

Bidfood Health & Wellbeing Strategy



2022/23



Introduction

Bidfood's vision is to be the best foodservice provider and a positive force for change. We recognise that the only way to achieve our vision is to make sure our people are healthy, happy and motivated to be at their best and thrive in a business that really cares.

The COVID-19 pandemic has had an immeasurable impact on people in many different ways. There is of course the physical impact of the virus on individuals, but the mental, financial and social impact has arguably been greater on us collectively. However, there is a silver lining and that has been the significant increase in awareness of health and wellbeing and the impact it can have on our personal and working lives.

In Bidfood, we have always cared about our employees, offering a wide range of benefits and individual support for those who need it. But we want to go further than that, providing more tools, more resources and more opportunities for our people to get targeted support they need at different stages of their lives.

This strategy will explain how Bidfood will provide the support to our employees over the next year. It has been developed based on the feedback provided through the most recent Health and Wellbeing survey, the annual Your Voice survey, as well as other data points, including absence information. The content has been shaped in consultation with a number of key stakeholders from across the business.

The strategy will evolve throughout its lifecycle as we continue to talk to employees and use the data available to us to identify trends and meet the changing needs of all employees.

“we want to go further, providing more tools, more resources and more opportunities for our people”





Our Strategy

This strategy has been designed to provide clarity and transparency on health and wellbeing development in Bidfood. To do that, we first need to understand how it fits into our wider business priorities.

Defining health and wellbeing in Bidfood

Wellbeing has many factors to it, all intertwined to make sure we feel comfortable, happy and healthy. For Bidfood, these factors are presented as 'pillars' of wellbeing, with an ongoing focus on good work and management practices. It's important that we recognise the importance of this wellbeing 'structure' and the impact that each element can have on the next one.

Bidfood Wellbeing Pillars



Physical



Financial



Mental



Social

Good Work Practices

Why we need a health and wellbeing strategy

Ultimately, we need a health and wellbeing strategy because we care about our people. We are proud of our reputation for having the best team and we believe in the importance of everyone feeling healthy and happy at work.

Our business strategy

Society is changing rapidly around us. There are new generations of employees and customers that have increasingly selective expectations on businesses they work for and spend their money with. In addition, people have more access to information than ever before so our awareness of social issues, health challenges and opportunities to improve our wellbeing, has never been greater.

This has given us a great opportunity to consider our impact on our people and the wider societies we operate in.

Our new Environmental Social Governance (ESG) strategy has been developed as a result of these changing expectations and we are proud to now have a vision of being the best foodservice provider and a positive force for change. To truly do this though, we have

to invest in and care for our people, in order to be recognised as a great place to work. This health and wellbeing strategy is our commitment to delivering on our vision and our promise to care for our people.

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Our health and wellbeing vision for Bidfood



To have a positive impact on our people by being committed to their wellbeing, helping both them and our business to be at their best.



Background

During the pandemic in early 2021, a health and wellbeing steering group was established to identify how Bidfood can deliver on our vision and improve the working lives of our people. The group set to work, delivering some important projects to start our health and wellbeing journey. This included:

- 1 Setting a clear vision for our health and wellbeing strategy
- 2 Developing a one-stop-shop guide so everyone had quick and easy access to information and support
- 3 Delivering mental health awareness training for managers to support the immediate challenge with isolation, stress and pressure of the pandemic
- 4 Launching a business wide health and wellbeing survey to understand current issues and where support is most needed
- 5 Creating wellbeing groups to support the growing awareness of the Menopause and to delve into the importance of Men's Health in the workplace
- 6 Completing a benchmarking exercise to understand what other businesses do to support employee health and wellbeing

Supported by the Bidcorp UK senior leadership team, the group continues to work on new initiatives and ways to support people, whilst developing a strategy to deliver on our vision.



What does the data tell us

As we set out to achieve our vision, we first need to understand the current impact health and wellbeing is having on our business. The data helps to identify why we are creating a more robust strategy and where support is most needed. This data sets the baseline and will help us to measure success in the future.



Total % of days lost due to sickness absence in 2021

139%

Increase in mental health absence in Business Support since 2017



£3.73m

Cost of sick leave per year
(direct costs only)



45%

of all absence since 2019 is MSK & mental health
(not including COVID)



+3.5

Additional average number of days lost per head in 2021 vs 2020



increase in mental health absence in wholesale since 2017



Mental health

Number 1 absence reason for managers since 2019
(including COVID)



Our commitments

We have 5 commitments that we aim to deliver through the strategy.



Collective Ownership

Sharing responsibility for everyone's health and wellbeing

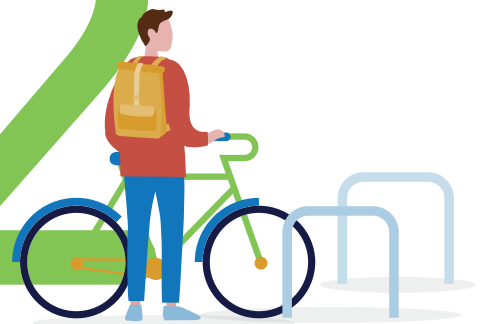
We'll create an inclusive environment where our values underpin everything that we do and the attitudes we have towards the health and wellbeing of ourselves and others. Our leadership team will lead by example, but health and wellbeing will be a shared priority for all.



Prevention

Prevention is better than the cure

As well as creating and maintaining a positive workplace culture, we'll make sure the right tools and resources are in place to keep people's physical, financial, mental and social wellbeing in check to prevent problems from developing, getting worse or coming back.





Tailored support

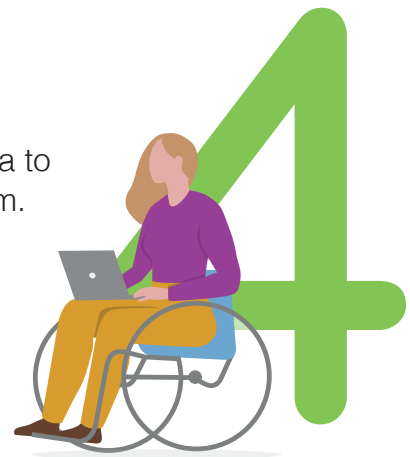
Providing easy access to tools to address specific needs

We'll build on our current support offering and explore future ways we can help people further. Our health and wellbeing support options are available to all on a self-serve basis so they can pick and choose the help or advice they need, whenever they may need it.

Insights

Measuring our impact and understanding employees' needs

We'll continually evolve to suit our peoples' needs and use data to understand the topics and tools that are most important to them. Through measuring health and wellbeing across the business and our progress in key areas, we'll be able to evaluate the impact of our approach and how we can further improve. We'll also offer open communication and feedback along the way, making sure that people always have the opportunity to have their say on what matters most.



Best practice

Always striving for better

We'll support people throughout their employment journey, making sure that they have the tools they need to reach their full potential.





How will we deliver our vision?

Our vision and commitments will be used as a framework to shape the targeted development of health and wellbeing work across the four different employee groups within our business:

- Operational
- Business Support
- Customer Facing
- People Leaders

Operational



Embed wellbeing into the everyday working environment

Health and safety is currently part of our everyday culture in Bidfood. We want wellbeing to be as much of that culture as health and safety. We want everybody to understand the importance of wellbeing at work and how supporting it can improve performance and help us deliver service excellence to our customers.

Create a deeper understanding of what people need

As part of our commitment to collective responsibility, we need to understand what people need and why. By doing so, we can all take more proactive responsibility for our own and each other's wellbeing.



Business Support



Flexible working

Continuing to work with our Business Support teams, we want to understand where and when they work best, enabling more flexibility in the way that they work and reviewing our hybrid working approaches. We'll focus on how the culture can begin to focus on an employee's outputs instead of presenteeism.

Include employees in the process

Our business support employees have more opportunities to access information and initiatives so we want to fully understand what else we can do for them and what they see as their current and future challenges for wellbeing.

Self-care

We all need to maintain our own health and wellbeing, but with flexible working, comes added pressure and temptation to work longer hours and avoid consciously separating work and home life.

We want to help our business support employees to find better ways to care for themselves to maintain a healthy and effective work-life balance.



Customer Facing



Tailor support to make it relevant

Our customer facing employees range significantly in their job role and responsibilities and therefore have a variety of needs for their wellbeing. We need to make sure any support is truly tailored by understanding their challenges and identifying the right opportunities.

Include employees in the process

In order to tailor the support for this group of employees, we need to make sure they are included in the process. We want them to be the drivers of the support available and how they access it.



People Leaders



Leadership buy-in

The successful delivery of this strategy requires the full buy-in from senior leaders across the business. We need to promote the benefits of wellbeing and help leaders understand the impact that inaction could have on the business.

Training and development

People leaders are the backbone of our business and we want to make sure they are given all the training, development and upskilling they need to support their teams.



Business wide support

The above work streams will make sure what we do is targeted to support our people in the areas they need it most. However, we also acknowledge the need in some areas for a focus on business wide support, making sure everyone has access to the same opportunities where it's going to have the biggest impact. These are:

- 1 Financial wellbeing tools to help manage the rising costs of living
- 2 Wellbeing groups to give people a safe place to share experiences and network with others
- 3 Raising awareness of the importance of wellbeing and the impact it can have on our lives, in and out of work.





Measuring success

It's important that we understand the impact of this strategy on our people and our business. To do that, we need to consider the following data and information.



Employee metrics

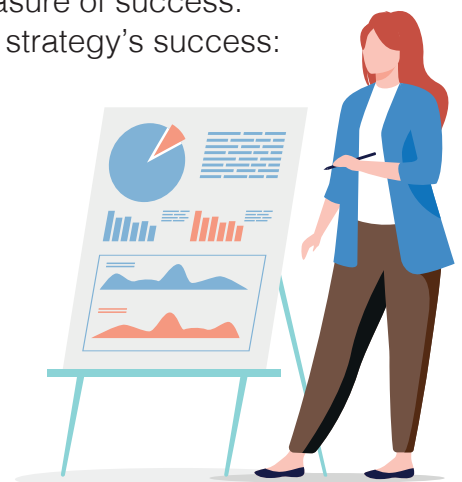
We will use readily available data to measure progress on this strategy. We will consider:

- Reduction in absence rates across the business
- Reduction in costs associated to absence
- Increase in engagement scores measured through our Your Voice annual employee survey
- Uptake of benefits and initiatives provided

Employee feedback

Feedback from those that matter most is the most crucial measure of success. We will use the following sources of feedback to measure the strategy's success:

- Annual health and wellbeing survey
- Your Voice employee survey
- Pulse surveys
- Employee voice meetings
- Union feedback





Beyond 2022/23

This strategy is the start of our health and wellbeing journey, but we need to keep looking ahead beyond 2022/23.

The strategy will remain flexible and be led by the needs of our employees at all times. We plan to continue asking people how we can best support them and put as much of that as possible into action.

Each year, we will complete a health and wellbeing survey and along with our other people metrics (e.g. absence rates), we will regularly update and re-focus the strategy to prioritise our work.

This cannot be a strategy that see's us through to 2025 and then disappears. The wellbeing of our people has never been more important and we are fully committed to making Bidfood a great place to work for years to come.



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Get in touch

If you would like to discuss anything in this strategy or would like to find out more about what we're doing to support our people's health and wellbeing, please get in touch at

engagement@bidfood.co.uk