



Royal Wessanen nv

Annual Report 2010

the
everyday
organic choice

Wessanen attaches great importance to being a good employer. Our HR strategy focuses on developing and maintaining a capable organisation, committed employees and a connected leadership group, underpinned by a competitive performance-based remuneration policy.



My moment – sharing my expertise on organic with colleagues across Europe!”

The centrally-driven general principles are focused on quality and continuity. This is reflected in our management development policy that offers employees scope for personal development. There is also a uniform remuneration policy for the management of all operating companies. Moreover, bonus systems for senior executives are drawn up centrally and are based not only on the financial targets of the operating company, but also on personal performance and the results of Wessanen. Wessanen's performance objectives are cascaded down into the personal objectives of our management group. Furthermore, the retention of experienced and talented staff is both a priority and a strategic issue.

Employee surveys

To quantify our performance, we run three different surveys each year, which will deliver us the following benefits:

- Clear insights in current state of affairs regarding organisational capabilities, people engagement, leadership competencies and strategy awareness & trust.
- Engaged employees, partaking in the corporate dialogue, sharing ideas and knowledge and giving input on the engagement drivers and the action agenda.
- Connected management, that is firmly aware of the organisational capabilities, local engagement levels and own leadership strengths and weaknesses, grounded in the Wessanen competency and behaviour model.
- Shared, prioritised action agenda on barriers and opportunities for successful strategy execution.

The 'Company Monitor' assesses if our organisation, our culture and our management enables everyone to excel, if communication and best practice sharing are stimulated, and if there is sufficient focus. Based on these results follow-up plans are made and implemented at each operating company.

The 'Engagement Monitor' is rolled out amongst all Wessanen Europe employees to determine how engaged and committed our people are and what exactly drives their engagement.

The participation rate in 2010 was 58%. The overall Wessanen engagement score is 6.8, which is 0.5 below benchmark. For 2011 we aim to improve on this. The differences per country are too large to define one overall improvement plan and therefore local improvement plans are set and are part of the OGSM model (Objectives Goals Strategies Measures).

Thirdly, we have run the '360 Leadership Monitor', which measures if our management 'walk-the-talk' regarding the corporate ambition and values, and if senior management is aware of and acting upon strengths and weaknesses at all levels of our organisation. From the 250 invited employees 95% participated.