ARYZTA is committed to building a successful and sustainable business for the long term. Sustainability requires the marrying of economic, environmental and social factors i.e. corporate responsibility. ARYZTA pursues a decentralised approach to corporate responsibility through its various businesses and the different markets within which they operate. The following key pillars of corporate responsibility are applied by ARYZTA businesses in their approach to sustainability.

**Community**
ARYZTA believes in building long-term relationships with its stakeholders, which include consumers, customers, employees, shareholders and regulatory bodies. The Group understands its responsibilities as an important member of the communities in which it operates. It emboldens its businesses to play an active role within them. As well as providing employment opportunities, the Group aims to make positive contributions to its community, building relationships and earning a positive reputation as a good employer, neighbour and corporate citizen.

With regard to business ethics, ARYZTA expects all commercial dealings by or on behalf of the Group to be conducted with integrity and respect for all parties, as well as in compliance with local and national legislation.

**Workplace**
ARYZTA recognises that its continued success is dependent on the quality, commitment and responsible behaviour of its people. It therefore provides clear policies and direction to the management teams of its operating businesses. ARYZTA continues to strive for the highest standards in management practices. The Group provides equal opportunities in recruitment, selection, promotion, employee development, training and reward policies and procedures. ARYZTA also complies with applicable national laws and industry standards on working hours.

Safety is of paramount importance for ARYZTA. It pursues comprehensive internal safety management procedures, including policy manuals, verification of regulatory compliance, risk assessments, individual site action plans, safety audits, training, formal accident investigation and the provision of occupational health services. It also maintains a strong focus on the use of key performance indicators, external auditing and achieving exacting external health and safety accreditation for its operations.

**Marketplace**
To ensure all our food products are manufactured with the highest standards of safety, all of ARYZTA's food processing facilities operate under proprietary HACCP (Hazard Analysis and Critical Control Point) systems, or similar, and in compliance with all related food law in force. All food safety and quality systems are certified by independent third party bodies. To this end, ARYZTA food businesses contribute to various voluntary initiatives on food and product safety by industry associations such as the International Featured Standards (IFS-Food and IFS-Logistics), British Retail Consortium (BRC), American Institute of Baking (AIB) or the US Food and Drug Administration (USFDA).
Our Responsibility (continued)

Environment
ARYZTA is committed to a policy of sustainable economic development. It is aware that the Earth’s ecosystems are both fragile and vulnerable, and that protecting the environment is critical to the continued well-being of the planet and its citizens. ARYZTA works in partnership with its key customers and suppliers in promoting responsible environmental management practices.