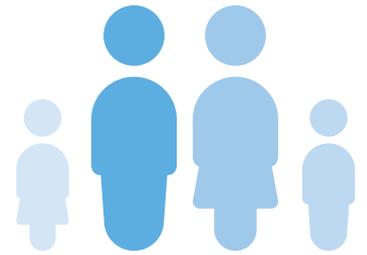


Community Investment Report

Delivering our Families Matter strategy

2012/2013

“ Families Matter was designed to operate under our community principles of trust, transparency and transformation. ”



WELCOME TO WARBURTONS FIRST COMMUNITY INVESTMENT REPORT

As a family business, we have a long history of supporting good causes. Wanting to build on this, we recognised that to make the most impact in our communities, we must focus our support on a specific set of social issues which affect families.

At the start of 2012, we introduced our new Community Investment Strategy – Families Matter. This was developed to provide a clear focus for our community investment activity nationally. This report shares what we have achieved in our last financial year (October 2012 – September 2013).

Our strategy was designed to operate under our community principles of trust, transparency and transformation. Under these principles we have improved how we deliver community investment and increased the impact that we have on the ground.

Our achievements have been built on the hard work of our people. It would be impossible to discuss Families Matter without mentioning those people who make this happen; Michael McDermott, our Community & Corporate Responsibility Manager and our Community and Communications Co-ordinator, Nicola Atkinson. Their hard work has been complemented by our Community Champions based at each of our sites, who bring Families Matter to life locally.

Moving forward, we want to create even greater impact in our communities, that's why we commissioned the Charities Aid Foundation to undertake a review of Families Matter after our first year. The results and our next steps are set out later in this report.

We hope you enjoy reading this report and it both informs and inspires you.

Best wishes



Brett Warburton

Brett Warburton
Executive Director



A N Campbell

Neil Campbell
Managing Director

SUPPORTING OUR COMMUNITIES

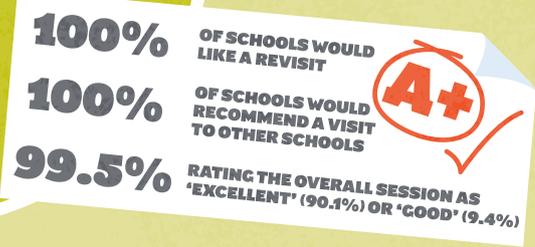
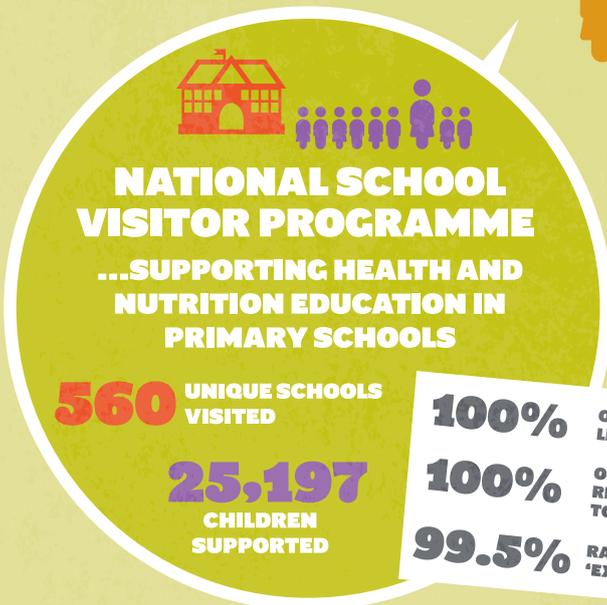
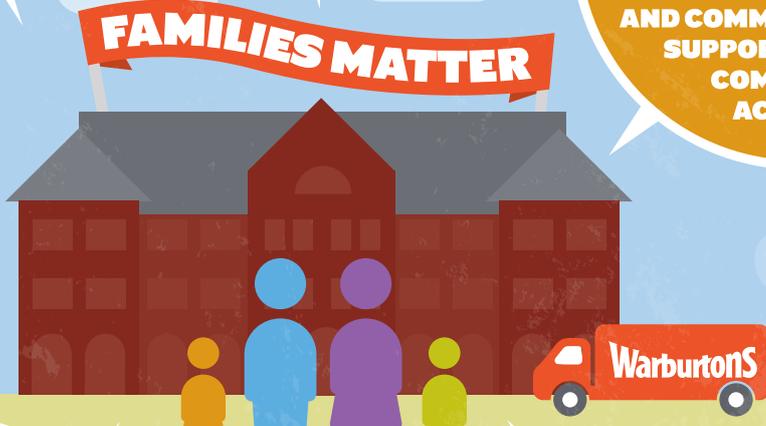
A summary of our achievements in 2012/2013.

Please see a full breakdown of our statistical impact at the end of this report.

IN TOTAL WE HAVE SUPPORTED ACROSS ALL OUR COMMUNITY PROGRAMMES...



...SOME SPECIFIC PROGRAMMES MAKING UP OUR OVERALL ACHIEVEMENTS ARE SET OUT BELOW



OUR COMMUNITY INVESTMENT STRATEGY – FAMILIES MATTER

The introduction of our strategy has provided a structure to enable us to deliver greater social impact on the issues that matter to families.

We have, throughout our history, supported our local communities, but with this new approach, we aim to create even greater impact. Jill Kippax, a member of the Warburtons family, summarises the transition to a national approach below.

STRATEGY DEVELOPMENT...

To ensure we made more impact throughout our communities,

we worked with expert partners to identify the key social issues that families face. We then considered the support that is available for each of these and assessed what we could offer. Pulling these together we created a framework (set out in Table 1, page 5), that focuses on the areas that we believe we can have the most impact.

As a result, we partner with organisations that focus their efforts on impacting on the lives of families, as they recognise the importance of providing solutions that touch on a number of our identified social issues.

KEY CHANGES...

To deliver Families Matter, we needed to review and implement changes to our existing programmes, processes and recruit and train our community champions.

This new approach has helped create a structure, aimed at delivering greater levels of social impact. An overview (set out in Table 2, page 5) sets out the key changes we introduced to support the Families Matter strategy.

“ We have always had a philanthropic approach across our five generations of family ownership.

Over the last 20 years we have focused heavily on causes local to our head office in Bolton, such as the nationally renowned Bolton Lads and Girls Club and Bolton Hospice who we continue to support to this day.

Our business has grown over the last 10 years. We now have more bakeries across Britain. It was therefore important to adapt our focus to recognise the many communities we are located in. Families Matter has provided the platform to ensure we consistently deliver projects, programmes and activities which provide impactful support to the families we serve. ”



Jill Kippax
Member of the
Warburton Family

“ To ensure we made more impact throughout our communities, we worked with expert partners to identify the key social issues that families face. ”

Table 1:

OUR
PILLARS

TODAY'S CHALLENGES

We are passionate about working where it matters the most, supporting families to help them tackle today's tough challenges.

TOMORROW'S OPPORTUNITIES

We want to provide opportunities that support people to work towards better futures, to help the families of tomorrow thrive.

EVERYDAY PLACES

We know the importance of everyday places in the community. We want to support improved environments and community activities.

In short, we want to help families with their immediate problems, support opportunities and the environments and communities that they live in.

OUR
THEMES

Health, finance and worklessness.

Education, aspiration and employability and skills.

Local environment and stronger communities.

We have identified key social themes under each pillar of activity in which we can deliver support. Our approach also acknowledges the diverse nature of our communities across Britain.

OUR
PRINCIPLES

Transparency

Trust

Transformation

Working to these principles will increase our social impact, enabling our business to choose which organisations to support and help us to be recognised as a business that lives by it's values.

Table 2:

WHAT WE HAVE IMPLEMENTED...

A national Community Policy

A national network of community champions, led at each site by our lead community champion

A measurement and evaluation system allowing us to fully track our inputs, outputs and associated outcomes, validated by the Charities Aid Foundation and the British Nutrition Foundation

A focused and clear Financial Giving Policy

Our Warburtons community fund, independently managed by the Charities Aid Foundation

A governance structure represented by family members and individuals from our management board – our Community Investment Committee

A national community strategy, focusing our efforts on specific social issues

The secondment of one of our people as a BITC Business Connector in Blackpool to support business and community engagement in the town

SOME OF OUR PROJECTS...

Over the following pages, we've chosen a couple of key projects we have worked on over the past 12 months that we are particularly proud of:

NATIONAL SCHOOL VISITORS

As a family food business, we feel we have a responsibility to support health education. Our School Visitors programme supports schools across Britain, delivering healthy eating and practical food skills to young people. This helps schools fulfil their curriculum objectives in PSHE, Science and Design and Technology.

Running for over 20 years, we currently have 18 people employed as School Visitors who deliver the programme to over 500 schools each year. In 2012, in line with the Families Matter strategy, the programme was reviewed and refreshed. Working with the British Nutrition Foundation (BNF), we focused on increasing the interactivity of the sessions, reviewed the curriculum support the programme provides and added topical issues on food preparation and waste.



Our School Visitors have embraced the changes and their hard work and enthusiasm has created strong results. In 2012 / 2013 academic year, we reached 25,197 children delivering 934 sessions.

The feedback has been excellent:

- 100% of schools would like a revisit

- 100% of schools would recommend a visit to other schools
- 99.5% rating the overall session as 'excellent' (90.1%) or 'good' (9.4%)
- 96.3% of teachers confirmed an improvement in the pupils' level of understanding of healthy eating, food safety and practical skills

“ Our School Visitors programme has got much stronger over the last year and now supports a huge number of children across Britain in health education. We will now focus on increasing the resources available to schools and adapting the programme to meet curriculum changes in September 2014. At the same time, we want to ensure we maintain the excellent standard we have achieved and continue to improve the learning experience for young people. ”



Michael McDermott
Community and CR Manager

BOLTON AT HOME DEBT PROJECT

The case study below provides an example of one of 28 individual projects which we funded over the last year through Families Matter. Our projects fund identified social issues, typically for between 6 – 12 months with clear objectives to make sustained change for people in our communities.

Working with Bolton at Home (a local housing association based in Bolton), we identified a need for financial support and access to affordable credit in local communities. Through project funding, a coordinated programme led by Bolton at Home's neighbourhood staff in the heart of four local communities, was developed.

The service was designed to support families who would benefit from debt and welfare advice. This was linked with access to affordable credit

through the promotion of the local credit union. This was then enhanced locally through a range of courses and one to one sessions focussing on improving money management.

The project was delivered in partnership with the Citizen's Advice Bureau (CAB), Money Skills, Hoot Credit Union and Bolton at Home Income Management Team. The project reached and supported 347 family members affected by debt. Those people accessed one-to-one tailored debt, welfare and financial advice throughout the project with over 500 family members indirectly benefiting from the support given.

In monetary terms, the average debt dealt with by CAB was over £15,000 which equated to the review of over £900,000 worth of debt in the community. In addition, 157 people have signed up to the local credit



union and opened savings accounts. It has also created an opportunity to explore integrating Bolton at Home's Income Management team into this service which has been piloted in one of the neighbourhoods.

This project went much further than just being able to pay household bills and housing costs, it found by alleviating financial issues, it supported a positive change in physical and mental health issues and any negative impact on children's educational attainment as a result of families' money problems.

“ This programme continues to be supported by Warburtons and is an example of the impact a focused approach on local need can have in supporting families in our local communities. ”

Tony Cottam
Neighbourhood Manager – Bolton East,
Bolton at Home

Bolton at Home

“ We have worked to make changes which will continually improve the impact of our Families Matter strategy in our new financial year 2013/14. ”

NEXT STEPS...

It is clear that we have made strong progress – our strategy is embedded in the business, strong governance processes are in place, roles are defined and we have supported over 1000 organisations.

OUR REVIEW...

However, we are always looking for ways to improve and do more to better gauge the effectiveness of Families Matter. That’s why the Charities Aid Foundation (CAF) undertook an independent review of our strategy and first year performance.

KEY FINDINGS...

The results were clear, we have:

- built an effective infrastructure to deliver Families Matter;
- engaged wide areas of the business;
- offered a good level of support to communities and
- maintained a high level of focus on social impact.

RECOMMENDATIONS...

However, a number of recommendations were made to help us improve. This included:

- a drive to engage even more of our people in the Families Matter strategy;
- a more focused approach to our project grant support to get greater impact nationally with

- organisations closely aligned to our values and
- set clearer targets and performance measures to build on our first year.

As a result, we have worked to make changes which will continually improve the impact of our Families Matter strategy in our new financial year 2013/14.

The refined strategic framework is set out below. We look forward to updating you on the effectiveness of these changes in our next report.

OUR REFINED STRATEGIC FRAMEWORK FOR 2013 / 14

FAMILIES MATTER

AS A FAMILY BUSINESS WE UNDERSTAND THE IMPORTANCE OF FAMILY IN HELPING PEOPLE SUCCEED.

CHALLENGES

WE WILL SUPPORT ORGANISATIONS THAT HELP FAMILIES FACING IMMEDIATE TOUGH CHALLENGES.

OPPORTUNITIES

WE WILL SUPPORT ORGANISATIONS THAT HELP FAMILIES MAKE THE MOST OF OPPORTUNITIES.

STATISTICAL IMPACT DATA BY COMMUNITY PROGRAMME

The tables set out below give the number of people we have supported under each of the key social issues identified under the Families Matter strategy. The information is broken down into the primary impact area (the key social issue the project addresses) and the secondary impact (the second most significant social issue that the project focuses on). This approach recognises that many projects are designed to deliver impact against more than one social issue in our local communities.

FINANCIAL GIVING



Total amount donated

£191,849.17

Total number of grants/projects/matched funding donations made

177

TOTAL

Impact areas	Health	Education	Employability and Skills	Worklessness	Aspiration	Finance	Local Environment	Stronger Communities	Total
Primary impacts	0	0	998	54	224	770	0	623	2,669
Secondary impacts	202	299	88	415	327	75	362	352	2,120

NATIONAL SCHOOL VISITORS



Total number of school visitor sessions

934

Total number of children supported

25,197

TOTAL

Impact areas	Health	Education	Employability and Skills	Worklessness	Aspiration	Finance	Local Environment	Stronger Communities	Total
Primary impacts	25,197	N/A	N/A	N/A	N/A	N/A	N/A	N/A	25,197
Secondary impacts	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

PRODUCT DONATION



Total number of organisations supported

937

Total number of products (units) supplied

103,871

Total number of people supported

186,132

TOTAL

Impact areas	Health	Education	Employability and Skills	Worklessness	Aspiration	Finance	Local Environment	Stronger Communities	Total
Primary impacts	11,460	17,189	1,683	50	7,225	35,548	1,830	104,025	179,010
Secondary impacts	22,868	15,100	140	1,658	43,541	37,527	2,820	50,228	173,882

SKILL SHARING



Total number of volunteering activities



Total hours volunteered



Total number of people supported



TOTAL

Impact areas	Health	Education	Employability and Skills	Worklessness	Aspiration	Finance	Local Environment	Stronger Communities	Total
Primary impacts	0	563	167	70	1,113	0	57	284	2,254
Secondary impacts	0	1,275	90	66	365	60	32	336	2,224

MISCELLANEOUS



TOTAL FUNDRAISED



£32,545

TOTAL EMPLOYEE PAYROLL GIVING DONATIONS



£51,535.74

ADDITIONAL CHARITABLE DONATION



£75,000

TOTAL PEOPLE SUPPORTED



Total number of people supported



TOTAL

Impact areas	Health	Education	Employability and Skills	Worklessness	Aspiration	Finance	Local Environment	Stronger Communities	Total
Primary impacts	11,460	43,099	2,848	174	8,595	36,318	1,887	105,062	209,443
Secondary impacts	48,267	16,674	318	2,154	44,363	37,662	3,214	51,066	203,718

N.B. The primary and secondary impact totals differ due to some beneficiaries not being categorised when the impacts were recorded on our community investment tracking system or because only one social issue was targeted by the project.



STATEMENT BY CHARITIES AID FOUNDATION (CAF)

CAF has a long and diverse history of working with charities and businesses, both in the UK and internationally. We advise and support companies looking to better understand and engage with their local communities to create healthy social and economic growth for all.

Our 80 year history of working with community organisations and charities places us in a unique space to be able to advise companies on impactful business strategies and breakthrough partnerships.

Over the last two years, we have worked with Warburtons to develop, implement and enhance their community investment strategy.

It has been a journey and a partnership through which we have sought to affect positive social change whilst also helping Warburtons realise the benefits and potential of a fully integrated community programme as part of the DNA of its business.

We have been hugely impressed by the commitment and passion for the Families Matter framework by everyone we have engaged with at Warburtons.

Amy Clarke
Head of Advisory
CAF Philanthropy Services

**BUSINESS
IN THE
COMMUNITY**

STATEMENT BY BUSINESS IN THE COMMUNITY (BITC)

At the beating heart of BITC are member companies like Warburtons who share our commitment to building resilient communities and a more sustainable future.

Warburtons has a long history of good community engagement, but rather than look backwards it has been fantastic to see how over the last year they have committed to reviewing, revising and re-launching their community programme to ensure that it

maximises its positive impact on local communities across the UK.

They are to be congratulated for building a strong core strategy in "Families Matter", linking it to both the enduring values of Warburtons, past and present, and the clear social issues that affect families in Britain today.

By aligning their community aims with their business strategy, Warburtons has succeeded in defining clear parameters for

their National Community Policy. They have created an infrastructure for improved delivery, measurement and evaluation built on sound community investment principles. The positive impact this has delivered in year one is to be commended.

Gary Fox
Head of Membership – North, BITC

THANK YOU

“ We would like to thank everyone who has been involved in developing and delivering Families Matter, especially the Warburtons Community Champions, our people who engaged in all our activity and our partners who work so hard to support families every day. ”



Brett Warburton
Executive Director



Neil Campbell
Managing Director

If anyone has any questions regarding this report, please contact Nicola Atkinson on 01204 556600 or nicola.atkinson@warburtons.co.uk

Warburtons
Family
Bakers