

B&S

Empowered people



Being a valued employer
for personal growth

Introduction

Our people play a central role in our 2030 sustainability strategy. By investing in our HR practices with the goal of attracting and retaining talent, we create the foundation for achieving our vision: making premium consumer goods available to everyone, everywhere. This strategic priority is known as our 'empowered people' pillar.

We want to be known as an organisation that empowers its people to take ownership of their work: to contribute to innovative ideas that help grow our business, whilst simultaneously enabling them to achieve their personal and career goals. Because when people thrive, results will follow.

To do so, we must adapt to developments and trends in the labour market and be more than just an employer. We must invest in our culture, in our rewards and benefits programmes and develop opportunities for lifelong learning and development.

Being more than just an employer

To remain competitive in today's labour market, we must provide more than just a good salary. The number of job openings vastly exceeds the number of people looking for jobs, resulting in the largest global labour shortage in nearly two decades. This challenge is expected to persist as the global population is ageing and older workers are approaching retirement. Therefore, we need to provide additional benefits that make B&S stand out from the pack and that allow us to attract and retain the talent we need to achieve our business goals.

One of the most sought-after secondary benefits is offering a flexible work environment, in which people have more freedom to choose where and when they work. Prior to the COVID-19 pandemic, working from home wasn't yet widely accepted or was even frowned upon. Now that we've learned and demonstrated that working from home, or remotely anywhere in the world, is good for people and for business, we must provide this option to employees. In fact, many job seekers will look elsewhere if we don't. The same is true for flexible work hours. This contributes to a better work-life balance and increases productivity.

Nevertheless, it is still important to be in the office from time to time. Spending time with colleagues in person contributes to healthy team dynamics and makes us feel part of the wider company. Creating a pleasant and safe work environment is therefore key.

Building an organisation that supports a healthy work-life balance also means paying attention to the shift from fulltime to parttime work. Currently, approximately 25% of total employment in the USA is parttime, compared to 36% in Spain and nearly 61% in the Netherlands¹. That's significant and a sign of shifting priorities.

Finally, company culture and values play an increasingly important role in recruiting and retaining talent. The new generation wants to work for companies that contribute to a just and sustainable world. They also want to feel a sense of purpose and belonging; to feel that their work is meaningful, and their contribution valued.

¹ [Worldbank](#)

Employability: continuous learning & striving for a safe, healthy and inclusive work environment

Learning and development

To empower people also means to invest in their professional and personal development. This contributes to a more motivated and engaged workforce which subsequently helps us achieve our ambitions.

To remain competitive as a business and productive as employees, we must stay up to date on market trends and technological and digital developments. These include the rapid growth of e-commerce, which is changing the way business is done, and the acceleration of digitisation and robotisation. In fact, 84% of employers² are accelerating their digitisation efforts to keep up with technological advances and to accommodate remote work.

To set our business up for success, we've launched our Digital First strategy. This strategy requires a focus on continuous learning and as such ongoing investments in employee training. Our employees need to develop new and diverse skill sets as well as are required to stay up to date on new developments in the space of IT, legislation and other market developments such as sustainability.

Health and safety

Employability goes beyond skills and expertise, it's also about health and creating a safe work environment. In today's fast-moving world, maintaining a healthy lifestyle is becoming increasingly important; to prevent illness, reduce absenteeism, and reduce health care costs.

Feeling healthy, focused, and energised makes work much more enjoyable and also increases employee motivation. Having a safe work environment is a license to operate; each accident that happens at our premises is one too many. Creating and maintaining a safe working environment – in our warehouses, in our offices and in higher-risk locations is a collective effort.



² The Future of Jobs Report 2020, World Economic Forum

Diversity and inclusion

Society and the workplace are becoming more diverse. Generational diversity, the number of women who (continue to) work, and the number of different nationalities working together in teams are increasing. In addition, geographic boundaries are blurring as business is becoming more and more international.

To create a diverse and inclusive work environment, we must ask ourselves questions such as: how do we ensure that generations work well together, especially as the retirement age is being gradually increased? How do we accommodate women with families and ensure equal opportunities for growth? How do we foster an environment that is inclusive of all nationalities, religions, and sexual orientations? With the right approach, we create an environment that is respectful of diversity and fosters a sense of belonging

B&S believes in the power of diversity and inclusion to enrich our workplace and grow our business. Each of us matters in spurring innovation and creativity. Having diverse teams with various backgrounds and cultures are our competitive advantage because it enables us to better serve the markets in which we operate.

Companies thrive when its employees thrive.

This requires a working environment in which people feel a sense of belonging and purpose and that offers opportunities to achieve one's personal goals. We focus on nurturing talent to become inspirational leaders of the future and attracting digital savvy talents that enable us to be a high-tech business partner and employer.

Our ambitions for 2030

- Attract, retain, and develop a workforce with the capabilities to support our growth strategy.
- Provide an entrepreneurial, safe, and inclusive environment.

Sustainable Development Goals

The 2030 Agenda for Sustainable Development was adopted by all United Nations Member States in 2015 as a shared blueprint for peace and prosperity for people and the planet, now and into the future. At its heart are the 17 Sustainable Development Goals (SDGs), which are an urgent call for action by all countries - developed and developing - in a global partnership.

We selected SDG 4, 5, 8, and 10 to monitor our progress towards our 'Empowered people' ambitions:

SDG 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.

- Target 4.3: By 2030, ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university.

SDG 5: Achieve gender equality and empower all women and girls.

- Target 5.5: Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.

SDG 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

- Target 8.5: By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.
- Target 8.8: Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment.

SDG 10: Reduce inequality within and among countries.

- Target 10.2: By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status.
- Target 10.3: Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard.



Our commitments



Safeguard employee health, safety and well-being

We will promote and protect the mental and physical well-being of employees.

We will achieve this by encouraging safe behaviours, implementing additional health and safety measures, and helping employees make informed decisions to achieve and maintain a healthy lifestyle.

Target

- Absenteeism rate in line with or lower than market average
- Zero accidents



Develop our people and talent

We will attract and retain talented employees to develop a happy and engaged workforce that matches our growth strategy.

We will achieve this by offering professional and personal development opportunities.

Target

- Learning is available to everyone



Be diverse and inclusive

We will cultivate an inclusive work environment that fosters and is respectful of different ideas, perspectives, and beliefs. We believe that every B&S employee deserves to feel welcome, valued and safe.

We will achieve this by ensuring equal opportunities and fair treatment for all employees in order to attract people from the broadest talent pool.

Target

- 40% M/F in senior management*

*Senior management are employees in salary range K and above.

Our principles



Safeguard employee health, safety and well-being

Fit for work

We promote the vitality of our employees and provide tools for maintaining a healthy lifestyle.

Safe working conditions

We ensure and encourage safe working conditions and a healthy work-life balance.

Satisfied and engaged

We stimulate connection with the company to retain staff and increase business growth.



Develop our people and talent

Welcome to B&S!

We give new employees a warm welcome and introduce our company, culture, norms, values, and way of working.

Learning

We ensure necessary learning is available to all employees across all B&S locations.

Development

We offer tailor-made professional and personal development tracks for starters, professionals, and management.



Be diverse and inclusive

Recruitment

We provide equal opportunities and pay from the start.

Work environment

We cultivate a work environment in which an employee's identity in no way influences their career path and opportunities. Employees feel safe to voice any concern.

Awareness & communication

We remove bias and believe people excel and stay when they feel a sense of belonging.



Our plan of action



Safeguard employee health, safety, and well-being

Fit for work: we promote the vitality of our employees and provide tools for maintaining a healthy lifestyle.

- We encourage employees to eat healthier by offering healthy, sustainable, and affordable meals in our restaurants.
- We encourage employees to exercise more by providing access to gym facilities, either at our office or at another location, and by promoting cycling to work.
- We encourage our employees to quit smoking and offer preventive help in case of dependency problems.
- We inform our employees who work irregular hours about healthy sleeping patterns and habits.
- We offer our employees help with financial problems through a Budget Coach.
- We offer our employees a periodic medical exam (PMO) every five years.

Safe working conditions: we ensure and encourage safe working conditions and a healthy work-life balance.

- We ensure our employees work in a safe working environment by adhering to legal working conditions, having well-maintained machinery and transport vehicles, and through the provision of personal protection equipment.
- We have a Safety & Security discipline in place that is committed to safety management, security management and integrity & review.
- We regularly conduct a Risk Inventory and Evaluation (RI&E) and implement the action points for improvement.
- We have prevention officers in place whose role is to signal risks in the work place when necessary to HR and the Safety and Security teams
- We have health and safety policies and procedures in place which explain in detail how we work.



- We repeat health and safety instructions to our employees every year. This amongst others includes instructions regarding how to work safely, how to deal with physical work responsibly, how to operate machinery and rolling transport equipment, how to use personal protective equipment, and how to best design your home office.
- Our employees in higher risk and remote regions and countries are extensively trained to perform in such environments with specialized training courses including safety, security, personal health and hygiene.
- We have an accident and incident notification system in place and regularly analyse (possible) incidents and accidents at work and initiate actions to prevent recurrence.
- We provide all employees with a safe learning space and environment to voice concerns.
- We promote the importance of a healthy work-life balance. We will address working from home, dealing with stress on the job, and workload management, and train management on which signals to watch out for.

Satisfied and engaged: we stimulate connection with the company to retain staff and increase business growth.

- We periodically present our mission, vision, and results to our employees.
- We measure employee satisfaction annually by means of an Employee Satisfaction Survey (MTO). Based on the results, we initiate follow-up actions to increase employee satisfaction and, consequently, employee commitment.
- We encourage employees to celebrate successes with each other.
- We use continuous learning and development as a tool to keep our employees engaged.
- We use internal mobility as a tool to retain talent, reduce recruiting costs, and support business continuity and growth.



Develop our people and talent

Welcome to B&S! we give new employees a warm welcome and introduce our company, culture, norms, values, and way of working.

- We provide an onboarding coach for every new employee so that they immediately know who to approach with questions, and what they can expect in terms of guidance and work over the next few weeks.
- We ensure all new employees complete the onboarding course, regardless of their function and level. Elements include, but are not limited to, an introduction to B&S and its entities and general information of our policies such as our personnel guide, Code of Business Ethics, and safety instructions.
- We adapt the onboarding course to specific functions and departments with detailed, tailor-made instructions.

Learning: we ensure learning possibilities are available to everyone, everywhere.

- We encourage employees to continue learning and offer learning paths at various levels within the organisation
- We give all our employees access to a digital portal, from which the employee can select suitable training courses.
- We make sure our employees have the right knowledge and skills to be and remain employable.
 - We ensure employees receive all training required to execute their tasks safely e.g. health & safety training, forklift truck training.
 - We ensure employees receive the training they need to retain their accreditation
 - We look for new development opportunities within the organisation; job rotation and mobility are key instruments in learning new skills.



Development: we offer tailor-made professional and personal development tracks for starters, professionals, and management.

- We encourage employees to discuss their development wishes with their manager during (year-end) evaluation conversations.
- We encourage managers to have constructive conversations with employees make use of the learning budget to get the best out of themselves.
- Advancement track – we offer professional and personal development for juniors. This track looks at the employee's strengths and areas of improvement and how they relate to the job. Based on this, a specific track will be set up for the employee to work on their personal and job-specific goals.
- Professional track – we offer professional and personal development for employees who want to grow into a manager or specialist role. The professional track is intended for employees who strive to specialise within their field of expertise or who strive to hold a management position and want to develop their leadership skills.
- Management development track – we stimulate the development of personal leadership of current managers. This track is mainly focused on personal leadership, giving feedback, and conducting interviews. A good manager keeps an eye on their employees and makes sure they are comfortable and enjoy their work. A good manager also encourages their employees to utilise their strengths and be the best version of themselves.



Be diverse and inclusive

Recruitment: we provide equal opportunities and pay from the start.

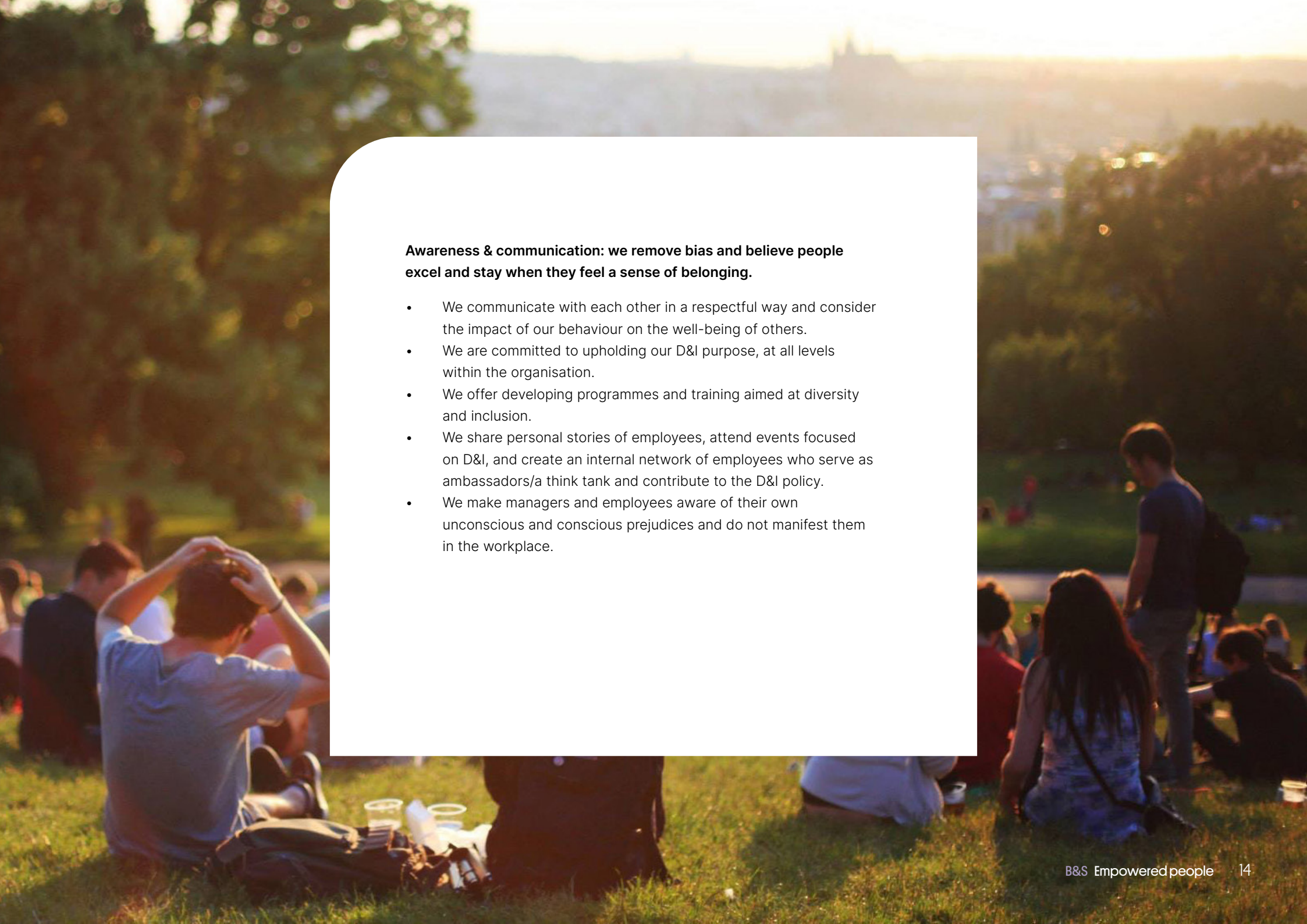
- We recruit, employ, pay, and promote based on job requirements, responsibilities, and merit.
- We do not discriminate on the basis of age, gender identity, disability, race, ethnicity, origin, religion, sexual orientation, political orientation, economic background, or any aspect of a person's identity that bears no relation to their ability to perform the job.
- We ensure an inclusive recruitment process that appeals to people from different backgrounds.

Work environment: we cultivate a work environment in which an employee's identity in no way influences their career path and opportunities. Employees feel safe to voice any concern.

- We believe diversity and inclusion is a company interest that is pursued within all layers of the organisation; we pursue diverse teams that work together to make sure we are equipped to work effectively with our business relations.
- We have and execute a generation policy to ensure all generations are valued for their capabilities.

- We pay attention to and create awareness of equal opportunities during (salary) assessments and in the context of promotions.
- We have a zero-tolerance policy against disrespectful, hostile, and violent behaviour of any kind. This includes bullying, violence, discrimination, (sexual) harassment, abuse, intimidation, and exploitation.
- We report, and encourage others to report, incidents of harassment or retaliation to our Human Resources representative, designated confidential representatives, or anonymously using the external hotline.
- We take all harassment complaints seriously. Managers will be trained to be attentive to possible cases of intimidation or harassment and to create a safe environment for employees to report potential violations.



A group of people is sitting on a grassy hill at sunset, looking out over a city. The scene is bathed in the warm, golden light of the setting sun, with silhouettes of trees and buildings in the background. In the foreground, a person is sitting with their back to the camera, hands on their head, while others are scattered around, some sitting and some standing. The overall atmosphere is peaceful and contemplative.

Awareness & communication: we remove bias and believe people excel and stay when they feel a sense of belonging.







- We communicate with each other in a respectful way and consider the impact of our behaviour on the well-being of others.
- We are committed to upholding our D&I purpose, at all levels within the organisation.
- We offer developing programmes and training aimed at diversity and inclusion.
- We share personal stories of employees, attend events focused on D&I, and create an internal network of employees who serve as ambassadors/a think tank and contribute to the D&I policy.
- We make managers and employees aware of their own unconscious and conscious prejudices and do not manifest them in the workplace.

Our strategy & commitments in motion

We are already taking action to build a more sustainable future and contribute to the well-being of the communities in which we operate. Join us and follow our progress at www.bs-group-sa.com/about-us/sustainability/

Principles and policies

B&S has various sets of policies in place governing the performance of its entities and ensuring implementation of action plans throughout our company. More information can be found in the following publications:

-  Climate action
-  Be resource conscious
-  Responsible products and responsible sourcing
-  Empowered people
-  Code of Business Ethics
-  Supplier Code of Conduct

[Go to documents](#)

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