



Our People

038 Employee Development





Employee Development

Our People

Growing our talents by creating a unique employee experience and sustaining our culture and values

Our people are the foundation of our success. The strength of our organization comes from the contribution of each and every individual, with our passion and company values as common denominators. We strive to create a constructive environment with respect for the individual, where ongoing development, passion, integrity, entrepreneurship and customer focus are encouraged and stimulated. We therefore maintain a focus on fostering our unique culture, attracting, developing and retaining brilliant talents with diverse skills from all over the world, while we build a unique workplace that will enable the company to fulfill its purpose.

Leveraging diversity, inclusion and engagement

A diverse workforce and an inclusive culture are key to our company's success and uniqueness. We are committed to harnessing the power of difference to achieve business success, in an environment where every employee is empowered and capable of achieving their very best. This is why, over the past year, we strengthened our efforts to promote diversity and inclusion.

The One Young World Summit, held in Bogotá, Colombia, in October 2017 as well as the Women's Forum in Paris, France, in October 2017 provided the platforms for our senior management to discuss and share with millennials their views on Barry Callebaut.

The 2017 Employee Engagement survey in which all regions and functions participated, led to the development of global, regional and local action plans to align all employees around the same vision and values so that we all work as one company, one team, and one culture.

Bringing in and developing the best talents

Over the past year, we redesigned the talent management programs we offer at our internal Marbach Learning Academy to better reflect the unique management culture of Barry Callebaut. We have increased our efforts to reward talent, giving our employees more space to grow by filling 41% of our managerial positions with internal candidates. In addition, to maintain our talent pipeline, we rewarded through our employee-referral program, colleagues who helped to recruit an external talent. We also offered employees across the company more than 120 training courses on various topics, from health and safety to functional and leadership capabilities, with 337 managers taking part in our Marbach talent and management development programs.

Our Graduate Program Yourfuture@BC also remains one of the key elements to fuel our pipeline of talents, with nine new graduates joining the program in September 2018.

Rewarding employees for their performance

Our performance management philosophy strengthens the strategic alignment throughout the organization, while promoting desirable behaviors and a culture of continuous development. Our employees are rewarded for their performance and for demonstrating behaviors that are in line with the core values of Barry Callebaut of customer focus, passion, entrepreneurship, team spirit and integrity. Our employees are focused on creating a unique customer experience, they are passionate about chocolate and cocoa, take personal initiative to explore new trends and innovate, are able to collaborate in teams beyond the company (including producers, suppliers, customers and consumers) and have a very high standard of integrity and honesty. Employees are committed to generating sustainable and long-term value for all of our stakeholders.

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Fostering a unique workplace

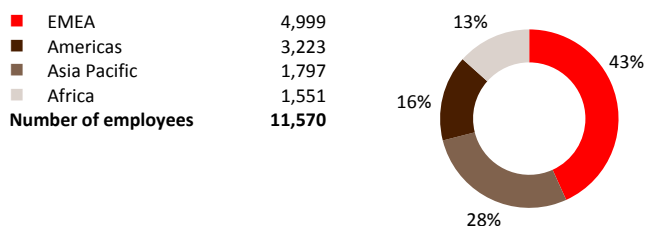
In 2017/18, we saw continued progress in how we ensure our employees are working in a safe and healthy environment. Every Barry Callebaut plant has appointed a health and safety officer who coordinates the implementation of safety plans and policies. The injury frequency rate at factory level was 8.64 accidents per million hours worked. The severity rate at factory level was 0.215 lost days per thousand hours worked. We are applying SMETA standards. In 2017/18 we successfully audited and certified 35 of our factories,

bringing the total of our SMETA compliant factories to 45. We also rolled out a Global Human Resources Labor policy. With the implementation of this policy, we put in place a foundation for adherence to the Ethical Trading Initiative (ETI) Base Code, local, national and international laws and standards, as well as to customers' expectations and requirements. With a direct workforce of over 11,500 people located across five continents, Barry Callebaut is an international employer of choice.

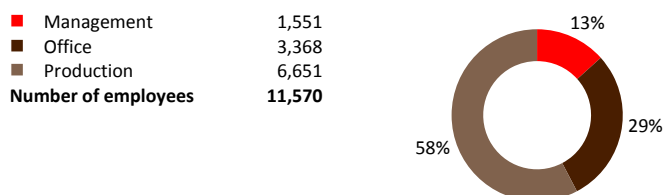
Average seniority by geographic region in year

	2017/18
Africa	6.2
Americas	8.1
Asia Pacific	5.4
EMEA	10.8

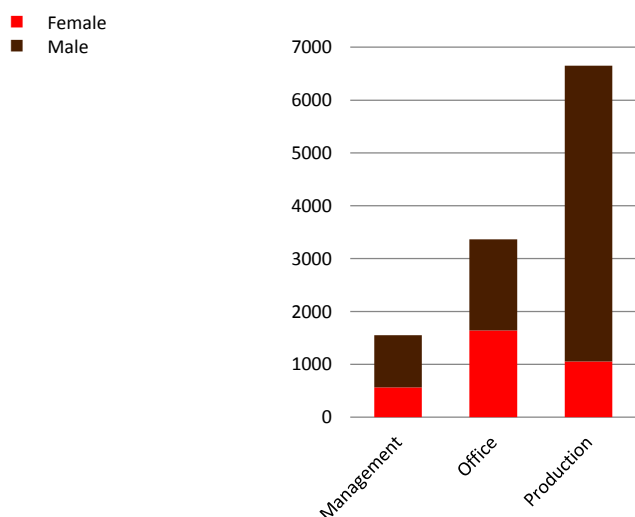
Employees per geographic region



Employees per function



Gender of employees by function



Age of employees by function

