

Quality and Innovations

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We're taking the quality journey forward across the whole of our business by systemising and embedding our Process Blueprint activities. This has resulted in some key improvements in quality consistency and despite the unusual year we have had the teams have still managed to drive complaints down across the Group.

INNOVATIVE

INVESTING...

In addition to bread capability in this area, we have invested to extend gluten-free capability into the cake category at our Memory Lane Cakes site, where across the past 12 months we have secured total ownership of the sharing cake market in this area, with great plans to grow further with our enhanced capability across the next three years.



DEDICATED...

Playing a key role in healthy innovation across the business, dedicated gluten-free bakeries in both Poland and the UK, manufacturing a wide range of bakery products.

Investment in this area have expanded our capability and significantly improved product quality. This has enabled us to bring to market gluten-free baguettes from our Polish sites and also a range of artisan gluten-free breads from our Ultrapharm site in the UK.

REDUCING...

We have continued to innovate, develop and launch fantastic products, winning 9 awards, showing that baking brilliance and quality is at the heart of everything we do.

We focus heavily on metrics including complaints from customers with the business as a whole, achieving a 3% reduction in complaints year-on-year.

3%

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ACHIEVING...

With almost all products meeting the FSA salt targets we are now targeting compliance against 2024 targets.

We achieved a sales weighted average sugar reduction of 13.1% and we are still working on innovation to further improve on this figure.

**PARTNERING...**

We have innovated across our business to develop a range of vegan products both in cake and bread.

From partnering with BOSH! to launch a range of great tasting vegan cakes, to supplying our own label cake ranges and developing a vegan brioche are just two of the highlights in this area.

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INNOVATING...

Innovation is key to our partnership relationship, particularly with our customers and consumers.

Our Kara brand vegan buns launched during the year for our foodservice market and met a rapidly developing consumer trend. We are very proud when our products win awards and this year was no exception. We won 9 awards for our brilliant bakery products across the business. We were also awarded Bakery Manufacturing Company of the Year in recognition for the work we have done in many areas of our business.

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DEVELOPING

**TRANSFORMING...**

A key innovation has been transforming our celebration cake facility to be completely nut-free.

In the past 12 months we have extended our nut-free offering from branded celebration cakes into own label product range and now make positive nut-free claims across several key customers. Making our cakes accessible to people with nut allergies is something we are very proud of and it is the result of 18 months of systematic, detailed work both in our business and throughout the supply chain. This model for critical due diligence is being rolled out across our business enabling us to remove unnecessary alibi labelling.