

## Operating Excellence

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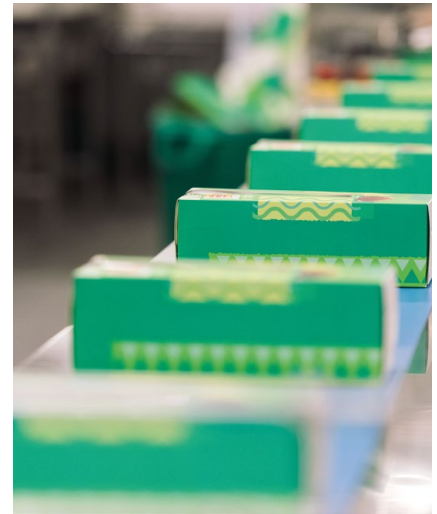
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# Better... operating standards

We have continued to improve operational excellence, despite the disruption caused by Covid-19. We run a number of different programmes under the banner of Operating Excellence, which we describe on this page, all designed to ensure we continue to make fantastic, consistently high-quality, high-margin products efficiently – every day.



## STANDARDISING...

Our Process Blueprint project is now active in our bakeries, establishing a standardised process across them all, mostly based on lean thinking.

📍 **Location:** Group

It enhances employees' knowledge of all our processes while encouraging collaboration and exchange of ideas with results evidenced by increased efficiencies and lower waste.

One of the outputs from our Process Blueprint will be our Product Design Framework Information which will drive and govern operational improvement activities across the Group in a standard way.

# 1

### source of good information

An increasing level of Operating Brilliance process techniques being used to correct and establish best practice across the Group.

## DECISION MAKING...

IT has been a key investment theme in recent years, and following the Group-wide theme,

📍 **Location:** Group

our IT Forum has created Group-wide standardised management information KPIs to support business decision making, helping us introduce new initiatives to further improve productivity and efficiency.

# 7

sites now have a fully integrated common IT system embedded

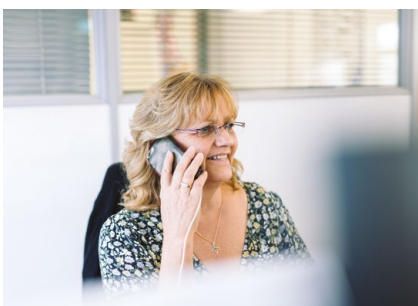


## ENGINEERING...

There are clear links between Process Blueprint and the work of our Engineering Forum.

📍 **Location:** Group

This is an asset care programme that ensures common engineering standards across all the bakeries, so our equipment creates consistent, repeatable results.



## OPTIMISING...

Following a review of our supply chain,

📍 **Location:** Group

we are now in a position to implement a Group-wide supply chain solution that will optimise inbound and outbound material and product flow.

With systems, resources and knowledge base we now have in the Group we are able to improve our Group-wide supply chain distribution, efficiency and agility.

