

## People Who Care

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We continued to make good progress with our people strategy, engagement being a major part. With our planned two-yearly survey postponed due to Covid-19, we instead ran a sentiment survey to gather employees' views on our handling of the crisis. The response was positive providing some valuable lessons and insights.

## DEVELOPING

**LEADERSHIP  
DEVELOPMENT...**

We have launched our new entry level Leadership Development Programme to supplement the more advanced programmes that already exist.

These include Developing Leaders, which is accredited via the Institute of Leadership and Development, and also the Senior Leaders Development Programme, which includes executive coaching.

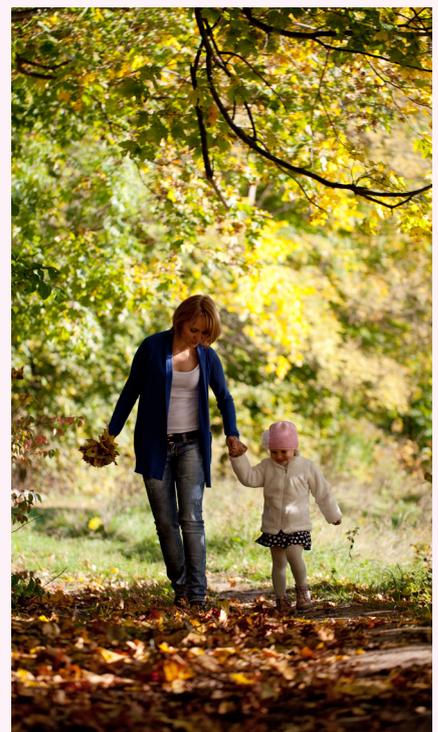


We launched our new entry level Leadership Development Programme.

**HEALTH  
AND WELLBEING...**

We launched our Health and Wellbeing Strategy which includes three pillars: mental, physical and financial health.

Our team of Health and Wellbeing Champions throughout the business help run the programme, working alongside our Employee Assistance Programme (EAP) and Occupational Health partners, with all advice and support available to all team members. The EAP is available to employees' families also. We train our mental-health first aiders across the business to help them play a role in supporting their colleagues. We also ensure all leaders undertake mental-health awareness training. On the physical health side, we run regular interactive campaigns such as walking challenges, healthy eating tips and yoga sessions, which many of our people take part in. On the financial front, we promote Grocery Aid's hardship fund and school grant initiative, while helping our colleagues improve their understanding of their own financial health, for example with a series of videos on the importance of pension savings and planning for death in service.



## CONFERENCE...

We held the fifth FFG Annual Conference, which has previously been a face to face event however due to the pandemic was replaced with our first live, virtual event.

This enabled us to engage with a much larger proportion of our workforce live, with many more of our people able to access the recorded version, resulting in a much more inclusive event.



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## COMMUNITY ENGAGEMENT...

We take a Group-wide approach, based on our position as a major and responsible employer in the food industry, and supplement it with local initiatives chosen by our employees.

In both ways, we ensure we can have a positive impact on the communities where we operate, which has always been an important part of how we do business. At Group level, we support two charities, Grocery Aid and FareShare, both of which are closely aligned to our industry. A high proportion of our workforce lives close to our bakeries, putting them at the heart of our local communities.

We therefore ask each of our sites to choose a local charity partner for each year, to help improve the lives and welfare of the communities we work and live in. This way, our local efforts in volunteering, fundraising and donations are not diluted and provide strong support throughout the year. Sites can select a different charity for the following year, or continue to work with the same charity.



# OPPORTUNITIES

## COMMUNICATION...

We have continued to embed the use of Workplace by Facebook across the business as our primary communication tool and have now rolled this out to all staff, including front line workers.

This enables us to engage directly and instantly with all our employees, across all locations and for everyone to easily collaborate, regardless of location or shift pattern. It has continued to be an invaluable tool during the pandemic in enabling us to maintain communication, engagement and a sense of connection to the organisation and one another during periods of remote working.

## EMPLOYEE REFERRAL...

We launched our Employee Referral campaign, which incentivises employees to refer people from their network to join us.



## RECOGNITION...

We continued to embed the Shining Example Awards, which recognise and reward those individuals who bring the Company Values to life.

We also celebrated the Brilliance Awards, which recognise the teams that demonstrated tangible business improvements under each of the Operating Principles.

## GRADUATE RECRUITMENT...

We ran our fifth Finance Graduate Recruitment campaign.

We have experienced a high retention rate of those recruited previously via the scheme, which forms an important part of building a strong talent pipeline.

## APPRENTICESHIPS...

We are continuing with the business-wide Engineering Apprenticeship Programme which is key to building a talent pipeline for the future and also to address the national shortage of engineers.