



## CSR POSITION STATEMENTS

### OUR EMPLOYEES

We are committed to providing our employees with a workplace where they are safe, valued and feel motivated to give their best to continuously improve business performance.

We have developed a set of key indicators for monitoring our relationships with employees and these are reviewed regularly. These indicators include; sickness absence, accident incident rates, employee turnover and appraisal completion rates.

#### Employee Communications

The company recognises the importance of effective communication and encourages regular, relevant and timely two-way communication. Each year the Chief Executive sets out the Corporate Objectives and aims to proactively communicate on all issues that affect our employees when they occur. These briefings are cascaded across the business, through face-to-face meetings, e-mail bulletins, published newsletters etc. Regular team briefings are carried out across the manufacturing locations and retail milk depots.

A corporate employee magazine is published quarterly with "news hounds" nominated from all areas of the organisation to ensure that the articles published are representative of the whole business. Individual Business units and departments have their own communication processes in place.

#### Equal Opportunities

Dairy Crest is committed to ensuring that all applicants and employees receive fair and equal treatment irrespective of gender, sexual orientation, family responsibilities, part time or permanent status, age, marital status, religion, ethnic origin, nationality, colour, race, national origin, or disability.

All employees are made aware of the provisions of this policy and are required to ensure that the policy is carried out in its entirety. Directors and Managers have prime responsibility for all aspects of equal opportunities within their respective businesses.



## CSR POSITION STATEMENTS

The Human Resources function is responsible for producing and maintaining policies, procedures and guidelines and supplying training to support this policy, for assisting management to meet their responsibilities, and for monitoring compliance.

### Ethical Trading

Dairy Crest is committed to ensuring that our personnel policy practices, and the enforcement of corporate regulations, ensure the protection of the rights of all those who work for Dairy Crest. In many areas we aim to operate above the minimum standards required by law to ensure that our employees are safe, rewarded and valued. This is achieved through independent audits of our manufacturing sites against the Ethical Trading Initiative Base Code.

All employment agencies contracted to supply temporary staff have to demonstrate commitment to and application of this Code of Practice.

### Development

We are committed to developing our people with knowledge, skills and behaviours so that they can realise their full potential, and are able to deliver against clearly specified objectives.

Through an annual appraisal process we assess the performance of our people against agreed objectives covering the preceding year, setting new objectives and agreeing personal development goals for the coming year.

We have a talent management review program for our Senior and Middle Managers to assess potential and identify succession paths and gaps. These reviews are facilitated by the Group HR function and final reviews are conducted by the Executive Directors.

Working with Roffey Park Management Institute and Birmingham University we have developed leader's and manager's programmes. Dairy Crest's business units also conduct their own development programmes accredited by the Institute of Leadership and Management.



## CSR POSITION STATEMENTS

Dairy Crest works with employees to maintain the competitiveness of manufacturing facilities through continuous improvement. Our Manufacturing Improvement programme explores ways for sites to minimise wastage and thereby become more efficient. The specialist training days we run provide an opportunity for Dairy Crest to tap the skills and experience of employees - solving operational problems and sharing knowledge across the Group.

We have recently introduced e-learning centres at a number of our manufacturing and operational centres where employees are encouraged to use e-learning packages on computer facilities provided by the company.

### **Reward and Recognition**

The company is committed to rewarding and recognising individual and team contributions to business performance.

We work in partnership with the Trade Unions to negotiate terms and conditions of employment for the majority of our employees at both national and local level. For those employees not covered by the Trade Union negotiations we benchmark terms and conditions using Hay job evaluation procedure and independent external surveys. Executive Director's remuneration is managed and authorised by the remuneration committee using independent advisors for guidance on best market practice and corporate governance.

The company operates a defined benefit pension scheme for employees with a minimum of six months service and a share save scheme.

Long service awards are coordinated by the Group. Recognition schemes vary on a local basis, but typically include recognition for an individual or team achievement/business contribution, customer service, sickness absence record and innovation.