



POST HOLDINGS, INC.

A Post For All

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Talking About Diversity @ Work – Post Consumer Brands



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Diversity training and education have been an important component of PCB's DEI strategy for several years – most often taking the form of classroom-based or online learning and published resources made available to team members.

While training continues to be an impactful and valuable tool to build awareness and understanding, the PCB DEI Advisory Committee, along with senior leaders, recognized an opportunity to strengthen the connection between the concepts of diversity, equity and inclusion and the practical, everyday situations that are often experienced by team members in the organization.

At the start of fiscal 2024, senior leaders participated in a "Team Talk" session on the topic "Talking About Diversity @ Work" facilitated by Team Talk creators from [The People Side](#). The Team Talk framework, consisting of discussion guides, provides leaders with additional tools to enable meaningful conversations and make space for teams to ask questions about diversity in constructive ways.

Jim Noreault, Vice President of Continuous Improvement with Post Consumer Brands, recently held a Team Talk discussion on diversity with his team.

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Jim Noreault

"I initially attended one of The People Side facilitated sessions with other leaders and thought it was a great thought-provoking and eye-opening session," said Noreault. "Now that I have taken it to my team, and we have had our own discussions about diversity, it has shown me the true value and purpose. Our team has had some open, honest, vulnerable conversations and, more importantly, these talks have

made us much more aware, educated and a stronger team."

Throughout FY24, PCB leaders will continue to engage their teams in Team Talk discussions that support a culture of

inclusion and belonging in the workplace.

"PCB leaders play an important role in shaping our culture and creating an inclusive workplace for our team members. The Team Talk tools empower our leaders to engage directly with their teams to discuss these critical, but sometimes difficult topics," said Mahlia Matsch, Associate Director, DEI & Organizational Effectiveness for Post Consumer Brands.



8 Questions

with Alex Christian, Senior Counsel, Post Consumer Brands

What's your role at PCB and what are your main responsibilities?

I am a Senior Counsel in the Legal department. My main responsibilities are to support the grocery business on almost all day-to-day matters that impact it – on both the branded and private label sides. This includes reviewing any of the advertising and marketing efforts of the teams, contract negotiations for new vendors and suppliers, helping to substantiate product claims, working with our social teams on content review, training and more. I also manage PCB's entire intellectual property portfolio and our data privacy compliance.

Where did you grow up?

Chicago, Illinois – Go Bears!

What is the best part of your job?

I absolutely love the variety of the work. My days are never the same – I can work on multiple projects, all spanning different areas of the company, in a single day. I also love the people at PCB, as well as the culture we have and are continuing to build.

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

One of the most important lessons I've learned is to not compromise on who you are for any reason. But I've also learned that compromising is different from showing up based on the situation. As an attorney and leader, I frequently match my style to my audience. I used to see this as a negative, but I've learned over time that this is actually a really important skill to have! I've also learned to always try to look for the silver lining in a situation. Even when things seem really tough, I've always found there to be some lesson to be learned or positive outcome to take away. This really helps to reframe negative experiences – whether it's tough feedback on a project or a difficult time in my personal life – as opportunities to help me grow as a person.

Why is DEI important to you?

DEI is important to me because it matches the reality of the world we live in as individuals and the world our company operates in. To truly be the best, diversity in all aspects is needed – whether that is in sexual orientation, race, beliefs, age, etc. We don't serve one consumer – we try to serve all consumers. The more our teams can match our consumers, the better we will meet the needs of those consumers.

How do you promote inclusiveness?

One concrete example is through PCB Pride. Last year, PCB launched its LGBTQ+ employee resource group, and since then I've been involved in getting things up and running. As part of this effort, I've tried to make sure our events and programs include people from all over the company and country.

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

The ability to listen, be self-aware, and be open to feedback.

What is your favorite PCB or Post product?

Malt-O-Meal Cinnamon Toasters are my guilty pleasure. Premier Protein Cereal is my everyday protein hack.



BEAR VI GRADUATES:

Passing the Leash

For the past two years, Nicole Bainbridge, Vice President of Trade Marketing at Bob Evans Farms, had a black Labrador puppy named Bear VI tagging along with her to work meetings. Nicole is a volunteer “puppy raiser” at Canine Companions, a non-profit organization enhancing the lives of people with disabilities by providing expertly trained service dogs and ongoing support, free of charge.

Volunteer puppy raisers provide Canine Companions pups with a safe home, feeding and caring for them, taking them to puppy classes, working on socialization and, of course, giving them lots of love. Nicole started volunteering when Bear joined her family in late 2022. Since then, she has gone on to serve on the organization’s board of directors and chaired Canine Companions’ annual celebration of the bond between humans and dogs (and the largest fundraising initiative of the year): DogFest.

Canine Companions service dogs are trained to assist both adults and children with daily tasks and increase independence by reducing reliance on other people. Bear spent time at work with Nicole to become familiarized in an office setting because someday, he may accompany his human partner to work, too. These socialization experiences helped him learn how to behave.

Bear graduated from puppy raising in early February and now lives at the regional Canine Companions

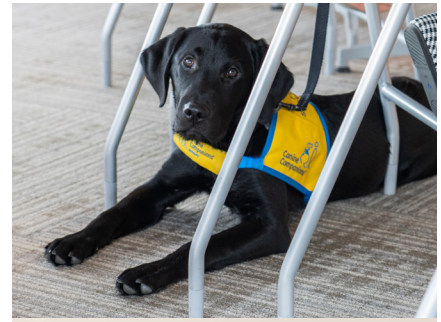
campus where he’s being professionally trained. While Nicole and her family miss Bear, they remind themselves of the reason they began this journey in the first place: to help others in need.

“Bear quickly became our office mascot,” said Bainbridge. “Everyone always knew when I was coming because they could hear Bear’s collar jingling down the hall. He was notorious for trying to steal crumbs off the café floor and for resting his head on people’s feet during meetings (including our CEO Mark Delahanty and CFO Mike McCoy). Since Bear has left, so many people have shared with me how much they love and miss him. It proves the difference he was already making, just in our office.”

After graduating from puppy raising, the future service dogs are specially trained to be highly proficient in tasks like turning on lights, picking up dropped keys or alerting their human to a doorbell. Some dogs that cannot master these complex tasks may be trained as a facility dog to work in healthcare, visitation or education settings. Another path is to become a service dog for a veteran who may need physical assistance or emotional support to cope with PTSD or become a therapy dog that helps their owner physically and/or psychologically.

“Seeing the difference the dogs make has been the most rewarding part of the process,” added Bainbridge. “I love that these dogs are not only their owner’s ears/arms/legs, but they are also

*Bear in a meeting
hard at work.*



WHY IS HE NAMED BEAR VI?

Because five other puppies named Bear have already been in the Canine Companions program! It's common to use multi-generational names in the program.

companions and best friends. It was very difficult to say goodbye to Bear, but knowing what’s ahead for him and the difference he will bring to the world made it all worthwhile.”

It takes an exceptional dog to graduate as a service dog. If a dog is released by the program because it cannot master the necessary skills, it can be adopted as a pet. Nicole said if that happens, her family will have the first opportunity to adopt Bear. If he graduates, she will get to attend a special graduation ceremony and pass Bear’s leash over to his deserving new owner who he will help, support and love.

Since its founding in 1975, Canine Companions has provided over 7,300 service dogs to people with disabilities. To learn more about Canine Companions, visit canine.org.

MISSION INCLUSION:

Michael Foods Takes Strides with New Military DEI Program



Lucas Nevins (pictured right) at the Michael Foods table for the Build my Future event at the Iowa State Fairgrounds in April.

In 2023, Michael Foods embarked on a strategic mission to address recruitment challenges and reduce job vacancies amid surging supplier demand, internal retirements and a future that projects a lack of industrial candidates that could impact operational capabilities. The company recognized the imperative to close gaps in its hiring process and the need for a robust DEI strategy.

To tackle this, Michael Foods launched a pioneering program and introduced a new position dedicated solely to overseeing military hiring initiatives. The main goal of this innovative move was to make the Michael Foods brand more accessible to veterans, transitioning service members and military spouses.

The initiative underscores Michael Foods' commitment to DEI principles and recognizes the invaluable skills and experiences that military personnel bring to the workforce. By creating tailored

programs and opportunities, the company is not only diversifying its talent pool but also honoring the service and dedication of those who have served in the military to include military spouses.

In a strategic push to ensure the success of its new military recruiting program, Michael Foods embarked on an aggressive search for a candidate with a blend of recruiting expertise and military experience. The company's efforts culminated in the recruitment of Lucas Nevins, a former Senior Chief Petty Officer in the U.S. Navy with an illustrious 21-year career.

Lucas brings a wealth of experience to his role, having garnered numerous recruiting awards and accolades during his tenure in the Navy. Notably, he played a pivotal role in senior recruiting operations at Amazon, where he spearheaded the establishment and management of the Amazon Military Apprenticeship program. His personal and professional efforts have directly contributed to the successful hiring and integration of more than 700 veterans into the civilian workforce.

With a deep understanding of post-serving recruiting dynamics and a vast network within the military community, Lucas is poised to lead Michael Foods' military recruiting efforts. His appointment reflects the company's commitment to attracting and hiring military talent, underscoring its dedication to diversity and inclusion in the workforce.

In just six months since joining Michael Foods, Lucas has shown remarkable dedication to enhancing military inclusivity within the organization. His efforts have resulted in the successful recruitment of numerous military veterans, enriching the diversity of talent within the company.

Beyond recruitment, Lucas has been a vocal advocate for military hiring initiatives, representing Michael Foods at events such as the Minnesota Region of Commerce, where he passionately articulated the significance of implementing similar programs across Twin City organizations. He also has actively cultivated partnerships with prominent military non-profits like

(continued from page 4)

Career Force and Four Block, further expanding Michael Foods' presence within the military community.

Looking ahead to 2025 and beyond, Lucas has proactively initiated applications for Michael Foods to become a registered [Department of Defense SkillBridge](#) partner. This strategic move will enable service members to participate in tailored internship programs at Michael Foods, fostering a seamless transition into civilian careers.

Additionally, by pursuing state-level veteran certifications, Lucas aims to establish Michael Foods as a supportive, steadfast ally for the military community.

As Michael Foods continues to pioneer new methods to bridge the gap between military service and civilian employment, this leadership promises to drive meaningful impact and continue building opportunities for veterans and their families within the organization.

INCLUSION WITHOUT EXCEPTION:

"Belonging Makes the Difference"

By Emma Varlow, Head of New Product Development and D&I Cochair, Weetabix

We are now in the sixth year of our official Inclusion without Exception strategy at Weetabix. Every year we ask our employees to complete an Inclusion Maturity Survey and the results of this survey help inform where we should focus our DEI efforts, so that we can continue to make Weetabix an inclusive place to work.

Our survey in 2023 highlighted the importance of moving from awareness to action and, while we've had great feedback on raising awareness of diversity over the years, there is a great opportunity to move our efforts to focus on "one big idea" that unites us all. Because of this, the theme for 2024 and beyond is "Belonging Makes the Difference."

Belonging is a key component of DEI. "Diversity" represents the differences of people at Weetabix, "Equity" promotes fair treatment and ensures everyone has equal access to opportunities, "Inclusion"

ensures everyone is treated with respect and is welcome here, and "Belonging" is about feeling valued, connected, and able to be your true self at Weetabix, so that you can do your best work.

In January, we hosted our quarterly Breakfast with Inclusion without Exception virtual panel where we took the opportunity to launch the theme of Belonging. We invited some of our colleagues to share what belonging means to them and their experiences of when they have and haven't felt like they belonged. The conversation was led by Weetabix Marketing Director Francesca Theokli.

We had colleagues from across manufacturing, offices and some apprentices, who shared their perspectives and experiences of the importance of feeling included, feeling comfortable and connecting with those around you. The stories from our manufacturing



INCLUSION WITHOUT EXCEPTION

colleagues at our site in Ryecroft were especially timely as they talked about their experience in 2012 when we updated our EPR system at Weetabix, which, due to the distance of their factory from the Weetabix headquarters, made them feel disconnected and excluded from the project. However, for our new EPR update coming in May 2024, Ryecroft consulted through the entirety of the project, giving them a feeling of empowerment and connectedness to the overall company upgrade.

In 2024 we will continue to build on Belonging Makes the Difference, including rolling out a new, specialized training program to our ELT, senior leaders and line managers, so that we can build a culture of belonging and continue to make Weetabix an inclusive place to work.