

Employee Development

Our People

Empowering our diverse talent to shape the future

Our people are at the heart of our success. Our history is based on passion for cocoa and chocolate, entrepreneurship and growth. Our strength stems from the contribution of every Barry Callebaut employee living the company values – customer focus, passion, entrepreneurship, team spirit and integrity – and being empowered to apply their talents to the fullest. We therefore maintain a strong focus on fostering our unique company culture by attracting, developing and retaining diverse talent from all over the world to grow our business in an entrepreneurial and sustainable way.

Leveraging diversity, inclusion and engagement

A diverse workforce and an inclusive culture are key to our Company's success and uniqueness. We are committed to harnessing the power of diversity to achieve business success, in an environment where every employee is engaged, empowered and capable of achieving their very best and full potential.

Through the Chairman's Awards we recognize our colleagues who embody the Barry Callebaut values of customer focus, passion, entrepreneurship, team spirit and integrity. This year saw 13 employees recognized for outstanding work performance and a strong social commitment in their local communities.

At the end of 2018, we introduced Seeds for Change, a global employee engagement program for sustainability, enabling all employees to contribute to our Forever Chocolate commitments. It arose from the need and desire of our employees to play their part in achieving the objectives of Forever Chocolate, Barry Callebaut's plan to make sustainable chocolate the norm by 2025. Seeds for Change is now led by 162 Ambassadors across all our sites worldwide. The Seeds for Change Ambassadors are leading activities that enable colleagues on site 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. Through these activities employees are earning Pod Points which are used to buy seedlings for cocoa farmers participating in our sustainability initiatives. Seedlings have the triple benefit of improving farmers' livelihoods, capturing carbon, and increasing crop diversity at the farm level. Seeds for Change has generated considerable momentum and enthusiasm

among all employees and has quickly become a key source for hands-on sustainable solutions throughout our offices and organization and a fantastic engagement opportunity for all.

Bringing in and developing the best talents

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

The One Young World Summit was one of many activities designed to promote dialogue and engagement with young talent. Held in The Hague, the Netherlands, in October 2018, this summit provided a platform for our senior leaders to engage with millennials on a number of topics relevant to Barry Callebaut, which is crucial for attracting future talent.

We have increased our efforts to onboard our new employees with a full-immersion program that allows them to develop a sense of belonging, connect with every part of the business, get up to speed on our Company's values and begin building a network with colleagues all over the world.

Over the past year we also invested in an online learning platform focusing on technical and professional skills, fostering a continuous learning culture. We continued to grow our leaders through the Marbach Academy. We welcomed 213 participants to the Academy. In 2018/19 we launched five new programs, bringing the total number of available programs to nine. The Marbach Programme is using a blended learning methodology, combining on-line trainings, classroom courses and experiential learning.

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. Our employees performance is measured against focus on creating a unique customer experience, being passionate about chocolate and cocoa, taking personal initiative to explore new trends and innovate, collaborate in teams beyond the company

Employee Development

(including producers, suppliers, customers and consumers) and having 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

After revising our corporate policies on Labor, Health & Safety and Environment last year, we focused in 2018/19 on further enhancing our practices and standards in line with industry best practice. 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. Our Lost Time Accidents (LTA) in 2018/19, the indicator registering each accident resulting in absence from work, was 102, a reduction of 28% compared to the previous fiscal year. Our annual (Lost Time) accidents rate was 0,99 per 100 FTE's. This is an improvement of 35% compared to the previous year.

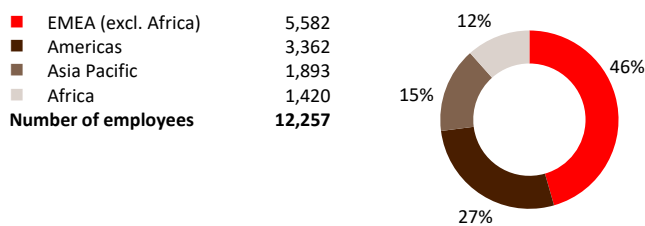
Of our sites, 91% are now fully SMETA compliant, a 10% increase compared to the previous fiscal year.

We are proud that Barry Callebaut's plan to make sustainable chocolate the norm, Forever Chocolate, is considered the #1 sustainability strategy in the packaged foods industry by Sustainalytics. This result was achieved thanks to our people's commitment to the management of the environmental, social and governance risks in our supply chain.

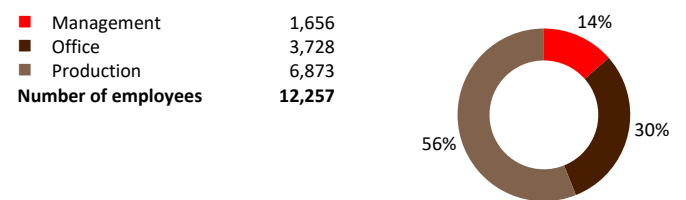
Average seniority by Region in year

	2018/19
EMEA (excl. Africa)	10.8
Americas	8.1
Asia Pacific	5.7
Africa	7.0

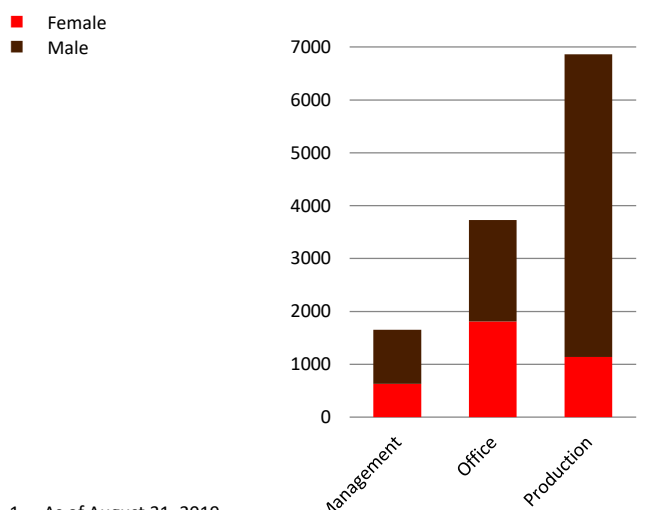
Employees per Region¹



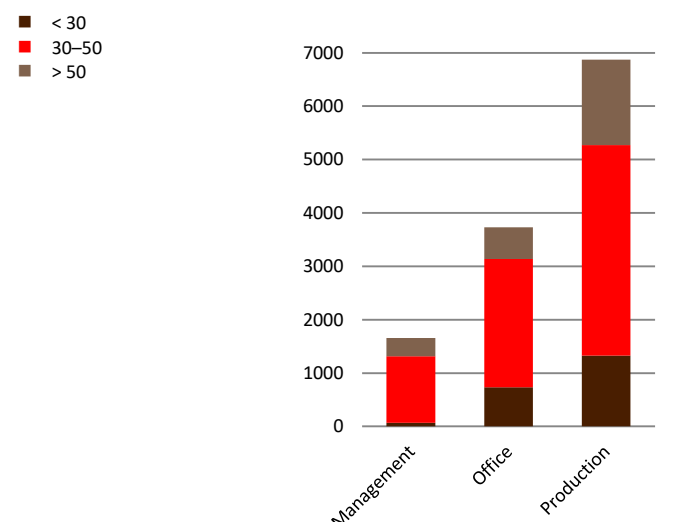
Employees per function¹



Gender of employees by function¹



Age of employees by function¹



¹ As of August 31, 2019