



POST HOLDINGS, INC.

A Post For All

JULY 2022 | ISSUE #1

Hello / Bonjou from Lima

Similar to most manufacturing sites, in 2021 Bob Evans Farms' Lima, Ohio, plant struggled with high turnover rates due in large part resulting from the COVID-19 pandemic. In the past, the Lima site used larger temporary staffing firms for solutions, often with mixed results. Plant management used the pandemic challenges as an opportunity to explore additional staffing solutions.

The Bob Evans team used a local minority-owned staffing firm with a practice of strategically sourcing diverse talent. Together, Bob Evans Farms and their new partner sourced more than 80 workers (~20% of the total work force at Lima) in a matter of months, many with previous experience in manufacturing. The population of this workforce addition was largely Creole, from Haiti, the Dominican Republic and elsewhere in the eastern Caribbean. Over half spoke little to no English and required translation. To overcome this, the team worked with the agency to provide translator support in meetings and on the production floor.

The outcome of this partnership has manifested itself in decreased attrition rates and a lower number of open positions. Reduced turnover has helped improve the company's network reliability. More importantly, the more tenured Lima employees have embraced their fellow Creole coworkers and increased their cultural sensitivity and openness to change. Additionally, the language barrier has proved to be an asset in some cases, as it has forced everyone to find innovative ways to communicate, teach and train.

Based in Columbus, Ohio, Bob Evans Farms has approximately 1,300 employees across six locations.

A Post For All was started to recognize the importance of prioritizing diversity, equity and inclusion (DEI) across our company. These initiatives have a sustained impact on our work environment, our people and our results. In sharing information on the DEI activity across our Post community, we also learn more about our collective identity and continue to identify and eliminate barriers to opportunity. Our aim is that **A Post For All** will bring visibility to these opportunities across Post and inspire more! Please share your feedback and suggested stories for future issues with one of the council leaders below.

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NEW AT POST CONSUMER BRANDS:

Allyship Education Series

This summer and into fall, the Post Consumer Brands (PCB) DEI Advisory Committee will invite all PCB leaders to complete the “Allyship Education Series.” One of the priorities has been to incorporate allyship education into PCB’s training offerings and growing their list of resources. The core content of the program was provided to PCB by the Minnesota Business Coalition for Racial Equity (MBCRE). MBCRE is a coalition of over 80 Minnesota-based organizations committed to developing tools and programming for organizations in order to support them as they aim to build more equitable, inclusive environments.

The training itself offers an engaging, immersive experience for learners through two components:

- *Self-directed learning: online, self-paced training modules designed to provide realistic situational examples and video content*
- *Discussion forum: live, facilitated small-group discussion sessions with other peers and colleagues*

In addition to providing an overview of the meaning and importance of allyship, the training aims to create an understanding of allyship among leaders in the organization. In doing so, leaders will be able to engage in an accountable way—allyship is not just about awareness; it is about

Allyship is the condition of being an ally—one who associates and supports a group to which one does not belong. The term is often referred to as the status of a person who actively advocates for the inclusion of a marginalized group, and is in solidarity with its struggle and point of view.

using that awareness to take action. To date, all executive leaders, HR teams and PCB’s DEI Committee members have completed the series.



MAHLIA MATSCH,
PCB’s DEI Committee Leader,
offered early feedback
and reactions to the training.

Post Consumer Brands is headquartered in Lakeville, Minnesota, and has approximately 3,400 employees across 16 locations in the United States and Canada.

What has been the reaction and feedback to the training?

The feedback we’ve received on the allyship training has been very positive. Although allyship is a new concept for many of us, our leaders have reflected on their personal experiences and are learning what allyship looks like in action. The discussion forums that follow the self-directed learning modules have been a great way for leaders to connect, share their perspectives and discuss questions in a small group setting with their peers.

How does allyship training support the work of the Advisory Committee and impact DEI goals?

Allyship resources and education are aimed at raising awareness to how each of us can be an ally to others. We started the rollout with leaders because of the important role they play in helping build a more inclusive culture where all team members’ voices are heard and valued.

ZOOMING IN ON WEETABIX:

Mental Health First Aid

By Katie Lines

At Weetabix, our inclusion work has centered around communication—ensuring that we’re understanding the needs of our people, as well as supporting employees with resources and giving them a platform from which to speak. Weetabix’s program, “**Inclusion Without Exception**” was created three years ago with the support of diversity, equity and inclusion consultants, to create a safe space for conversations on mental health — where individuals can raise concerns, celebrate successes, educate team members and develop our culture further. We’ve recently expanded the impact of our program and it encompasses a variety of activities including internal sessions, third-party training and ongoing review practices to minimize any unconscious bias in the workplace.

This year, we collaborated with the **Mental Health First Aid (MHFA)** Program in England to attend a two-day course. MHFA’s course covers a large range of topics: suicide prevention, depression, panic attacks and anxiety, as well as how to identify the signs of mental health crisis and how to better

assist a person who is developing or has a history of these issues.

What became apparent to me, as someone in the first cohort to complete the training, was that each member of the cohort could reflect on a time when they, or a loved one, experienced mental health challenges. What was also heartwarmingly present was our shared efforts to help others and the recognition that our actions can make a huge difference.

Weetabix has undergone two cohorts of volunteers, all becoming “Mental

on how lack of attention to mental health was impacting them, their friends, family and colleagues. Their actions are something to celebrate.

We’ve learned that we can make a big difference on our teams by taking the time to check-in with colleagues, asking them how they are feeling and offering support in small ways. We’re proud of the work we have done so far, but we recognize that we are still on our journey. We will continue to prioritize our “Inclusion Without Exception.” With MHFA, it taught us that connecting with others can make the difference.

“

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Health First Aiders” – with more training dates in the pipeline. We now have 27 MHFAs. We appreciate and recognize those who were extremely courageous in sharing their own experiences with the team during their training – a true representation of Weetabix’s “lead by example” value. When cohort members shared their stories, it encouraged wider team reflections

Katie Lines is a Subject Matter Expert in Manufacturing at Weetabix, a MHFA from Cohort 1 and is a Steering Group Team Member. Weetabix is headquartered in Burton Latimer, United Kingdom, and has approximately 1,017 employees across three locations.

MICHAEL FOODS:

First in Food Means Being First in People

The leadership team at Michael Foods is focused on creating a great employee experience – to strengthen their workplace culture and to increase employee engagement and retention. Recognizing that strong connections go beyond what we do during the workday, leaders are sharing more about themselves personally.

Leaders at all Michael Foods locations prepared information about their background to share with their teams, including family, favorite sports teams, work and educational history and favorite foods. “Sharing more about myself with my team members opened up reasons for people to talk to me more, which leads to trust and a willingness to then talk about work too,” said Terry Perreira, Senior Director, Human Resources.

Employees have also been sharing their culture through food at potluck lunches. Cooking and eating together can be an expression of cultural identity,

as well as nourishing both the body and spirit. The lunches have taken place at many locations across the Michael Foods network. In Michael Foods’ Elizabeth, New Jersey, location where hard cooked and pasteurized liquid eggs are produced, employees brought in a wide variety of their favorite traditional foods. The buffet included humitas (Ecuador), yuca con chicharrón típico and pupusas (El Salvador), empanadas (Columbia), plantain (Jamaica), krokiety (Poland), mangú (Dominican Republic), pita (Bosnia), tamales (Mexico) and pao doce (Portugal). The potluck lunches have been immensely popular with employees; they have inspired pride in culture and strengthened a communal feeling of inclusion.

Michael Foods has approximately 3,984 employees across 29 locations.





8 Questions

with Charles Sargent, Plant Manager, 8th Avenue Food & Provisions

What are the main responsibilities of your job and how long have you been with 8th Avenue?

I came to 8th Avenue in August 2021 to start a brand new site from scratch. [8th Avenue moved their Burnaby, Canada, plant to Hazelwood, Missouri, in late 2021.] I've done this type of work in my past and I really enjoy getting to create a brand new site and a 3-5 year plan to see it all come to light. We are bringing together R&D, operations, safety, quality and HR to put the structure in place and above all — keeping our No. 1 customer, Whole Foods, happy during this critical transition.

Where did you grow up?

I grew up in East St. Louis, Illinois, and most of my family lives in the St. Louis area. I left for college and then served in the Navy and my career with Proctor & Gamble (P&G), Nestle and McCormick Spices took me other places. But with our sons living in the St. Louis area and now our first grandson, my wife is so happy for us to be back home.

What is the best part of your job?

Along with creating this new facility, seeing the new people come together and mesh as a team is the best. Developing a culture of inclusion is important. We are going to spend a lot of time together in our plant, so enjoying it is the ideal scenario I want to have happen. With the right culture, we can deliver on any goal.

Why is diversity important to you?

The most diverse teams are the most successful teams. I've seen this throughout my career. When people come together with varied backgrounds, cultures, thought processes and experiences and you pull the best out of each other — you will have a high-performing team.

How do you promote inclusiveness? What do you think is an important trait of an inclusive leader?

In my early training at P&G, they taught me something that has stuck with me my entire career—building an emotional bank account with others.

This means you build relationships and foster them through your daily interactions; over time as those relationships flourish, you may have to give feedback and improvement coaching. But because you've made deposits into the positive, if you have to make a 'withdrawal' and deliver something negative, you don't run that bank account red. You have to have positive interactions every day. You would be shocked at how much a thank you or showing signs of appreciation really mean to people. Small recognitions and having a kind word for somebody can go a long way toward them being happy. People don't leave companies, people leave people. If you don't have leaders that lead with empathy and care, you're not going to build the culture you desire.

What is your favorite Post product?

*Whole Foods 365
Deluxe Trail Mix*



BY THE NUMBERS

INGREDIENTS FOR GOOD

Post Consumer Brands company-wide month of volunteering

30,000+
meals donated

Post Consumer Brands proudly kicked-off the first annual Ingredients For Good month-long volunteer initiative in April 2022. Nearly 500 team members across the company participated, logging over 700 volunteer hours, and 30,000+ meals were donated or packed.

Everyone deserves a seat at the table.

Food is essential. It nourishes our bodies. It fuels our minds. And no matter our background, food brings us together and connects us to our families and friends like nothing else.

*Yet many people struggle to put enough food on the table. More than 38 million people in the United States, including 12 million children, don't have enough to eat. And in Canada, approximately one in seven people (14.6 percent of the population) are estimated to live in food-insecure households. In both countries, food insecurity disproportionately affects families and individuals of color, including Black and Indigenous people.**

FEEDING ST. LOUIS

Post Holdings corporate employees volunteer, pack boxes of food

100s
of boxes packed

In 2020, Post Holdings recognized the extreme impact the pandemic had on food insecurity and directed a special donation to Operation Food Search (OFS) in St. Louis. OFS is the region's largest independent hunger relief organization, distributing \$33 million worth of food in 2021. Post Holdings continues to provide financial support for broader OFS initiatives and, in addition to funding, corporate employees volunteer. Last month, the St. Louis office held a food drive and 29 volunteers packed boxes of food items for agencies and families in need at OFS's warehouse.

"Operation Food Search helps so many in our community," said Rob Vitale, president and CEO of Post Holdings. "We are grateful for their work and are pleased to be able to continue to support the organization's mission."

"Post Holdings, through their renewed gift and volunteer hours, is demonstrating their confidence in OFS's ability to make a real impact on the community," said Kristen Wild, executive director of OFS. "We are extremely thankful for their support."

Post Holdings' corporate office is headquartered in St. Louis, Missouri, and has approximately 173 employees.

BLACK HISTORY MONTH EMPOWERMENT GRANTS

Post Consumer Brands spearheads grants program

\$5,000
in grants to five local Black-run nonprofit orgs

To commemorate Black History Month this year, the PCB DEI Advisory Community Pillar allocated \$1,000 grants to support and empower local, Black-run nonprofit organizations.

Grant recipients included:

- [Gracious Homes Inc.](#)
- [102.5 FM KLEK Radio](#)
- [Black Wall Street Reno](#)
- [EMERGE Minnesota](#)
- [Athletics United](#)

One PCB team member, Gary Williams, put it best: "Black History Month is an opportunity to explore and reveal the people, struggles and adversity that others before us had to endure. Much of this history has been lost, hidden and disguised for many years. It is the recognition and promotion of this history that can allow people of color to move beyond the fear, distrust and stereotypes that American society has fostered."