. These have proved successful, and we want to extend these to other sites in conjunction with local union teams and government agencies. For those that have difficulties with literacy or numeracy that are stopping them from fulfilling their potential in the business and the wider community, we will provide training and coaching to help them improve their skills. We will also actively promote NVQs to those that would benefit from this type of formal qualification to help their career progression.

Additionally we have a number of employees who are not native of the local country and they and their families are looking to improve their language skills. For security and safety reasons we cannot open our sites completely to the general public, but we want to make our learning centres available to all employees as well as adult members of their families.

We already provide a wide range of work related training and development such as health and safety, leadership, and management courses but we will now do even more. For those who want to do their own work related external courses we will fund 50% of pre-approved course costs on successful completion of the course.



Improving Health and Well-being

As an employer of over 8,500 employees we ensure that the health, safety and welfare of our employees is a top priority

Current Activities:

- We have an extensive Occupational Health service available from all of our sites
- We provide health screenings, medical consultations and awareness campaigns for specific health topics
- For consumers we will continue our programme to improve the nutritional content of our products and provide nutritional information to help them achieve healthy lifestyles

Goals:

- Each site will extend their well-being programme to health assessments for every employee and a programme to drive overall fitness and health

The above pledges will supplement a comprehensive well-being programme that is already in place. UB has a company wide health and safety policy. In addition, there are specific policies on upper limb disorders, mental health and health examinations.

As well as a Senior Occupational Health Manager, there are Occupational Health managers and Occupational Health Departments at every site. They are responsible for pre-employment medicals, health screening for existing employees, medical consultations for all staff and awareness campaigns for specific health topics.



In addition to the statutory and company requirements, health checks every three years include preventative health care and advice. They include a risk based assessment for weight loss, diabetes, blood pressure and cholesterol. All employees at sites with over 500 employees have access to a physiotherapy service.



Having Fun!

Current Activities:

- A number of our sites already host fun days and special events for their local communities and families of employees

Goals:

- The business will support a range of inter-site sporting tournaments and encourage all sites to have fun days that employees, their families and the local community can enjoy



We want our sites to be enjoyable places to work and that means making some time to have some fun too. Existing fun days and site social events are popular with employees, their families and the local communities and we want to encourage more of them at all of our locations.

As well as helping with team building within the business, they give an opportunity to family of employees and other local residents, to get a better understanding of the type of business UB is – and through this programme - the type of business it wants to become.



UB Community Summary

- **Building partnerships with schools**

- Support the Science National Curriculum modules on biscuit design and technology
- Offer opportunities to help choose careers and get work experience
- Encourage employees to become school governors

- **Building partnerships with further education**

- Increase research opportunities for under and post graduates in food science courses
- Offer work placement/experience opportunities in our sites to help choose careers
- Offer our business and technical expertise to colleges and universities

- **Building partnerships with communities**

- Provide a day of additional paid leave to employees supporting community activities
- Contributing 25% to the funds raised by employees for any 'well-being' charity

- **Building partnerships with employees**

- Employ 10 science graduates a year for the next three years
- Extend our apprenticeship scheme to create up to 40 engineering apprenticeships
- Partner with recruitment agencies to encourage temporary employees to take formal qualifications
- Continue to recognise the value of diversity within its workforce
- Partner with government agencies and unions to provide literacy and numeracy training to employees and adult family members
- Actively promote NVQs to those who would benefit from these to help their career progression
- Continue to provide the training that employees need to improve their skills and increase training budget by a minimum of 3% annually
- Pay 50% of fees on successful completion of pre-approved work related study

- **Improving health and well-being**

- Health, safety and welfare of employees and consumers remains a top priority
- Continue our programme of improving the nutritional content of our products and providing nutritional information
- Provide health assessments for employees and a programme to drive fitness and health
- Support a range of inter-site sporting tournaments and fun days



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