

Driving a high-performance culture

Fostering a high-performance culture in the Company is an ongoing priority. We engage with team members regularly through a range of channels including the Comité d'entreprise, newsletters, audio-visual presentations and using an e-Board. Regular team member surveys assess engagement levels, benchmark HR practices and identify areas for improvement. During the year, we started to hold more regular proactive meetings with union representatives to improve communication and facilitate improved workflow.

A programme is being implemented to embed our values (Our DNA) in daily activities by translating these into six key behaviours. The programme aims to clarify what the organisation expects from team members and positively impact the Company's image. Workshops cascaded the behaviours down to familiarise all team members and enable them to understand and be able to contextualise each behaviour in their department and working environment. Internal trainers were recruited and trained at the start of the current year, with workshops starting in August 2021, but these were subsequently postponed due to Covid-19. The workshops restarted in April 2022, will be completed in the 2023 financial year and will be followed by an engagement survey.

The Service Excellence Programme from Up Your Service by Ron Kaufman was implemented in collaboration with the IBL Training Academy. The HR and Talent Development Manager was certified as a workshop leader and 47 team members from the Refrigeration Department were certified as Service Excellence Champions. These champions will help to drive service excellence within their department. Another trainer is in the process of being certified. Eventually the company trainers will foster the training to the whole work force in the forthcoming years.

A sales training academy was launched to align and benchmark the approach to sales and share best practices. The induction programme was reviewed and digitalised for all new recruits to facilitate their integration. Workshops were also held for all supervisory staff and managers on the Workers Right Act. Environmental and sustainability awareness sessions were held across the Company to align team members and entrench responsible business practices.

Job evaluations have been aligned to the HAY system to ensure equity and alignment of salaries and benefits across the Company. This process has been completed for all staff and we are preparing to roll it out to the operations. The performance management system, which includes key indicators, objectives and competencies, is being rolled out to all levels in the Company continues.

Talent management and skills development

Our capacity-building initiatives balance the immediate operational job-related skill development of the current workforce with the long-term strategic requirements to build analytical and technical competencies.

Covid-19 impacted our ability to deliver training during the year. In response, we increased the number of virtual learning sessions with around a third of all programmes run online during the year. We also implemented apprenticeship schemes sponsored by the Human Resources Development Council and provided inhouse training sessions conducted by internal trainers. In total 97% of programmes scheduled have been completed.

The challenging economic conditions affected both the Company and our team members, and we provided food vouchers to those below a certain income in May and June when fuel and food prices increased significantly.

The talent management programme includes detailed personal development plans to support skills development and succession planning. An accelerated personal development programme fast tracks identified high potential team members.

PhoenixBev partners with the Mauritius Institute of Training and Development, The Youth Employment Programme, The Dual Training Programme and The Trainee Engineer to build the technical talent pool. Through these schemes, eleven apprentices were enrolled in the refrigeration, laboratory and engineering departments during the year.

Investment in training and development decreased to MUR 6.3 million in 2022 (2021: MUR 6.5 million) as some training sessions were postponed due to Covid constraints.

The Company sponsors students at the University of Mauritius and at various technical schools to develop the future pipeline of potential leadership and technical skills required by the Group. We also accommodate candidates under the Youth Empowerment Programme.

Diversity and inclusion

PhoenixBev is an equal opportunity employer and is committed to providing a workplace that is free of all forms of unfair discrimination. We do not tolerate discrimination in any way, shape or form, be it racial, sexual or otherwise, in hiring, promotion and the general supervision of work. Reports of harassment, discrimination and other questionable or unethical behaviour are promptly investigated, and we take appropriate action where necessary. An equal opportunity policy is in place and communicated to all team members.

Typical work in the beverages industry is less attractive for most women as it includes physically demanding labour and nightshifts. As a result, 90.4% of team members are men and people with disabilities make up less than 0.5% of the workforce. Trends such as increasing automation are shifting the skills needed from physical capacity to technical knowledge and are likely to improve opportunities for women and people with disabilities over time. We are exploring introducing ISO 21542 to improve usability and accessibility for people with disabilities at our operations.

Women in management increased to 33% in 2022 (2021: 30%). The average age of the workforce remained at 39 in 2022 and foreign nationals make up less than 0.25% of the workforce.

Ethics and human rights

PhoenixBev is committed to ethical business practices and full compliance with all legal requirements. The Code of Ethics (the Code) sets out the principles that guide the way we act and establishes the standards of behaviour required in the Company. Contractors are expected to abide by our ethical standards set out in the Codes.

The Code is based on the principle of respect for all stakeholders and our values and the principles underlying our actions align with the fundamental principles of human rights. These include those contained in the International Labour Organisation (ILO), particularly the ban on child labour and forced or compulsory labour, the Workers Relations Act as well as the Workers' Rights Act, Occupational Safety Health and Welfare Act. Team members can raise concerns and grievances with their supervisors, direct managers, the HR department or the CEO as per the established procedure in place.

Training on the Code is provided to new team members at induction and existing team members repeat induction training every second year to regularly refresh their understanding of the Company's position on safety, ethics and other new procedures, protocols, policies and new laws that have been recently implemented.

The Code was updated in February 2022 and shared with all team members. Sensitisation sessions were also held through the Comité d'entreprise.

As a partner of The Coca-Cola Company, PhoenixBev subscribes to the Coca-Cola Supplier Guiding Principles (SGPs), which emphasise the importance of responsible workplace policies and practices that comply at a minimum with applicable environmental laws and with local labour laws and regulations. The SGPs cover a range of human rights issues including freedom of association and collective bargaining, child labour, forced labour and abuse of labour, discrimination, work hours and wages, providing a safe and healthy workplace, protecting the environment, business integrity, compliance and grievance mechanisms. PhoenixBev is regularly audited to assess compliance with these requirements and has been certified accordingly. Suppliers and contractors involved in the supply chain for Coca-Cola products are required to commit to the SGPs and are certified by The Coca-Cola Company.

Focus for 2023

We will continue the roll-out of the values and service excellence programmes and extend these programmes to Rodrigues. Following the completion of the Our DNA values programme, we will conduct an employee engagement survey.

Human capital data	2022	2021	2020
Workforce breakdown			
Full-time employees (number)	1 704	1 654	1 685
– Mauritius	1 586	1 538	1 577
– Réunion	118	116	108
Gender representation in management (%)			
– Men	67.3	70.0	70.3
– Women	32.7	30.0	29.7
Gender representation in the workforce (%)			
– Men	90.4	91.6	91.5
– Women	9.6	8.4	8.5
People with disabilities (%)	0.6	<1	<1
Average age (years)	39	39	39
Foreign nationals (%)	0.3	<1	<1
Fines for breaches of labour law (number)	–	–	–
Safety			
Total work-related accidents (number)	109	126	72
– Fatalities	–	–	–
– First aid cases	45	47	30
Days lost to injuries (days)	466	626	386
Total injury frequency rate per 200 000 man-hours	6.4	7.6	4.3
Severity rate (days lost per injury)	4.3	5.0	5.4
Average days sick leave per team member (days)	10	8	10
Absenteeism rate (%)	4.8	4.7	3.2
Total spend on health and safety (MUR million)	23.6	20.0	17.4
Health and wellness			
Covid-19 cases (number)	221	–	–
Covid-19 recovery rate (%)	99	–	–
Vaccinations (% of workforce)	91	–	–
Medical surveillance tests (number)	677	601	350
Eye tests (number)	300	245	113
Training and development			
Team members trained (number)	1 622	1 611	1 620
Spend on training and development (MUR million)	6.3	6.5	7.1
Average training spend per team member (MUR)	3 722	4 035	4 383