content

1. impact report 2020-2021 .......................................................... 03
2. our story .................................................................................. 04
3. our purpose .............................................................................. 05
4. purpose beyond profit ................................................................ 06
5. our people ................................................................................ 07
6. our planet .................................................................................. 15
7. our products .............................................................................. 21
Impact Report 2021

This has been a big year for The Collective, celebrating our 10th birthday and our first full year as a B Corp!

It has also been a year of challenge like no other as we have all learnt to navigate a world impacted by Covid. But with all challenges come opportunities and I’m so proud to say that despite the difficulties we have still made big steps in our B Corp journey to do better for people and planet with our ridiculously tasty products.

We have a strong belief that Collectively, businesses can have a big impact on the world around us. As well as being proud B Corp members, this year we’ve also added our signature to The Better Business Act, encouraging every company to take ownership for its impact.

My highlight of this year has been making our commitment to be Carbon Neutral by 2025. Our team have done the most incredible job to really understand our carbon footprint, the ways we can reduce it and offset it through brilliant initiatives in the UK and worldwide. We know none of this is easy, but with our ability to innovate we’re already on our journey to 2025, this year having launched a brand new dairy free range in 100% post-consumer recycled plastic (rPET) pots and the UK’s first ever carbon neutral dairy yoghurt! There have also been other moves to make our packaging even more sustainable, increasing recycled content, reducing carbon, and enabling easier recycling.

With challenges this year often placing stress on our team and community I have been so proud of the initiatives we have put in place to nurture our collective wellness and give support to those in the community. We’ve adapted our ways of working and been led by our team on what people feel comfortable with; we’re now set up for home working, hybrid location meetings and safe, in person collaboration in our wonderful new office. We’ve also continued to support the communities around us with the many hours of virtual volunteering our team have committed and in teaming up with a new charity partner, GROW.

What an exceptional year it has been and a huge credit to everyone who has been on this journey with us, especially our incredible team, suppliers, retailers, and our amazing yoghurt fans. We can all be so proud of what we have achieved, given often challenging circumstances, and excited about what the next year will bring on our journey together for a fairer and more sustainable world.

Sarah Smart
General Manager
Our Story

2009
A brand started in NZ by two chefs in who crafted the best tasting yoghurt

2010
joined forces with Amelia + Mike

2011
gourmet yoghurt hit the UK shelves

2014
launched kids yoghurt and straight up

2018
created our kefir range

2020
we became a BCorp

2021
launched dairy-free and the UK's first carbon neutral dairy yoghurt
Our Purpose

Food should be Fun. Exciting. Surprising. Cheeky. Thoughtful. Creative. We are the dairy shaker-uppers!

We create for the mind, gut and soul. At The Collective this is what we think, because we think like chefs. We believe that big food are missing the big picture. They've spent a little too much time in the lab, and not enough time in the kitchen: making boring products which may tick the right boxes, but don't tickle your heartstrings. We're on a mission to change this: by bringing creativity, excitement and the human touch back to the world of yoghurt and showing the world what truly better-for-you food looks like.
Purpose Beyond Profit

We are a brand with a purpose beyond profit.

We harness the global power of The Collective and keep bringing talented humans together in creating value greater than the sum of our parts. Continuous improvement is at our heart and we will continue to strive towards being better for people and planet.
Our People
Our People

People are the most important part of The Collective, from the millions of yoghurt eaters out there, to those in the factory making our goods and our amazing team.

In fact, our brand name came from being a group of collective people with great ideas to bring our ridiculously tasty yoghurt to life!

Giving back has continued to be a big part of The Collective, this year we’ve helped mentor several young people on their next steps in life, whether that be applying for college or starting a business, with support from The Princes Trust. We’ve also paired up with Bookmark to help disadvantaged children improve their reading skills. In addition we committed to working with Grow, a London-based charity providing programmes in sustainable food growing and outdoor learning.

Our team at The Collective are a bunch of talented, yoghurt-loving and inspiring people who love what they do.

We’ve got big ambitions to change the face of dairy and we’re growing and nurturing our team along the way to do this. We are continually looking and reviewing how we can best support our people, and always putting them at the heart of what we do.

we are more than a team.
we are The Collective.
Our Values

Our values have been born not out of a business jargon book but reflect the very foundations of the business. They have evolved as we’ve grown up and are at the heart of how we work together. Culture can’t be imposed, we create it. Our values guide the behaviours we believe have got us to where we are now and will carry us forward as we continue to grow.

- make things happen
- love to learn
- knock your socks off
- win together
- be easy to work with
Helping Our Community

We are really proud of our volunteering scheme.

Our community support this year has reached a number of different charities and we’ve formed strong partnerships with a few that align nicely with our values. We’ve been reading with schoolchildren through Bookmark, mentoring young people in their next life steps with Princes Trust and partnered with Grow to bring sustainable food education to young children in London. Our volunteering scheme has allowed all employees 2 paid days per year to give time to these great causes and it’s been great to see them making such an impact.
Grow

This year we partnered with GROW, a London-based charity providing programmes in sustainable food growing and outdoor learning for young children in the London area.

For our 10th Birthday year, we donated £10k to help fund their valuable programmes, which will help teach young children learn all about food growing, farming & wellbeing, as well as keeping their tummies filled with nutritious food during the school holidays!

Many of our team have already been getting their hands dirty down at the Grow farm, including the leadership team, and we are planning a full team trip for the coming year.
We Look After Our Team

We’re fighting the good food fight and at the same time we want to make this a place that is as fun, fulfilling and rewarding as possible.

We commit to being honest and open with each other and have regular check ins (through surveys and chats) to listen, understand how we’re doing and how we can be better. We commit to paying salaries that are fair when compared to the market, and really competitive total packages that include private health care, a health cash plan, enhanced pension contributions, access to a bonus scheme, sick pay and enhanced support for new parents. Our sparkly employee handbook is kept regularly updated so everyone knows where to find everything too. There’s some amazing work perks that we spoil our team with too; birthday days off, 4pm Friday finishes and regular celebration events. There’s also a monthly recognition *wheel of praise* where we celebrate our values with a bunch of shout outs to people that have gone above and beyond, the winner getting to enjoy a delicious meal or vouchers to the value of £200!
Wellbeing during the Covid-19 pandemic
Looking after each other over the last year has been more important than ever. We’ve ensured everyone has a comfortable and safe home working set up, created a Covid-safe office environment for those who want to use it and at all times maintained the principle that people should do what they feel comfortable with, understanding that everyone is experiencing this differently. We upgraded our virtual work systems creating channels for the team to communicate easily, and booked in regular catch ups as a team to not only stay connected, but also have a few lighter moments along the way.

We also offered everyone the opportunity to ‘take 2’ during the December lockdown where all employees got out and about for two hours on a Thursday morning and introduced podcast style communication to so people could listen and walk and take a break from the screen.

Flexible working
The pandemic has taught us so much about how we work as a team and most significantly, how well we can all work from home! We reached out to the team to get some feedback on how they wanted their new world of work to look and feel and have produced a shiny new set of guidelines on how this will all work. Our new world of work is one that champions flexibility, encourages the team to manage their own workload as they see fit and focus on quality outputs rather than long hours spent at a screen, all with the end goal of achieving a better work life balance. Bringing our new world of work to life will be a big focus for us now; we’ll be doing our best to make sure the team feel comfortable transitioning to hybrid working, investing in office tech to make hybrid location meetings work smoothly and re-purposing our office space as a collaboration hub. We’ll be running team effectiveness workshops and checking in with the team at regular intervals to make sure we’re being the best we can be and that our new world of work feels right for everyone.

Diversity & Inclusion
We have really stepped up our D&I agenda over the last year. The exposure for the Black Lives Matter movement sparked lots of conversation so we launched a discussion group, made up of team members from all across the business that meets every few months to discuss all things D&I. Besides some insightful and enjoyable chats, we made a plan with a focus on having a big impact in the areas we know we can make an impact; to educate ourselves, to be more inclusive and to focus our community support in areas where it’s most needed. We’ve made some tangible progress on all of this, sharing resources and discussing opinions. We revised our recruitment process with a more inclusive approach, removing specific application requirements and industry acronyms. We also organised a series of full team workshops on topics like unconscious bias, and the importance of bringing our authentic selves to work. Finally we chose to support specific charities who focus on under privileged groups, with our volunteering days. Whilst we’re super proud of where we’ve got to, there’s still lots more we can and will do in this important area.

Career, Learning & Development
Alongside our quarterly goal setting and mini reviews for continual feedback, recognition and improvement, we stepped up our focus on development in our annual reviews that feature 360 feedback and the opportunity to both reflect and set career goals for the year ahead. This year we launched our Career & Development group which is made up of team members from across the business and meets every few months to discuss all things Learning & Development, helping to keep our plans exciting and relevant. This year alone, as a result of the group, we’ve launched a new learning provision in partnership with Young Foodies, carried out full team workshops on how to set meaningful goals and seen some amazing career progression for individuals here at The Collective. Looking ahead, we’re focused on further improving the development everyone has access to, through our existing processes, new learning opportunities and career progression. We want all of our team to feel 100% supported in their development over the coming year, and will work to ensure they have access to everything they need to keep on growing with us.
Consumer Love

We love chattin’ to all you lovely yoghurt eaters out there through email, social media and even the trusty snail mail. Our Consumer Care Executive is one of the most important roles here at The Collective and in the last year, she wrote back to every single one of our customers and shared the love back!

This is the BEST plant-based yoghurt around. I mean, I think I could eat at least one pot a day if all the flavours are THIS good!

My daughter loves your suckies yoghurt and fruit pouches. She cannot get enough of them, she may need to join suckie-oholics anonymous.

The best yogurt I’ve ever eaten and great to see a brand so environmentally conscious too.

Thank you for making a yoghurt I love. I have gone from someone who avoids yoghurt like the plague to eating it with granola very morning.

I tried your delicious passion fruit kefir yogurt drink for the first time this week. Its is delicious!!

OH.MY.GOD it’s the best thing I have ever tasted like a bowl of sunshine with every spoon.
Our Planet

Another busy year working on our goals to do better for the planet, it’s clear we are going greener and this has never been more important.

We’ve always felt it’s right to take collective responsibility for our impact and to make things better for the world. This means being able to create our ridiculously tasty products with the lowest possible impact on the planet, looking at the products we create, how and where they are made, the packaging we put them in, and all the resources we use to make our business work. This year we made some bold moves to make our packaging even more sustainable, increasing recycled content, reducing carbon, and enabling easier recycling. We also moved to 100% UK manufacturing which keeps transport miles low and allowed us to use 100% British milk under the Red Tractor scheme.

But our big news on planet…? We have now made a bold step to commit to be “carbon neutral by 2025” (eek!). We know we’ve got work to do, but we’re so excited to be on the journey and we’ve already made progress by developing the UK’s first ever carbon neutral dairy yoghurt! These delicious blended yoghurts are just the next step – there’s lots more to come and we will be keeping you updated along the way.
Carbon Neutral by 2025

This is not an easy thing to do, but we have now made the bold step to commit to being “carbon neutral by 2025” (eek, we said it again!).

To make this happen we’ve teamed up with Climate Partner to make sure we’ve looked at every single stage of our supply chain (little ‘n’ large!). They’re keeping us on track from the cows on the farm to the transport to the shops.

From this information, we worked out our footprint plus an extra 10%, just in case! So we knew what we were tackling.

We’ve developed our delicious new blended dairy yogs and made them carbon neutral. Climate Partner helped us find amazing projects, both in the UK and worldwide, who work to remove the emissions these products create from the atmosphere. Not only can you track our progress by following the link below, but you can also take a look at the projects we chose and check up on what they’re doing to help!
Our Planet Initiatives

100% of our packaging is recyclable (and it’s now even easier)

Goodbye to our black lid
We had feedback that the “recyclable black lids” were being rejected by council collectors, even though they were fully recyclable. Consumers have often recognised The Collective gourmet yoghurts as the “one with the black lid”, however we took the big decision to prioritise the recyclability of all our yoghurt pot lids by changing them to clear plastic...so no more council issues and much more kerbside recycling!

Pouch recycling scheme
Never resting on our laurels, we know that whilst our pouches are 100% recyclable, it is currently possible only to do this via posting to a specialist facility. Our plan is to remove the aluminium in the pouches which will make them easier to recycle either in-store or from home. Alongside this we are delighted to be signatories to the “Flexible Plastics Fund”, a £1m cross industry fund enabling all flexible plastic to be recycled at the front of store in supermarkets. The longer term target is to do even better and make our pouches kerbside recyclable...watch this space!

More recycled content in our packaging
In the last year we did a lot: launching 100% post-consumer recycled pots (rPET) on our dairy free range and using 35% Prevented Ocean Plastic™ in our kefir bottles, but we’re not stopping there...we will be pushing further with increasing the recycled content of our packaging. We’re now working on the next developments in packaging to make all yoghurt pots with post-consumer recycled content and clear lids making them part of a fully circular economy.
100% of our dairy and dairy free yoghurt is now made in the UK

Last year we said we planned to move from 84% to 99% made in the UK using British milk and we did it! Our dairy yoghurts are now **100% UK manufactured** and additionally we have launched our dairy free range which is also **100% UK manufactured** using British oats.

We continue to support local independent producers in the West Country, Yorkshire and North Wales, some of which are in rural areas which can have limited job opportunities, so we consolidated our production with those great teams. Additionally, when we wanted to give people the choice of great dairy free yoghurts as well as dairy, we set up a dedicated dairy free facility in Chester, right on the English/Welsh border, further supporting UK manufacturing.

100% of our milk is under The Red Tractor scheme

Last year we achieved 84% but this year have **made steps to our goal of 100%**. The Red Tractor scheme ensures the welfare of the herd and the protection of the environment to nationally agreed levels of best agricultural practice, as well as the quality of our milk. After all it is our number one ingredient!
Officially a B Corp

Wow, we have now been officially a B Corp for over a year and what a year it’s been!

We have moved from 80.3 to 87.2 (that's unofficial, but we counted very carefully) by investing even more in our charity commitments and support for our team and UK suppliers.

Closely aligned to the values of B Corp we have also become signatories to the “Better Business Act”. The Better Business Act will transform the way we do business, so that every single company in the UK, whether big or small, takes ownership of its social and environmental impact. Surprisingly this is not already a legal requirement but we believe it should be! Read more about how we are helping to make this happen at: www.betterbusinessact.org.
our products
Making The Good Stuff

Here at The Collective, we’re a bunch of foodies obsessed with delivering ridiculously tasty yoghurts.

Our product team are the best in the business, leveraging a global innovation hub in New Zealand where our chef co-founder is still in the development kitchen whipping up a storm! We use only the highest quality ingredients all of which you can usually find in your own kitchen at home - you’ll never find any artificial or hard to pronounce ingredients in our goods. We know sugar is a big deal and we’re tackling it head on. The sugar sales weighted average (SWA) of our full product portfolio is already below the Public Health England (PHE) targets for yoghurts and fermented dairy drinks (aka our Kefir) but we’re doing more. We’re committed to continuously reducing the sugar in our products, without using artificial sweeteners (yuk!) or compromising on taste.

And talking of taste…throughout our yoghurt-y journey, we’ve snapped up many Great Taste awards and have even been named a ‘Great Taste Producer’. We’re mighty chuffed to be recognized for delivering ridiculously tasty yoghurts and promise to continue doing so for the future!
Tackling Sugar Head On

Our full range average has hit the PHE 2020 target of <11g/100g
Show Me The Lower Sugar

All achieved without artificial sweeteners and no compromise on taste.

<table>
<thead>
<tr>
<th>product</th>
<th>avg. sugar (g/100xag)</th>
<th>SWA sugar (g/100g)</th>
</tr>
</thead>
<tbody>
<tr>
<td>gourmet 450g</td>
<td>12.9</td>
<td>12.8</td>
</tr>
<tr>
<td>gourmet 150g</td>
<td>13.3</td>
<td></td>
</tr>
<tr>
<td>kids suckies</td>
<td>8.0</td>
<td>8.0</td>
</tr>
<tr>
<td>straight up</td>
<td>6.8</td>
<td>6.8</td>
</tr>
<tr>
<td>blended 450g</td>
<td>8.5</td>
<td>8.5</td>
</tr>
<tr>
<td>kefir yoghurts 400g</td>
<td>7.4</td>
<td>7.4</td>
</tr>
<tr>
<td>kefir yoghurts 135g</td>
<td>7.5</td>
<td></td>
</tr>
<tr>
<td>kefir drinks 500ml</td>
<td>6.1</td>
<td>6.3</td>
</tr>
<tr>
<td>kefir drinks 220ml</td>
<td>6.1</td>
<td></td>
</tr>
<tr>
<td>plant 400g</td>
<td>4.2</td>
<td>5.2</td>
</tr>
<tr>
<td>plant 135g</td>
<td>4.2</td>
<td></td>
</tr>
</tbody>
</table>

introducing the UK’s 1st Carbon Neutral dairy yoghurt!
now only sugar from milk + fruit!
30% less sugar than other flavoured yoghurts
reformulated to reduce sugar content!
What’s New?

After 2 years of development, we were finally ready to share with the world our very own dairy-free yoghurt range!

Made with a unique blend of British oats and silky coconut, this range is the perfect dairy alternative to those who choose not to eat dairy sometimes or all of the time but who don’t want to compromise on taste and quality. It is also our first product range launched in tubs made from 100% recycled plastic and is also carbon neutral.

Later in 2021 saw the launch of the UK’s 1st Carbon Neutral dairy yoghurt. A range of 3 family favourite flavours, made from natural live yoghurt blended with real fruits. The range has been developed so even more people can enjoy our tasty yoghurts and Collectively do better for the planet.

Finally, something you might not even notice but it’s a game changer! September 2021 will see a lil change to our famous Gourmet yoghurt recipe. Without compromising on taste, we have managed to reduce the average amount of sugar per 100g from **12.9g to 11.1g** (-1.8g); this means **more than 80 Tonnes less sugar** will be hitting the shelves! We know how much you love our Gourmet Live yoghurt so this decision has not been made lightly, however, we think we have cracked it, making a product taste just as good but with less sugar *MAGIC*. We even ran it through a panel of 100 taste testers just to make sure.

As if this isn’t enough the team have been busy in the kitchen and have lots of exciting things in the pipeline for the next year that we can’t wait to share with everyone.
Finally, we are seeing stars, again!

This year has been a fantastic year for our products and we are seeing stars with this year’s Great Taste Awards. So chuffed to see that we received awards across 7 products.

A massive well done to our product team on this, always working on making our products ridiculously tasty.
Thank you for reading this and for being on the journey with us, we couldn’t do it without your epic help!

Watch this space... More great things are coming!