

Shape the Warburtons culture

Acts in accordance with the Warburtons values while modelling the culture to align with current and future business conditions.

First Line Managers and Technical Specialists

Description:

Acts in a responsible manner that is consistent with the Company's values. Demonstrates a clear understanding of and lives the Warburtons values. Embraces new opportunities and approaches and encourages others to do so. The individual demonstrates a clear understanding of the importance of quality and encourages others to do so. Treats safety as a key business priority. Seeks to understand, collaborate and act on other people's views and opinions. Open to new ways of working and encourages others to do so.

Positive indicators:

- Behaviours are in tune with the values of the organisation
- Processes are reviewed and revised in order to make improvements
- Actively engages people with new initiatives and changes
- Quality standards are clearly defined and understood by all; challenges work that is below standard
- Abides by safety policies, procedures and guidelines
- Is aware of and understands the latest business results
- Takes the time to communicate effectively with others, enabling them to see things differently

Contrary indicators:

- Shows no understanding of the Company values and ethos
- Little changes even though mistakes or errors occur
- Is negative about new initiatives and changes
- Shows limited appreciation of the importance of quality and makes little effort to make improvements
- Safety policies are ignored
- Shows no interest in business results/performance
- Rarely challenges the accepted norm or gives support or encouragement to others that do

Middle Managers and Advanced Technical Specialists

Description:

Acts in a responsible manner that is consistent with the Company values. Develops efficient systems, processes and controls in line with the values. Personally displays and encourages in others an appetite to support and drive new initiatives. Through action, demonstrates that quality is a key business priority. Treats safety as a key business priority. Builds business relationships with others. In touch with operational reality and delivers accordingly. Provides leadership and support to enable people to do things differently.

Positive indicators:

- Behaves in accordance with the Company values and ethos and encourages others to do likewise
- Gathers and reviews information in order to make improvements to systems and processes
- Is enthusiastic in support of new business initiatives and drives change in the business
- Ensures the team clearly understands the importance of quality and ensures that quality is a priority
- Challenges others who fail to work safely or who fail to follow safety policies and practices
- Is in regular contact with people from other functions and is aware of how the organisation is performing
- Challenges the accepted way of thinking and looks for new and innovative ways of working

Contrary indicators:

- Shows no interest in or understanding of Warburtons values and ethos
- Ways of working are dated and unrefined and even though waste is a significant issue, little is done to remedy the situation
- Is negative about new business direction and initiatives
- Quality is poor or of variable standard; little is done to make improvements
- Procedures designed to improve safety are flouted and no action is taken
- Is apathetic and reserved and has limited interaction with own team

Business Leader/ Senior Manager

Description:

Acts in a responsible manner that is consistent with the Company values. Develops solutions that align with the Warburtons values. Adopts an entrepreneurial approach to drive business success. Demonstrates a steadfast commitment to quality excellence. Treats safety as a key business priority. Interacts with and is visible to people at all levels of the organisation. Challenges deeply held assumptions and outdated practices.

Positive indicators:

- Upholds the Company values and challenges those who don't behave accordingly
- Champions Warburtons culture promoting its benefits and value to others
- Fosters a climate that encourages the seeking of new business opportunities and initiatives
- Sets strategic objectives to deliver best in class quality
- Fully supports safety policies, practices and initiatives in order to ensure a safe operation
- Proactively builds and utilises an effective network both within and outside of Warburtons
- Continually looks for new opportunities and never accepts current performance as good enough

Contrary indicators:

- Overtly and inappropriately criticises and undermines Warburtons values and ethos
- Unable to demonstrate any significant improvements of changes in policies, processes or procedures
- Happy with the 'status quo'; does not seek entrepreneurial opportunities or encourage others to do so
- Knowingly compromises quality and safety to achieve financial goals
- Works in isolation with little regard for or interest in the wider business