





Engagement, Development and Retention

Providing a workplace where our colleagues feel engaged, empowered, and able to be themselves is a core business priority. This supports our objectives of attracting and retaining the best talent and contributing to the local economic development of our communities by being an employer of choice. To do this, we have three main action areas; colleague engagement through open and constructive two-way communication; fostering an equal, inclusive and diverse workplace; and developing our talent through training and progression opportunities and fostering early careers through our apprenticeship and graduate schemes.

Our targets and commitments:

- Implement a range of workplace opportunities designed to increase the attractiveness, accessibility and inclusivity of employment at Bakkavor.
- Promote an inclusive working environment, where differences are valued, and individuals feel they can be themselves, without judgement.
- Conduct a regular Group-wide employee engagement survey, aiming for an overall employee engagement score above industry average.
- Continue to empower our employees to speak up on issues important to them by promoting open channels of communication through our Site Employee Forums ("SEFs") and the annual Group Employee Forum.
- Reduce our employee turnover and maintain below industry average.

Our approach

Engagement

Open and constructive communication allows us to hear views from all levels of the business, as well as keep our 18,000 colleagues informed and updated. We perform a Group-wide employee engagement survey every 18 months and our latest survey, completed in May 2021, had a response rate of 83%. The 2021 survey provided valuable insights that were analysed at local, site, business and Group level and have fed into localised action plans and informed our people priorities for 2022, which include developing our employer brand, enhancing colleague engagement, promoting colleague wellbeing and further empowering our colleagues in their career development.

Headline employee engagement survey outcomes emerging from the survey in 2021 included:

Strengths

- Clarity and authority
- Safety
- Customer focus and quality
- Direct manager relationships

Opportunities

- Performance management, pay and benefits
- Training and development
- Collaboration and engagement
- Leadership communications

Outside of the engagement survey, our UK Group Employee Forum ('GEF') and Site Employee Forums ('SEF') create an open and regular channel of communication between employees and management. SEF representatives are elected by peers and play a vital role in sharing best practices across sites, supporting local causes and charities, providing support and seeking advice. In 2021, Jill Caseberry was appointed as Independent Non-executive Director for Workplace Engagement, providing colleagues with a direct channel of communication and an independent champion at Group Board.

Performance evaluations are undertaken across the business, and annual salary reviews are aligned with performance evaluations to ensure employees are compensated fairly and correctly for the position they hold.

Inclusion and Diversity ('I&D')

Our success relies on the skills, experience and commitment of the diverse range of people who work for us. However, simply having a diverse workforce is not enough. We want to create an equal and inclusive workplace where colleagues feel valued, included and inspired to perform at their best.

Our Code of Conduct – available to all employees – makes our policy around equal opportunities clear. That is, that we believe everyone has the right to be treated without discrimination regardless of their age, sex, race, disability, pregnancy, marital status, sexual orientation, gender reassignment and religious background. We support this from recruitment and selection, through training and development, appraisal and promotion, right up to retirement.

We also make our position clear through our I&D Policy, available [here](#), which is championed through Bakkavor's I&D Forum, first convened in January 2021. The Forum is chaired by the Group General Counsel and Company Secretary and includes representatives from every level of the organisation. Gender diversity and increasing support for female leaders in their career aspirations is the key area of focus, and the forum has developed a three-year plan to drive and accelerate gender equity within the organisation.

The I&D Forum also coordinated action around several key events through the year, with site and business-level activities, such as cultural events, educational webinars, shared learning sessions and communication of relevant policies.

As we seek to drive greater action on I&D across our industry, the Group was a headline sponsor of the Diversity and Inclusion in Grocery Programme. This is an initiative run by the NGO GroceryAid that aims to bring together FMCG businesses in order to catalyse change and challenge the sector to progress diversity and inclusion. The programme encompasses a one day in-person event with workshops, presentations and panels and was attended by representatives from across the industry, as well as online workshops and a mentoring scheme which our colleagues participated in.

Progress in 2021

In 2021, we took a number of actions to drive an improvement in gender equality, including embedding our Talent Strategy and Talent Principles to enable all colleagues to reach their full potential. We have created objectives and sustainable targets to attract, recruit, retain and progress female talent, and are evaluating and extending our Female Mentoring Programme.



Whilst we have taken several proactive steps to increase the representation of women at senior levels and support career progression for women in the business, our median gender pay gap for 2021 increased to 5.1% from 2.1% in 2020 (UK). The factors driving this increase are nuanced and influenced by the higher turnover seen in the industry and more men in middle to senior roles.

Our median gender pay gap of 8.6% is, however, still well below the UK average of 15.4% (all colleagues, ONS 2021). Women at our Senior Executive level increased from less than a third (32%) in 2020 to make up 42% in 2021. We remain committed to promoting gender balance at all levels of our workforce.

The full Bakkavor UK Gender Pay Report 2021 is available on the Group website (www.bakkavor.com) and includes a review of progress made in 2021 and actions planned for 2022.

At Board level, we are mindful of the objectives of the Hampton-Alexander Review and the target of women representing at least 33% of the Board, as well as the Parker Review for on increasing Board ethnic diversity.

The Board Nomination Committee gives consideration to all forms of diversity when reviewing the Board's composition. All long lists of potential appointments include at least 50% female candidates, and we are committed to ensuring that candidates from all ethnicities are considered. As of 2021, with three female Group Board members we increased this percentage to 27%, from 25% (2 of 8) in 2020 and we meet the Parker Review target for at least one Board Director to be from an ethnic minority background.

Senior Leadership by gender

Group Board	2021		2020	
	Count	Percentage	Count	Percentage
Female	2	27%	2	25%
Male	6	73%	6	75%
Total	8		8	

Senior Management	2021		2020	
	Count	Percentage	Count	Percentage
Female	4	31%	2	27%
Male	6	69%	6	73%
Total	10		8	

Management Board	2021		2020	
	Count	Percentage	Count	Percentage
Female	1	20%	1	20%
Male	4	80%	4	80%
Total	5		5	

Senior Executives	2021		2020	
	Count	Percentage	Count	Percentage
Female	12	42%	12	32%
Male	26	58%	26	68%
Total	38		38	



Senior Leadership by ethnic diversity

Group Board		
Directors of colour*	1	9%
Directors of white European heritage	10	91%
Total	11	

	Senior Management		Management Board		Senior Executives	
Directors or Executives of colour*	1	8%	0	0%	5	14%
Directors or Executives of white European heritage	12	92%	5	100%	31	86%
Total	13		5		36	

*Reflects the Parker Review methodology and definition of 'Director of colour'.

TOTAL WORKFORCE

	2021	2020	2019	2018	2017
United Kingdom	15863	16,356	16,942	17,004	17,348
US	875	808	874	635	595
China	2205	2125	2,266	2,181	1,628
Continental Europe (Spain, Italy)	29	29	23	22	22
Total	18,972	19,318	20,105	19,842	19,593

WORKFORCE BY GENDER

Group	2021	%	2020	2019	2018	2017
Female	8,450	44.5%	8,293	8,438	8,407	8,118
Male	10,522	55.5%	10,268	10,770	10,778	10,858
Total	18,972	100%	18,561	19,208	19,185	18,976

UK	2021	%	2020	2019	2018	2017
Female	6,612	41.7%	6,888	7,011	7,055	7,116
Male	9,251	58.3%	9,468	9,931	9,949	10,232
Total	15,868	100%	16,356	16,942	17,004	17,348

Includes employees based in Bakkavor Inbound Logistics and procurement offices in Spain and Italy.



China	2021	%	2020	2019	2018	2017
Female	1,405	63.7%	1,366	1,427	1,352	1,002
Male	800	36.3	759	839	829	626
Total	2,205	100%	2,125	2,226	2,181	1,628

US	2021	%	2020	2019	2018	2017
Female	419	19.0%	382	414	280	262
Male	456	20.7%	426	460	355	333
Total	875	40%	808	874	635	595

Talent development

We are proactive in anticipating the short- and long-term employment needs and skills requirements for the long-term success of the business. We are committed to providing life-long learning and development opportunities that are relevant, accessible and timely to all of our employees, supporting differing career needs and aspirations.

Colleagues are encouraged to actively engage in their career development, and annual talent reviews and regular check-ins between managers and colleagues identify opportunities to encourage growth into more stretching roles.

Progress in 2021

In 2021, we invested in talent development with the launch of new training programmes including a Front-Line Leadership Development Programme for all UK factory supervisors and a Leadership Development Programme for key leaders across our Group. Through an online e-learning platform, we rolled out refreshed modules on cyber security and anti-bribery and corruption for our UK employees. This training is now an annual requirement.

Our Early Careers Scheme continues to successfully develop graduates and apprentices into the business in specialist roles across several functions. Graduates complete placements in a number of different business units and are guided through a tailored leadership programme with the aim of nurturing talent and creating long-lasting and rewarding careers. Our apprentices, of which there are over 200, equip our business for the future by upskilling critical job roles with the latest standards and qualifications. This year we have centralised our Engineering Apprenticeship provision; all our Levy-funded Engineering apprentices now train together at Birmingham Metropolitan College and then return to site to develop in their roles. We have recently taken part in the review of the Food & Drink Maintenance Engineer Standard, which our apprentices are studying, to make sure the standard meets our requirements.

As part of the recognised industry-leading ‘Trailblazer Group’, we are one of a number of companies designing apprenticeship standards, and to date have been involved in writing 20 different Apprenticeship standards. TheJobCrowd’s annual survey included Bakkavor as the overall winner for Apprentices in the Consumer Goods & FMCG industry sector, with its Graduate programme also taking 2nd place in this category. Furthermore, Bakkavor reached a Finalist position for the Best Training Initiative at the Food Management Today awards. Includes employees based in Bakkavor Inbound Logistics and procurement offices in Spain and Italy.