



POST HOLDINGS, INC.

A Post For All

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Making Headlines: Michael Foods on Hiring Refugees and Embedding Support Systems

Recently, Iowa Public Radio reported on the state's workforce development initiatives to bridge labor shortages by training businesses on how to hire within communities of refugees and foreign-born Iowans. According to the [story](#), IowaWORKS partnered with local resettlement agencies to offer a three-part webinar series on how to recruit and support foreign-born Iowans.

While highlighting companies with successful refugee-recruitment programs, Iowa Public Radio spoke with Senior Recruiter Alex Borsay at Michael Foods who shared the protocols and practices that have created a smooth candidate experience at the company.



For recruitment counterparts working with refugee communities, here's Michael Foods and Alex Borsay's rule of three:

- 1. Integrate translator services:** At Michael Foods, incorporating a translator in the hiring process (beginning to end) has helped us better engage candidates, circumvent obstacles during interviewing, and ensure employees are comfortable and well trained in the positions.
- 2. Review protocol with a focus on inclusivity and belonging:** Mandates such as "no-hats" may conflict with the cultures and/or religions of new employees; when DEI teams come across policies that impact employees, they should be addressed quickly.
- 3. Build an ongoing support mechanism:** Ideally, there will be strength in numbers—hiring large groups can help create a community, eliminating barriers for those who join—but think critically about how your company can engage, collect feedback, and continue customized, needs-based support for refugee employees.

Post DEI Council Adds Two New Members

We're kicking off 2023 with our second installment of A Post For All, a newsletter designed to recognize the important work in diversity, equity and inclusion (DEI) across Post Holdings, Inc. We invite you to engage with us and share feedback as we continue to learn more about our collective identity, and identify and eliminate any barriers to opportunity across our organization.

Some exciting news from us – two team members have joined the Post DEI Council: Nick Martin, Senior Director, ESG (PHI) and Van Colson, Senior Director, Procurement & Strategy Process (PHI). Nick and Van's presence on the Council will add valuable insight into the steps our business is taking to embed DEI efforts into our overall social governance platform and expand opportunities for diverse suppliers.

Many opportunities lie ahead and we are looking forward to continued progress in 2023!

Post Diversity, Equity and Inclusion Council Leads



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8 Questions

with Brian Foster, Senior Desktop Engineer, Bob Evans Farms

What is your role with Bob Evans Farms?

Since joining Bob Evans Farms (BEF) in 2020, I've been part of the IT Desktop Engineering team. I'm a Senior Desktop Engineer, responsible for finding solutions to our employees' hardware and software issues so they can go about their daily work and move the business ahead without interruption.

Where did you grow up?

I'm a proud citizen of Columbus, Ohio. I was born in West Virginia but raised in Columbus. I love sports, especially Ohio State football. My 5-year-old daughter, Aurora, and I hardly ever miss a game. I did leave Ohio for a while when I joined the military and toured Afghanistan, Iraq and other parts of the Middle East, but came back to family when my tour was over. Columbus is my home.

What branch of the military?

My mom and dad were both in the Army so I knew the military would be in my future in some form or fashion. I wanted to explore the world and the Navy gave me that opportunity. I was a Seabee in the Naval Mobile Construction Battalion, building

roads, bridges and hospitals. My team dug the deepest well in the history of Afghanistan so a small community could be more self-sufficient and provide their own water. It was hard work but very gratifying. I stay in contact with some of my Seabee buddies and they still use my call sign, "Toad."

What is the best part of your job?

It's definitely interacting with so many different people and listening to their points of view. I'm a very social person. Over the course of a week, I'm typically called to assist every department in the company. Plus, I like to think I have a fun personality, so I look for ways to change things up to keep it fresh. People see me and they know I'm going to make them smile. Life's too short otherwise.

What lessons have you learned that have helped you in life?

First, never give up on yourself – if you believe in yourself, in what you do, you're more likely to reach your goals and dreams. Second, never tell yourself no. There are so many other people that will tell you no, so tell yourself yes instead. Believe in you!

Why is diversity, equity and inclusion important to you?

There are 8 billion people on the planet, each with a different point of view – I think that's fantastic! With so many cultures, so many different ways of doing things, it's important to ask for and take many different points of view into consideration when determining what to do. If people feel their voices are being heard and their needs are being met, they're much more likely to participate.

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

Listening to their employees and acting on what they have said. It's easy for leaders to say they hear their employees, but they need to not only talk the talk, but also walk the walk. Do their programs reflect the needs of their employees? Are their employees walking with them? That's a sure sign of an inclusive leader.

What is your favorite BEF product?

Loaded Mashed Potatoes.
Hands down.



ZOOMING IN ON WEETABIX:

Weetabix Expanding and Strengthening Inclusion Network with Diversity in Grocery (DIG)*By Emma Varlow, Head of Sales, Weetabix*

As we continue our **Inclusion without Exception** journey at Weetabix, one of the key benefits that has been instrumental to learn and connect in this space has been being a major sponsor and participant in a grocery industry network called [Diversity & Inclusion in Grocery \(DIG\)](#).

This network was set up over three years ago by a handful of leading manufacturers and suppliers to start the discussion on how we collectively make the grocery industry a more inclusive place to work. Partners use DIG as a safe space to share best practices, policies, and employee engagement initiatives to improve DEI across all areas of the grocery industry. DIG's three main workstreams are Shared Learning, Mentoring and their annual event, "D&I in Grocery LIVE."

Weetabix was one of the first members, and now the network includes over 75 retailers, suppliers and media, big and small.

As part of this network, we had the pleasure to host a "Live Learning Lab" in August on how we better

support carers in the workforce; this was a virtual session where we shared our DEI strategy and presented on the support systems we've built for employees who are carers.

We also invited [Carers UK](#) to share how they offer financial and practical support and what themes were top-of-mind for them in 2023.

was fortunate to join 40 other businesses for a speed networking event where we shared how colleagues' personal stories have resulted in action and change.

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The most successful way we have found at Weetabix to share stories is via our Inclusion without Exception breakfast sessions, which we have been running for over three years now.

In fact, we've since connected separately with some other FMCG (fast-moving consumer goods) companies to share our learnings and best practices when it comes to carers. This was a great opportunity for Weetabix to demonstrate leadership in this space and also showcase the benefits of our Inclusion without Exception strategy.

We're grateful for our partnership with DIG because we are in a fast-growing community of equity-minded leaders. In October, DIG hosted a "Live Learning" event with over 1,600 attendees from across the industry. This was an opportunity to hear from different companies in the grocery industry on the topic of DEI. Weetabix

been running for over three years now. These sessions involve having a panel of our colleagues share their personal stories of anything from mental health to menopause, disability, being young at Weetabix, sexual orientation, etc. This session is hosted virtually every quarter by a senior leader.

At the speed networking event, we talked about how our inclusion breakfasts not only inspire our colleagues, but also result in actions for change, such as our menopause policy, investment in Carers UK support and upgrading our disabled facilities. Our group was also able to attend other speed networking sessions to learn from other businesses to help continue to make Weetabix a more inclusive place to work.

POST HOLDINGS: COMMUNITY SUPPORT

Supporting Operation Food Search, Warner's Warm-Up and Salvation Army

At Post Holdings' headquarters in St. Louis, the holiday décor was even more delightful as both building lobbies filled with bicycles and giant bags. These scenes were the result of the generosity of employees who participated in two different charitable activities in November and December 2022.

In November, employees participated in a "Coats and Cans" drive to support Operation Food Search and Warner's Warm-Up, a

long running St. Louis coat drive effort. Nearly 50 new and gently used coats were donated, along with many crates of food and personal care items. Coats, food and hygiene items were provided to those in need by Operation Food Search through its network of social service agencies and homeless shelters.

In December, employees participated in Salvation Army's Angel Tree campaign, which assures underprivileged children

receive Christmas gifts. Employees "adopted" a child, buying gifts from wish lists with items ranging from underwear to bikes to toys.

"It is heartwarming to see everyone come together to support those in our community who need it the most," said Lisa Hanly, Director, Corporate Communications and head of Post Holdings' Giving Committee. "Our employees are generous, kind and work as a team to make St. Louis a better place."

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% 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.**

*Sources: USDA; Community Food Centres Canada; Feeding America; PROOF Food Insecurity Policy Research



POST CONSUMER BRANDS'
EMPLOYEE-LED OUTREACH GROUP:

DEI Outreach Network



*By Mahlia Matsch,
Senior Manager, Talent
Management, Org Effectiveness*

While the recruitment landscape continues to evolve, attracting and hiring top talent has become more challenging – and competitive – than ever.

This past fall, the Post Consumer Brands (PCB) DEI Advisory Committee partnered with the Talent Acquisition team to establish the DEI Outreach Network. The network, comprised of about 30 employees, serves as an additional resource in actively sharing job opportunities and promoting PCB as a great place to work. The network's mission is to support PCB's commitment to increasing the pipeline of diverse candidates for positions at our company.



The DEI Outreach Network leverages the diverse connections, experiences, and backgrounds of our employees to increase direct engagement with prospective employees through campus recruitment events, career fairs, professional associations, other organizations and personal connections.

When attending events, network members share information about the organization, offer insights into the employee experience, and answer candid questions about the organization's commitment to DEI. In just a few short months, the network has been busy forming new partnerships and growing existing relationships.

EXAMPLES OF EVENTS ATTENDED
BY NETWORK MEMBERS:

11+ Fall Career Fairs at Universities and Colleges

Informational Presentation with Student Organizations

(Supply Chain Club – St. Thomas, Packaging Club – UW Stout)

Panel Discussion

(Internships/Early Career – Carlson School of Management)

Corporate Reception Networking Event

(Carlson School of Management)

Lobby Day Event

(Engineering Booth – North Carolina A&T)

Handshake Membership Profiles

enables direct contact with students, access to virtual fairs, upcoming events, and more

The DEI Outreach Network is currently being piloted in PCB's Lakeville and Asheboro locations.