

# ESG Insights 2022

# People

**Associated  
British Foods  
plc**

## Why it is important

Our business model relies on having the right people in the right roles and enabling them to be at their best. We pride ourselves on fostering a values-driven culture and being a leading employer of responsible, dedicated people.

We support our people by creating an environment that brings out their unique skills; we enable them to develop skills and capabilities through training, and we create opportunities for professional and personal development.

## Our commitments

Our people bring our values to life every day. Our values guide our behaviour and help us to demonstrate the benefits we create for our people, suppliers, neighbours, customers and the environment. They have also been crucial in maintaining our businesses' resilience as they have responded to the challenges presented by the current high rates of inflation.

To demonstrate how we live our values every day, we set out a Group-level articulation of the values expressed by our individual businesses. They do not replace each business's own values. Instead, they consolidate and distil the most common themes from across the Group.

## Our values

- Respecting everyone's dignity: we strive to protect the dignity of everyone within and beyond our operations, so that the people who make our products feel safe, respected, and included.
- Delivering with integrity: we proudly promote and protect a culture of trust, fairness and accountability that puts high ethical standards first. From farms and factories right through to our boardroom, we are committed to embedding integrity in every action.
- Progressing through collaboration: we work with others to leverage our global expertise for local good. Through collaboration with our stakeholders, including non-governmental organisations (NGOs), we are working to create safer, fairer working environments and promoting thriving, resilient communities.
- Pursuing with rigour: from the products we make to the way we preserve the resources we rely on and support the people we work with, we are always learning and incorporating better practices. Across our businesses, we are partnering with industry experts to help us work towards the highest standards.

## Our approach

### Our approach to engagement and development

We pride ourselves on actively enhancing our employees' skills and creating opportunities for their progression and development by investing in training, apprenticeships and mentoring. We promote equality and celebrate diversity in all its forms. We recognise that a diverse talent pool gives us a competitive edge and that by engaging with a wide group of people, we enhance our long-term success and sustainability. Consequently, we are addressing the barriers that have historically prevented the best talent from reaching the top of our organisation and realising their full potential.

We endeavour to be a company where everyone feels welcome. We want to attract, recruit and retain the best people, using inclusive and effective processes. We want to give every individual the opportunity to gain skills and experience, build a rewarding career and achieve their potential.

Conversations and presentations in schools and colleges give us the chance to share our own experiences and offer insight about roles across the Group as well as opportunities in our industry. Potential recruits can find out more on our businesses' careers websites and through our various social media channels.

Once on board, we support our people, helping them to learn, improve and develop their careers. Creating a culture of care and trust across the Group, managers hold open conversations with individuals, regularly reviewing performance and setting personal objectives to support business goals.

Our businesses seek to build robust talent pipelines, especially for leadership and business-critical roles, to support long-term sustainability and growth. We have talent management and review processes, through which high-potential and high-achieving individuals are identified and developed.

Our Talent and Expertise Database enables our people to promote their skills and career aspirations to senior human resources (HR) professionals and executives. This tool contains profiles submitted by more than 3000 people and it supports career development by identifying potential candidates for vacancies, particular projects, or coaching and mentoring opportunities.

### Training and developing our people

We offer a variety of learning and development programmes to help our people to gain the skills needed by our businesses and build a rewarding career with us. Opportunities include:

- formal inductions to help new starters network, understand the business and meet senior leaders;
- bespoke training for individual roles, such as engineering, driving and retail. AB Mauri has both yeast and bakery technical training for its specialists;
- online compliance training for GDPR, competition, anti-bribery and corruption and tax evasion;
- training for safety at work with safe driving, first aid training, both physical and mental health;
- support for personal security while at work or travelling for work through our with traveller security and security essentials courses;
- courses on important topics such as modern slavery and food safety;
- line manager skill development programmes are run across the group, for example GWF's frontline leaders programme and ABF plc Head Office's 'Leading with Impact' programme for middle management;

- coaching and leadership skills development are available across the group. ABFI and UK Grocery businesses have 'Leading Inclusively' and Twinings has its 'Accelerate' programme;
- we run Group wide development programmes to strengthen our pipeline of leaders in general management and finance; and
- annual off-site talent reviews at ACH Foods, to drive development opportunities and engage leaders in looking across functions at talent.

We review salaries, benchmark benefits, and have flexible working options to suit parents or those with other responsibilities. We offer additional experience through overseas secondments, such as the six-month placements arranged through AB Sugar's International Experience Programme.

To support career development, we have hundreds of trained HR professionals, and our Career Conversations website enables people to explore the cultures in different parts of the business and identify leadership roles they may aspire to. In addition, Career Conversations tools for managers and individuals are freely available on this site. Training on these tools is regularly available and adapted for online delivery.

Apprenticeships are an essential part of our long-term sustainability. They enable us to pass on expertise and build a robust pipeline of skilled workers to bridge national skills gaps in certain areas, such as electrical engineering, mechanical engineering and food science. The training programmes that we offer equip apprentices with a combination of experience, technical knowledge and leadership capabilities. For example, Twinings operate technical apprenticeship programmes in the UK, Thailand, and Switzerland. Apprenticeships also enable our people to learn new skills and solidify their existing experiences into formal qualifications areas such as Project management and coaching.

### Our approach to diversity, equity and inclusion

Diversity, Equity and Inclusion (DEI) is a key part of the culture at Associated British Foods plc (ABF), and a range of different skills and perspectives makes our businesses more competitive. Underpinned by the ethos of 'no barriers to talent,' we aim to create diverse and inclusive workforces in which everyone's dignity is respected, and where our people are valued regardless of their ethnicity or race, religion, gender, age, nationality, sexual orientation, disability or socio-economic background. We also work to break down any bias or barriers, both real and perceived.

Given our decentralised nature, many of our businesses have their own diversity policies, programmes and DEI teams. Groupwide initiatives include: our Group DEI Network, which brings together people from across the Group to share knowledge, best practices and ideas; and unconscious bias training for our employees. Across our businesses, we are investing in programmes to help to improve diversity and remove barriers to talent.

- Primark and AB Mauri in Italy have partnered with a local charity to give people with learning difficulties workplace experience;
- ABF Ingredients runs an educational support programme to promote social mobility;
- AB Agri runs a sponsorship programme to help talented women prepare for roles as business leaders;
- the ABF legal team have recruited two apprentices and are supporting their training whilst also providing valuable workplace experience; and
- ABF's Early Careers Network has developed supporting those in their first decade of work.

## Our performance

We currently employ 132,273 people in full-time and part-time roles, as well as contractors and seasonal workers. Our people work in 53 countries across the United Kingdom, Europe and Africa, the Americas and Asia Pacific.

**Gender pay gap**  
**31.6%**

### Location of employees

Location	Number of employees
United Kingdom	41,526
Europe and Africa	73,155
The Americas	6,102
Asia Pacific	11,490
Total	132,273

### Gender metrics

	Total employees*	Men in workforce	Women in workforce	% of workforce who are women	Number of senior management roles**	Number of men in senior management roles	Number of women in senior management roles	% of senior management who are women
Grocery	15,819	10,318	5,501	35%	759	456	303	40%
Sugar	34,664	26,982	7,682	22%	281	197	84	30%
Agriculture	6,381	1,915	886	32%	357	214	143	40%
Ingredients	2,801	4,733	1,648	26%	559	396	163	29%
Retail	72,110	15,949	56,161	78%	228	124	104	46%
Central	498	304	194	39%	70	53	17	24%
Total	132,273	60,201	72,072	54%	2,254	1,440	814	36%

\* Full-time, part-time and seasonal/contractors.

\*\* Includes directorships of subsidiary undertakings.

### Gender pay gap

Overall, the gender balance of Associated British Foods plc is fairly equal, with women making up 54% of our total global workforce. Consistent with previous years, we have chosen voluntarily to report on the gender pay gap that relates to our employee population in Great Britain as of 5 April 2022. However, more than half of our workforce is employed outside Great Britain and therefore not included in this gender pay analysis. Consistent with last year we have presented data for the Group businesses in GB as a whole and for the Group businesses in GB without Primark.

### 2022 Gender pay gap reporting – Group businesses in GB as a whole %

	2021	2022
Mean pay gap (women lower than men)	-34.1	<b>-31.6</b>
Median pay gap (women lower than men)	-24.3	<b>-22.6</b>
Mean bonus gap (women lower than men)	-23.6	<b>-34.1</b>
Median bonus gap (women higher than men)	+36.0	<b>+25.9</b>
% of men received bonus	20.2	<b>26.5</b>
% of women received bonus	5.7	<b>7.2</b>

## Proportion of men and women in each pay quartile – Group businesses in GB as a whole %

	2021		2022	
	Male	Female	Male	Female
Upper	71.8	28.2	<b>68.9</b>	<b>31.1</b>
Upper middle	46.5	53.5	<b>42.7</b>	<b>57.3</b>
Lower middle	19.7	80.3	<b>19.6</b>	<b>80.4</b>
Lower	25.2	74.8	<b>24.1</b>	<b>75.9</b>

### Group

In the main, the pay gap remains similar to prior years. The overall Group businesses in GB pay gap is in favour of men as we have a significant number of female employees who work as retail assistants. 76% of roles in the lower quartile of the pay data are taken by women. Men on the other hand take up more of the highest-paid roles.

One of our strengths is that the leaders of our businesses have detailed knowledge of every aspect of the organisations they lead. That knowledge often comes from many years in role. This is a group with very long average tenure, which means that the gender balance at the top of the Group changes slowly. For example, George Weston is only the fourth Chief Executive since ABF was founded in 1935. In the years since his appointment, there have been only two changes in his direct head office reports.

We also value challenge and look to bring external thinking into the group through selective senior appointments from outside the business. We are pleased to have recruited a number of women to senior roles across the business in the last year. Balancing long tenure and fresh external insights is not just a focus at the leadership level. Across all of our businesses, there are numerous examples of colleagues who've spent years immersed in the details of our operations. Institutional memory is critical in our decentralised operating model. When new people join ABF we work hard to support them in building strong internal networks so that they can more quickly understand the organisation and so that longer serving colleagues can learn from their fresh perspectives.

The greater presence of senior men in the bonus pool has a distorting effect on the mean bonus gap. The median bonus, as in previous years, demonstrates a gap in favour of women. This difference reflects the varying composition of bonuses across our different businesses and the methodology of the Gender Pay calculation which includes long service awards and recognition awards. Recognition awards are typically smaller in quantum and given to men in the manufacturing environment. They are compared to bonuses for women in middle management.

### Non-retail businesses

In the non-retail businesses in GB the pay gap remains in favour of women as we have a significant majority of male employees in the foods businesses who work in a manufacturing environment. These employees are being compared to women who, on average, work in middle management. In our foods businesses in Great Britain there are more women in the upper quartile than any other, however they remain under-represented at the most senior level of the organisation. The bonus picture for these businesses is affected by the distorting effect of recognition awards mentioned above.

We are acting to address this gap at the top both at Group level, for example by providing women with mentoring opportunities, and at local business level. In AB Agri for example the 'Good Recruitment Campaign' uses a gender decoder to ensure that advertisements are suitable and appealing to all and offers a Women's Sponsorship Programme aimed at their most talented women and Thrive projects to allow all colleagues to share and develop their skills and build their networks on cross-functional projects.

### Primark

The data for Primark businesses in GB for 2021 can be found on their website and the 2022 data will also be shared there ahead of the reporting deadline in April 2023. In Primark our roles have either a fixed rate of pay or a scale or a salary that is determined by a robust job evaluation system. At median we have only a 1.1% pay gap in Primark, at mean the gap reflects the fact that over 90% of colleagues are retail assistants and supervisors, and 78% of these colleagues are women. This means we have more women in junior roles than men. Primark cares about the careers and wellbeing of our colleagues. The Primark Diversity and Inclusion team, supported by sponsors in the leadership team and champions across the business continue to explore new ways to enable hybrid and flexible working within our business, and to listen to our people. Based on their feedback we are in the process of launching four colleague networks, with one specifically focussing on life stages and gender.

As required by the UK Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, we submit data for our relevant legal entities to the UK Government through its website.

## Gender pay gap – Group businesses in GB without Primark %

Location	2019	2020	2021	2022
Mean pay gap (women higher than men)	1.7	4.0	5.4	<b>4.0</b>
Median pay gap (women higher than men)	8.1	8.8	11.5	<b>9.0</b>
Mean bonus gap (women lower than men)	48.1	50.3	-23.7	<b>-34.0</b>
Median bonus gap (women higher than men)	45.9	79.4	36.3	<b>30.0</b>
% of men received bonus	39.7	36.3	40.8	<b>48.0</b>
% of women received bonus	55.8	47.5	57	<b>61.3</b>

## Proportion of men and women in each pay quartile – Group businesses in GB without Primark %

	2019		2020		2021		2022	
	Male	Female	Male	Female	Male	Female	Male	Female
Upper	71.5	28.5	70.1	29.9	69.3	30.7	<b>68.5</b>	<b>31.5</b>
Upper middle	73.4	26.6	73.3	26.7	72.9	27.1	<b>72.6</b>	<b>27.4</b>
Lower middle	83.1	16.9	82.4	17.6	80.9	19.1	<b>80.4</b>	<b>19.6</b>
Lower	72.5	27.5	72.5	27.5	74.3	25.7	<b>72.1</b>	<b>27.9</b>

### Highlights

- we employ 132,273 people
- 54% of our total workforce are women
- 36% of senior management are women
- 84% of employees have access to an Employee Assistance Programme
- 93% of employees have access to education, guidance and support designed to maintain or improve mental health
- 87% of employees who find themselves in need of help with their mental health have access to responsive support such as mental health first aiders.
- close to 90% of our businesses use engagement surveys on a regular basis
- within the last 12-months almost 80% of our businesses have run engagement surveys
- over 90% have a favourable score (above 70%) when they look at the main measure of engagement
- 67% of our people across a range of geographies, businesses and types of jobs were invited to participate in engagement surveys
- close to 80% response rate to engagement surveys run in our food businesses
- we have range of DEI activities supporting employees across the Group
- Westmill Foods established a new LGBTQ+ team, their first activity was a lunch and learn attended by over 100 people
- I&D is now part of conversation with any head-hunter at AB World foods. Also 100% of line manager completed the training on unconscious bias training
- Primark's colleague networks not only harnesses internal diversity, but also enhance products, evolve processes, and strengthen strategies around various DEI topics. For example, inputs from these networks have led to some innovative product developments, including period pants and our menopause and breast cancer ranges
- local networks in George Weston Foods, British Sugar and our UK Grocery businesses to drive local DEI strategies, plans and actions
- this year we have provided tailored support for our 300-plus DEI advocates across the Group. Offering a series of masterclasses and self-study kits covering a range of relevant DE&I topics
- our well-established 'Women in ABF' support network is expanding and has almost 1,000 members, running international events and networking sessions with senior leaders
- this year, our inaugural Women in ABF Italia regional event was hosted at Acetum and attended by over 60 women from Acetum, ABFI, Twinings, Primark and AB Mauri
- AB Agri and ABF Ingredients have developed and delivered specific Inclusive Leadership programmes this year
- our UK Grocery businesses, have continued with their programmes to train colleagues on inclusive leadership approaches
- British Sugar, ACH, ABF plc Head Office and others have built Inclusive Leadership or DE&I awareness and education into their ongoing leader or manager development initiatives.

See methodologies section for definitions.

### Policies, statements and codes

We have a number of policies in place to define the high standards we expect of our employees, including an Anti-Bribery and Corruption Policy and an Anti-Fraud Policy.

## Methodologies

**Employee:** a person working directly for, and paid directly by, the business. Full-time employees include all people with a contract of employment to work the hours of a standard working week. Part-time employees include all people with a contract of employment to work for fewer hours than the standard working week.

**Average number of men and women in the workforce:** the average number of men and women employed for the financial year calculated on the same basis as for the average number of employees as a whole, as set out above.

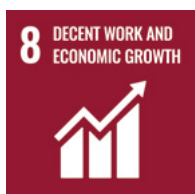
**Average number of men and women in management roles:** the average number of men and women in management roles employed for the financial year calculated on the same basis as for the average number of employees as a whole, as set out above. A management role is defined as a role that has one or more direct reports and where the individual has management responsibilities.

**Senior management role:** a role which has one or more direct reports and in which the individual has management responsibilities, as well as within a minimum reporting line of the Group or divisional CEO.

### Links

- As required by the UK Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, we submit data for our relevant legal entities to the UK Government through its website. For more information on our gender pay gap, see our [2022 Annual Report and Accounts](#)
- [Anti-Bribery and Corruption Policy](#)
- [Anti-Fraud Policy](#)
- [Speak Up Policy](#)

## Our impact on the Sustainable Development Goals



### Decent work and economic growth

As well as programmes to increase agricultural productivity (target 8.2) and resource efficiency (target 8.4), we offer programmes to encourage inclusive working practices, fulfilling employment and fair rewards within our businesses and supply chains (target 8.5). UK Grocery, AB Sugar, AB Agri and Primark also invest in apprenticeships, graduate schemes and bursaries for young people to address skills gaps (target 8.6). Our businesses have a variety of training and development opportunities, from formal inductions to management programmes such as Primark's Lead Our Amazing and Westmill's Leaders of Tomorrow. Many of our businesses publish modern slavery statements and supplier codes of conduct, and have initiatives in place to promote labour rights and maintain safe working conditions (targets 8.7 and 8.8).



### Gender equality

Across our Group's operations and supply chains, there are many initiatives to support the development of women (target 5.5), from the Building Future Leaders programme for women coming into leadership positions in our UK Grocery businesses, to Twinings' partnership with the Work and Opportunities for Women programme, which aims to prevent gender-based violence and harassment on tea estates in India (target 5.2). Overall, the gender balance of ABF is fairly equal, with women making up 54% of our total global workforce. For several years we have run the 'Women in ABF' network, which supports close to 1000 colleagues in managerial and professional roles across our businesses.



### Reduced inequalities

Several programmes across our Group are designed to promote inclusion, including initiatives to empower women and people with disabilities (target 10.2).

Primark have worked with ILGA World to promote LGBTQIA+ rights and have amended their recruitment process to remove any barriers to candidates with a disability; Westmill Foods work with recruitment partners that attract talent from underrepresented ethnic groups. Our businesses also provide unconscious bias training.