

# SUCCESS FACTORS

THE WAY WE WORK



## TEAM MEMBERS

*Family  
Bakers*  
**Warburtons**

“It’s people like me and my colleagues who can make a difference through what we do, every day.”

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# Our Success Factors

Dear colleague,

Quality is something that we at Warburtons pride ourselves on. From the wheat we buy to the products we make, it has been core to our success over the years. In fact you could say quality is in our DNA.

But quality doesn't just stop with our ingredients and our products. Without quality people with the right vision, hard work and commitment we wouldn't be where we are today.

Times have changed, and growth in a tough market is hard to achieve, which is why having the right people with the right skills in the right roles is more important than ever before.

Equally, to remain competitive, we must draw on what makes Warburtons special; our family culture and core values which underpin everything we do.

That is why the **Warburtons Values and Success Factors** are essential to our future success. Ensuring we have the right guiding framework for everyone in the business...if our people grow and achieve, our business will grow and succeed.

We all have a role to play. We hope these Success Factors, along with our values and the right guidance and support, will help you achieve your potential.

Regards,

*Sue*

Sue Yell  
HR Director

“Creating a workplace and culture that is inspiring and engaging is an essential element of running a responsible and successful business.”



# Introduction

This guide details the Success Factors for the team member bands within Warburtons:

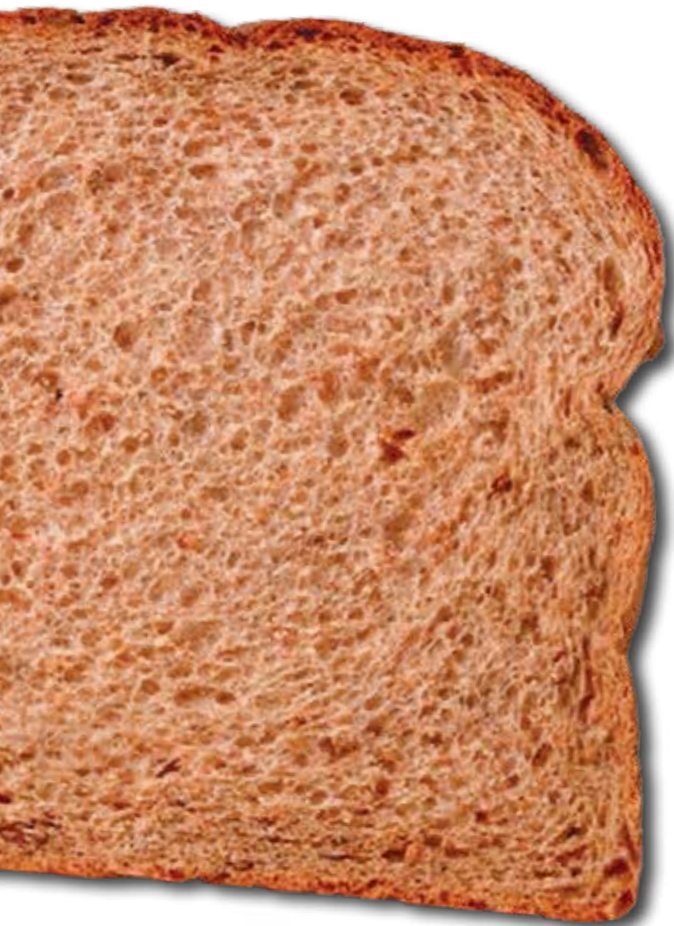
The four Success Factors are:

- Raising the Bar
- Driving for Results
- Winning as a Team
- Energy & Engagement

While what we do is important, **how** we achieve these results is just as important. We can all be made to deliver and comply, but the real skill is inspiring people to deliver; creating a work environment where people want to succeed.

This guide describes the behaviours we expect to see for each of the Success Factors. Additionally, the guide provides examples of both positive and contrary behaviours.

The **indicators** detailed should be seen as examples and they illustrate **how** we should and should not be achieving our results. The behavioural **descriptors** and **indicators** should not be viewed as a checklist.



# Our values

Our values serve to govern our decision making; they provide us with a guiding set of principles that we use to help us take decisions. We all have our own personal values and the Warburtons values provide a Company-wide framework that enables consistency, standards and, ultimately, helps us to create and maintain a unique and successful Company culture.

Our values have guided our decisions throughout our history. They have evolved as the Company has developed. Warburtons values are summarised opposite.

These values underpin the Success Factors – the behaviours we expect to see, and it is the combination of these that defines the way we work.

For example, the Success Factor Driving for Results pushes us to deliver financial success. Running a profitable business is vital, but we must not compromise our values - our financial goals and objectives must be achieved responsibly.

I'm really proud to work for a family business – one that values its people and puts quality at the centre of what we do.



**Family**



**Ambition**



**Responsibility**



**Care**



**Quality**

# How it fits together

The Success Factors are used throughout the organisation. We have behavioural indicators for our Leaders, Managers and Specialists which describe the behaviours we expect from those that lead and manage the business. We also have behavioural indicators for team members which describes the behaviours we would expect of those who engage in a team member role.

The Success Factors are integral to all stages of an employee's experience at work, from attracting and selecting employees, succession planning and career development, learning and development, performance management and recognition and reward.

For example, the Success Factors are used as part of the Warburtons Performance Management process. By using the descriptors and examples in this booklet you are able to see a clear indication of the expectations of a team member and therefore will be able to discuss more specific feedback with your line manager as to how you are performing. The Success Factors; their descriptions and indicators are designed to help you identify your areas of strength and opportunities for further development. The Positive and Contrary Indicators are examples, they illustrate the behaviours we expect to see and those we do not expect to see.

The Success Factors descriptions are not exhaustive and should not therefore be used as a checklist. The descriptions should be used as an overall guide as to the behaviours expected.

If you have any questions about Warburtons values or Success Factors, please contact your line manager or Human Resources.



# Success Factors overview

## Success Factor

### Raising the Bar



This is a team member who is comfortable with looking for better ways of doing things. Someone who challenges current practice and contributes new ideas to the benefit of the team. Someone who looks to act on feedback and develop their own skills and knowledge. A team member who is positive towards change and raising the bar for themselves and in everything we do, as a team.

### Driving for Results



This is a team member who understands our business and aligns everything they do to our business strategy. They readily understand and contribute to our health & safety record, our profitability and costs savings. Someone who demonstrates they understand customer expectations and finds ways of delivering to (or exceeding) these.

### Winning as a Team



This is a team member who understands how the team works together to achieve business results. This team member is committed to our cause and gives selflessly in the pursuit of our team goals. A team member who communicates well and is a positive influence on the dynamic of the team.

### Energy & Engagement



This is a team member who creates a positive impact and demonstrates passion for what they do and how they do it. They demonstrate personal commitment to quality and excellence in all they do. This is someone who values the knowledge, skills and experience of other team members and the diversity on our team. A team member who, every day, demonstrates a high degree of integrity and a positive personal impact on others. Someone who lives our values.



# Raising the Bar

This is a team member who is comfortable with looking for better ways of doing things.

Someone who challenges current practice and contributes new ideas to the benefit of the team. Someone who looks to act on feedback and develop their own skills and knowledge.

A team member who is positive towards change and raising the bar for themselves and in everything we do, as a team.

Exceeding	<ul style="list-style-type: none"> <li>Proactively volunteers to improve safety in Warburtons</li> <li>Proactively and consistently analyses own performance, and seeks feedback from a variety of sources</li> <li>Looks to other departments or externally for ways of improving</li> <li>Initiates reviews of processes and working methods to improve business performance</li> <li>Identifies opportunities to stretch and take on more responsibility</li> <li>Actively sells the benefit of change to others</li> </ul>
Very Good	<ul style="list-style-type: none"> <li>Makes suggestions to improve safety</li> <li>Asks for feedback and then acts on it appropriately.</li> <li>Makes suggestions and is always on the lookout for new ideas to improve quality</li> <li>Challenges existing processes and procedures and always looks to improve quality</li> <li>Is willing to work outside of their comfort zone</li> <li>Sees change as a positive thing</li> </ul>
Good	<ul style="list-style-type: none"> <li>Provides suggestions to improve safety when asked</li> <li>Is receptive to feedback when given</li> <li>Is receptive to new ideas and provides input when asked</li> <li>Is capable of challenging the norm when encouraged to do so</li> <li>With support from manager or colleagues, works beyond role profile</li> <li>Can adopt change but may require coaching and support</li> </ul>
Inconsistent	<ul style="list-style-type: none"> <li>Shows basic understanding of safety when questioned directly</li> <li>Is not always receptive to feedback</li> <li>Can make some improvements under direction and supervision</li> <li>Can try out new ways of working but under direction and close supervision</li> <li>Is able to take on some new tasks but requires close supervision</li> <li>Late to adopt change and only through close supervision and support</li> </ul>
Red Flag	<ul style="list-style-type: none"> <li>Does not promote Health and Safety within their team</li> <li>Has no interest in helping or developing themselves</li> <li>Has no interest in improving Warburtons performance or the quality of their output</li> <li>Unwilling to try new things, is negative towards new ideas</li> <li>Works within a narrow remit of set tasks</li> <li>Is resistant to change</li> </ul>



# Driving for Results

This is a team member who understands our business and aligns everything they do to our business strategy.

They readily understand and contribute to our health and safety record, our profitability and costs savings.

Someone who demonstrates they understand customer expectations and finds ways of delivering to (or exceeding) these.

Exceeding	<ul style="list-style-type: none"> <li>● Acts as an ambassador in promoting safety across the business</li> <li>● Takes part in wider business forums to enhance customer relationships</li> <li>● Demonstrates a high degree of resilience and continually reviews performance of themselves and others</li> <li>● Demonstrates high degree of critical thinking in decisions within their remit</li> <li>● Sets and maintains a high level of productivity daily, and is entirely self-managed</li> <li>● Is able to commit themselves to tasks beyond their area of responsibility to help others achieve</li> </ul>
Very Good	<ul style="list-style-type: none"> <li>● Safety first! Does not let anything come before safety</li> <li>● Always looking to build their understanding of internal and external customer needs</li> <li>● Never lets failure put them off, listens to feedback and puts their learning into practice</li> <li>● Is comfortable making effective decisions based on gathering correct information and using sound reasoning</li> <li>● Can prioritise their workload to meet the demands of the business</li> <li>● Applies themselves effectively to the tasks they are responsible for</li> </ul>
Good	<ul style="list-style-type: none"> <li>● Can work safely and works safely with minimal prompting</li> <li>● Generally develops positive relationships with either internal or external customers with support</li> <li>● Is able to recover from setbacks though may require some coaching</li> <li>● Can make reasonably effective decisions but may require support to do so</li> <li>● Is able to manage themselves with some coaching and support</li> <li>● Generally gets on with completing tasks but may need some coaching or support to do so</li> </ul>
Inconsistent	<ul style="list-style-type: none"> <li>● Requires some prompting or coaching to adhere to safety principles</li> <li>● Has inconsistent relationships with either internal or external customers</li> <li>● Performance is affected by setbacks and requires support to recover and learn from these</li> <li>● Decisions are inconsistent and not always logical</li> <li>● Often requires support to manage own workload effectively</li> <li>● Can be side-tracked from tasks on occasions and required to be helped on track</li> </ul>
Red Flag	<ul style="list-style-type: none"> <li>● Safety is not a primary concern for them</li> <li>● Does not care about their internal and/or external customers or consumers – does not take the time to get to know them</li> <li>● Doesn't learn from experience or feedback</li> <li>● Makes no decisions, or poor ones based on poor quality thinking</li> <li>● Displays a disorganised approach to role priorities and how workload is managed</li> <li>● Does not take ownership for their area – lets other people down</li> </ul>

# Winning as a Team

This is a team member who understands how the team works together to achieve business results.

This team member is committed to our cause and gives selflessly in the pursuit of our team goals.

A team member who communicates well and is a positive influence on the dynamic of the team.

Exceeding	<ul style="list-style-type: none"> <li>● Goes out of their way to make sure customer needs are met every time</li> <li>● Proactively sets up forums or initiatives to gather views and ideas</li> <li>● Is seen as a key player across their area, someone who is always there for the team</li> <li>● Articulates common goals across their area and enrolls others in achieving them</li> <li>● Is seen as a role model in shaping our values</li> <li>● Can influence and negotiate to produce excellent outcomes</li> </ul>
Very Good	<ul style="list-style-type: none"> <li>● Is flexible in order to meet the needs of their customer</li> <li>● Includes and encourages others. Is willing to listen to new ideas</li> <li>● Is reliable, helps others and gives their time and experience</li> <li>● Is committed to working towards a common goal</li> <li>● Demonstrates honesty and integrity when dealing with their team mates</li> <li>● Uses appropriate tactics to diffuse difficult situations</li> </ul>
Good	<ul style="list-style-type: none"> <li>● Able to meet internal and external customers needs consistently and with minimal input</li> <li>● Is broadly receptive to the input of others and to new ideas</li> <li>● Is willing to give others their time when asked</li> <li>● Demonstrates they understand the need to work to a common goal</li> <li>● Demonstrates integrity and honesty in most situations</li> <li>● Is able, with encouragement, to resolve issues with team mates</li> </ul>
Inconsistent	<ul style="list-style-type: none"> <li>● Has to consistently be reminded of the importance of meeting internal or external customer needs</li> <li>● Is not as receptive to new ideas</li> <li>● Is not a reliable team member. Does not work with their team to achieve a common goal</li> <li>● Will work to a common goal if persuaded of necessity</li> <li>● Cannot always be relied on to do things with integrity</li> <li>● Is not always able to resolve issues with team mates</li> </ul>
Red Flag	<ul style="list-style-type: none"> <li>● Provides poor quality work or service to their customer or to the end consumer</li> <li>● Blocks new ideas and believes the old ways are better</li> <li>● Does not pull their weight – dislikes getting involved</li> <li>● Is only focused on themselves and is not concerned with team goals</li> <li>● Creates issues in the team because of the way they deal with team mates</li> <li>● Makes difficult situations even worse through confrontation or poor choice of language</li> </ul>

# Energy and Engagement

This is a team member who creates a positive impact and demonstrates a passion for what they do and how they do it.

They demonstrate personal commitment to quality and excellence in all they do. This is someone who values the knowledge, skills and experience of other team members and the diversity in our team.

A team member who, every day, demonstrates a high degree of integrity and a positive personal impact on others. Someone who lives our values.

Exceeding	<ul style="list-style-type: none"> <li>Communicates safety initiatives with passion and commitment</li> <li>Is a role model for Warburtons business</li> <li>Goes to enormous lengths to ensure business objectives are met</li> <li>Communicates Company performance and takes active role in sharing this with the team and beyond</li> <li>Talks about the business with high degree of passion and optimism</li> <li>Always puts needs of business and others, before themselves</li> </ul>
Very Good	<ul style="list-style-type: none"> <li>Always behaves safely and encourages safe behaviour</li> <li>Is polite, smart and helpful – thinks about the Warburtons brand</li> <li>Does that bit extra, above and beyond, to ensure they deliver quality on time</li> <li>Is interested in Company performance and position in the marketplace</li> <li>Talks positively about the business</li> <li>Will do the right thing even if it means more work</li> </ul>
Good	<ul style="list-style-type: none"> <li>Works and behaves in a safe manner</li> <li>Represents Warburtons well</li> <li>Can show willingness to go above and beyond when encouraged</li> <li>Is able to talk about Company performance if asked</li> <li>Is generally positive when questioned about the business</li> <li>Can be relied on to do the right thing with support and coaching</li> </ul>
Inconsistent	<ul style="list-style-type: none"> <li>Does not consistently display enthusiasm for safety</li> <li>On occasions has to be reminded about own image and impact</li> <li>Will only go above and beyond if persuaded to do so</li> <li>Has a limited knowledge of company performance</li> <li>Generally finds more negative than positive things to say about the business</li> <li>Does not always do the right thing preferring to do what is easiest</li> </ul>
Red Flag	<ul style="list-style-type: none"> <li>Is willing to compromise Health &amp; Safety as demonstrated through their behaviour</li> <li>Does not care about the Warburtons image</li> <li>Has a negative attitude to their work and shows little concern for outputs and quality</li> <li>Takes little interest in the Company performance</li> <li>Has a negative attitude towards the business in general</li> <li>Consistently makes the wrong choices in situations to avoid having to do more work</li> </ul>



**WarburtonS**  
Family Bakers