

## Employee Development

# Our People

### Empowering our diverse talent to shape the future

Our people are at the heart of our success. Supporting and developing every Barry Callebaut employee is in our DNA. Our history is based on passion for cocoa and chocolate, entrepreneurship and growth. Our deeply rooted values of team spirit, passion, customer focus, integrity and entrepreneurship are our strength, shining through our people's actions, radiating far beyond our Group to cocoa farmers, suppliers, customers, consumers and the communities where we operate.

We therefore maintain a strong focus on fostering our unique company culture by attracting, developing and retaining diverse talent, empowering each and every one to develop their talent to the fullest to grow our business in an entrepreneurial and sustainable way.

#### Living our values throughout the COVID-19 crisis

The COVID-19 pandemic requires a high level of resilience from all our employees worldwide. Our principal objectives are the safety of our people, and of the communities in which we operate and the continuity of our business operation. Precautionary measures were rapidly put in place to allow all our employees across the world to work safely. Our BC Cares initiative in the Americas, as well as our WellBean initiative in Europe, are examples of how we strive to support our employees while maintaining high levels of activity. Many grass root initiatives flourished both on the shop floor and in our virtual working communities. The goal was for everyone to stay connected, nurturing our family spirit, reaching out to their local communities and supplying nearby healthcare workers with personal protective equipment and chocolate gifts. We ensured the safety of all employees and everyone working in our wider supply chain whilst continuing to deliver to our customers. As part of our commitment to supporting cocoa farmers during COVID-19, we joined forces with our customers and governments to improve the livelihoods and income of cocoa farming communities. Our people supported the training in hygiene practices and distribution of 10,000 pieces of soap to cocoa farming communities in Côte d'Ivoire.

Our people created innovative solutions to deliver to our customers and keep our business running, pivoting into virtual trade fairs and launches of innovations, and by

creating an online platform to connect small chocolatiers with consumers during lockdowns. Our entrepreneurship and team spirit, allied with the deep caring for our people and customers, released the energy and creativity of each and every Barry Callebaut employee.

This crisis brought us all closer together, despite social distancing, and we are emerging with fresh insights into innovative ways of doing business knowing that "together we are stronger".

#### Leveraging diversity, inclusion and engagement

We believe that our diverse workforce and an inclusive culture are key to our success and uniqueness. We are committed to harnessing the power of diversity, to help us deliver and achieve business success in an environment where every employee is engaged, empowered and capable of achieving their very best and full potential. Our International Women's Day campaign #EachforEqual generated a companywide buzz and raised diversity awareness.

Through the Chairman's Awards we celebrate colleagues who embody the Barry Callebaut values of customer focus, passion, entrepreneurship, team spirit and integrity. This year saw eight employees recognized for outstanding work performance and a strong social commitment in their local communities.

We continued to strengthen our global employee engagement program for sustainability, Seeds for Change, enabling all employees to contribute to our Forever Chocolate commitments of making sustainable chocolate the norm by 2025. Seeds for Change is now led by 129 Ambassadors across 55 of our sites worldwide. This network of Ambassadors leads activities that enable colleagues to have a positive impact, by initiating creative solutions to reduce our carbon footprint, greening our offices and factories, cleaning and brightening up our surroundings.

#### Bringing in and developing the best talents

Attracting and developing talent is key to support our growth ambition. After strengthening our recruitment capability, referral program and our reach through social media last year, we focused on developing a new

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performance and development approach. We centred on a simple framework that allows managers and employees to have regular and meaningful conversations to help them grow, develop and perform at their best with our top leaders, and having a tailored Individual Development Plan.

We have continued our efforts to onboard our new employees, finding alternative creative solutions during the crisis to allow them to develop a sense of belonging, understand the value drivers of our business and begin building a network with colleagues all over the world.

In line with our values and our purpose of making sustainable chocolate the norm, we partnered with the Swiss Federal Institute of Technology (ETH Zurich) and Ashesi University in Accra, Ghana, to launch the “ETH Masters in Africa – Engineering for Development”, together with other Swiss companies. We also have launched a Technical Graduate Program Africa aiming at developing home-grown talent in our African operations.

Over the past year we have developed our leaders through the nine leadership programs of our Marbach Academy. We added a new flagship program, the Marbach Senior Leadership Program, investing significantly in the leadership and business skills needed for our leaders of today and the future. We never stopped our training and developmental programs during the crisis, quickly re-designing and adapting our programs for virtual classroom learning, leveraging the latest technology.

### 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 Barry Callebaut’s core values, taking personal initiative in creating value for the Barry Callebaut and collaborating in teams beyond the Group (including producers, suppliers, customers and consumers), maintaining very high standards of integrity and honesty. Our employees are incentivized to generate sustainable and long-term value for all of our stakeholders.

### Fostering a safe and unique workplace

We focused on further enhancing our practices and standards in line with our corporate policies on Labor, Health & Safety and Environment. We adhere to the Ethical Trading Initiative (ETI) Base Code, local and national legislation and our customers' expectations and requirements.

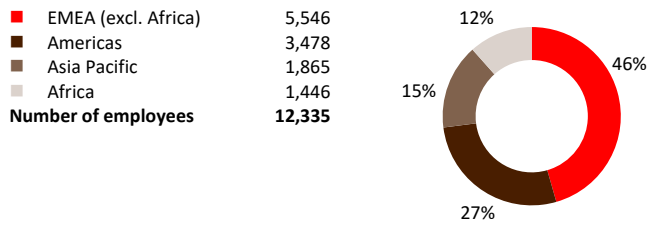
Our ongoing effort to enhance best practices for our people, the environment and the communities we operate in resulted in attractive performance improvements during the past year. The total number of Lost Time Accidents and Incidents (LTA), the indicator registering accidents resulting in absence from work, decreased by –18% in 2019/20 compared to the previous year. Of our sites, 28 out of 61 (45%) were LTA free.

Of our sites, 95% are now fully SMETA compliant, a +4% increase compared to the previous fiscal year.

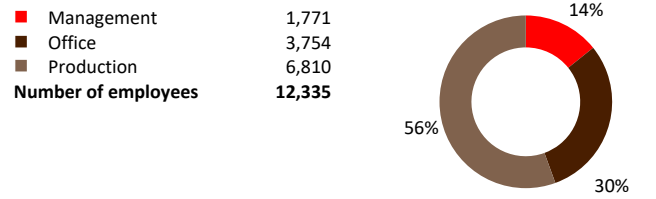


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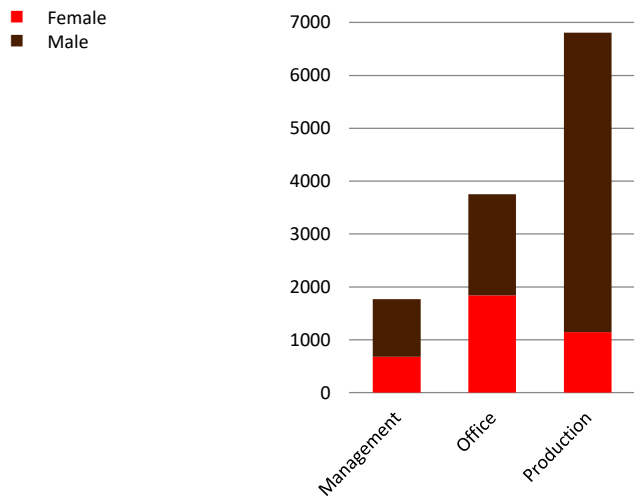
### Employees by geographic footprint<sup>1</sup>



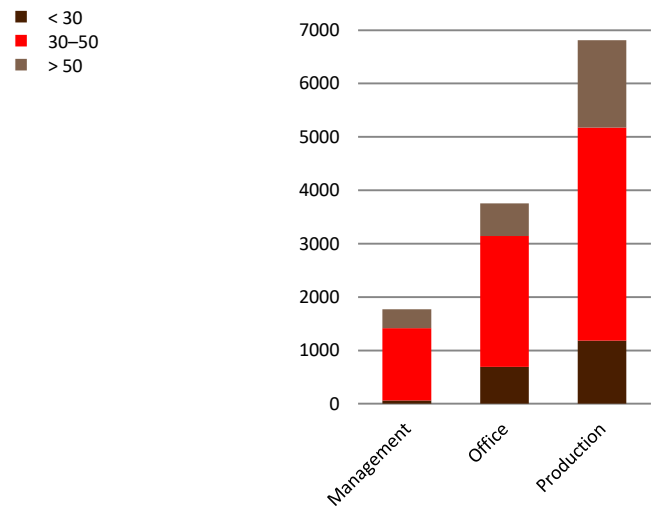
### Employees by function<sup>1</sup>



### Gender of employees by function<sup>1</sup>



### Age of employees by function<sup>1</sup>



### Average seniority in years by geographic footprint<sup>1</sup>

	2019/20
EMEA (excl. Africa)	11.0
Americas	8.1
Asia Pacific	6.2
Africa	7.6

<sup>1</sup> As of August 31, 2020