

## The Bournville Identity – Cadbury Culture Gains Golden Ticket

It may be 178 years since John Cadbury's Birmingham based tea shop made the inspired decision to start manufacturing drinking chocolate, yet the innovation and high standards established back in the 1830s continue to thrive in the company's unique corporate culture today.

A leading global confectionery company with an outstanding portfolio of chocolate, gum and candy brands, Cadbury currently employs over 4,600 people in the UK.

The company has this year achieved UK's Best Workplace status, awarded by the Great Place to Work® Institute in the very first year Cadbury entered the programme. Chris Van Steenberg, Cadbury's Chief Human Resources Officer comments:

**"We're thrilled to be named as one of the UK's Best Workplaces. Cadbury people certainly feel it is a place where they can really make a difference, both in teams and as individuals. It is part of the company's strong heritage and this positive working environment and our performance driven, values-led culture is key to our success."**

Cadbury's values of performance, respect, integrity and responsibility all read well on paper, yet it's how well Cadbury has brought these values to life in the workplace that really make them a company worth banging a drum about (even if you don't happen to be a gorilla).

Cadbury understands that its values begin with its people. No surprise then that the company adopts a rigorous interviewing process, based upon testing for core leadership qualities.

Cadbury places a particular emphasis on the quality of management and believes that managers are the lens through which colleagues see the company - and the company sees colleagues. It has recently launched a 'Purple Hearts' award, which recognises great people managers identified through the Coaching Survey. Its 'Growing Our People' programme has been running for five years and through this 3-day programme, its line managers develop coaching skills as well as a deeper understanding of their strengths and development areas as people managers.

When it comes to achieving the values of respect and integrity, Cadbury draws from the Quaker values established in 1824 which have been continued by subsequent generations of Cadbury leadership and employees over the years.

Employees talk about how friendly Cadbury people are, and many make lifelong friendships during their time at the company. New colleagues remark that the values are not just words but something everyone tries to live up to every day.

Like all successful work cultures, Cadbury listens and communicates with staff using a variety of media suited to its business. Cadbury is particularly interested in giving its staff a voice. For example a 'Tell Trevor' system is currently in place which enables staff to field any ideas or send questions directly to the company's Britain & Ireland President, Trevor Bond.

Cadbury takes a responsible approach to the wellbeing of its staff, with a multi-disciplinary Occupational Health department at its main site in Bournville, and smaller facilities in some of its other sites. In addition there are three NHS/private dentists who treat employees and their families. The company also recently launched a 'Fit for Life' campaign which offers a range of free or contributory fitness facilities for all employees across the UK.

Cadbury is also a company that takes global corporate social responsibility very seriously. This was exemplified in July 2009 with the Fairtrade certification of its flagship brand, Cadbury Dairy Milk, in the UK. Cadbury intends to build on this globally and its commitment is expected to quadruple the amount of cocoa sold under Fairtrade terms in Ghana.

Cadbury has also revolutionised its business in response to the challenge of climate change, and in 2007 became the first food manufacturer to promise 'absolute' (rather than 'relative') carbon reduction. The new plan was called Purple Goes Green - a campaign for action – and a great example of this programme in action is its recent seasonal campaign where Cadbury trialled new cardboard packaging for its Roses tins - saving over 200 tonnes of metal, annually. How's that for sweetness and light!

Whether Cadbury be nurturing its people, brands and products, farmers or the planet, they are still when all's said and done a business. A business with a firm belief that doing good is good for business. Forrest Gump claimed life was like a box of chocolates - you could never know what you were going to get. But you can bet that whatever you get from Cadbury, it will be performance driven and values led.