

# Strategic Management Issues

*by* Richard Harrison

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## 1. Executive Summary

Within this report, Dunbia (A division of Dawn Meats) is analysed. One of the leading food companies, suppliers of choice to a range of leading local/national and international supermarket, foodservice and manufacturing/processing businesses in Europe and currently expanding into US markets. Due to the large reach the Dawn Meats franchise has, this document focuses mainly upon Dunbia (Subdivision of Dawn Meats) located in Wales.

### 2. Strategic Company Review

A strategic review is used to identify new opportunities for companies to add value to their business by identifying ways to branch into new markets, improve the performance of aspects of the current business/process and is typically undertaken yearly or when the business comes under new ownership. (Hone, 2023) A strategic review is used to increase/sustain peak performance into the future. Figure 1 shows the benefits of a strategic company review.

#### *Typical benefits from a strategic review of a business area*



Figure 1 - Strategic company review benefits (Hone, 2023)

## 2.1 What is SWOT analysis

A key part of a strategic company reviews and other strategic planning within a company, SWOT analysis helps a business identify internal and external factors which could cause a risk or create an opportunity for the company. Strengths, Weaknesses, Opportunities, Threats. (Peterdy, 2023)



Figure 2 - SWOT analysis (Peterdy, 2023)

Figure 1 shows in detail the key points of SWOT and what it means.

### Dunbia SWOT Analysis

#### 2.1.1 Strengths:

Parts of the business model or system that are executed effectively and to the company's advantage:

1. Large multi-national company creating access to a large network of approximately 30,000 suppliers + supplying major retailers, manufacturers and foodservice customers throughout the UK, Ireland and Europe. (Dawn Meats, 2023)
2. Culturally diverse workforce of 8000+ employees through 12 countries. (Dawn Meats, 2023)
3. Dawn meats profits exceeding €2.5 billion as of 2022. (Dawn Meats, 2023)
4. Large commercial customers creating large demand (Tesco, Sainsburys).
5. Established company 50+ years of operation. (Dawn Meats, 2023)
6. Large output capacity of product.
7. Production lines are setup flexibly so machines can quickly be cleaned + moved to another line if needed.
8. Due to nature of non-skilled work, workers can quickly move lines if for example a breakdown occurs.
9. Large range of machinery + manufacturers mean low chance of issues with recalls due to common faults in machines.
10. Processes approximately 300,000 tonnes of meat per year. (Dawn Meats, 2023)

2.1.2 Weaknesses:

Parts of the business model or system that give the company a disadvantage and can be improved upon:

1. Language barriers within the company. Employee origin countries include Romania, Poland, Philippines, India, England, Wales etc. With such a wide range of native languages + workers who often cannot speak the native language of the country in which their workplace resides, communication can be tough.
2. Only a small amount of individual thinking amongst non-skilled workforce.
3. Currently restricted mainly to European markets.
4. Language barrier amongst non-skilled workforce creates barrier for working up the company ladder.
5. Engineering department is laid out so it is split into two parts, one for each half of the factory. Meaning in order to get parts for a breakdown, engineers have to walk to the stores on the other side of the factory.
6. Due to the nature of the product, care must be taken to ensure sufficient shelf life and product arrives to customer on time. Delays in shipping can create a loss of product.
7. Due to the engineering dept being relatively small for the size of the site, when projects such as the installation of new equipment is underway, contractors must be called in.

2.1.3 Opportunities:

An advantageous external factor which gives the business an advantage:

1. Given the companies large international reach, new customers or suppliers can offer new business opportunities.
2. Current worksites can be expanded upon if required to increase capacity + output.
3. Given the commercial + financial size of the business, competition can be bought-out/taken-over with relative ease.
4. Currently, Dawn Meats is attempting to break into US markets. In 2022, becoming the first company in >20 years to export red meat to the US. (Dawn Meats, 2022)
5. Buying in new machinery/lines to increase efficiencies + product output.

2.1.4 Threats:

An external factor creating a disadvantage to the business and its operation:

1. Competition from similar companies such as Vion food group.
2. Diseases associated with suppliers E.g., mad cow, can reduce supply of necessary materials.
3. Cyber-attacks for example through email, text etc could potentially halt business at the whole site.
4. Pandemics (Covid 19) have caused increased amounts of sick leave and necessary precautions which slow production. Decreasing overall output.
5. The world chip shortage has created increased wait times for vital machine parts and new machinery.
6. Being an international company + changing political situations for example, Brexit and leaving the European union can threaten the way the company operates and force it to change according to new political policies and laws.

## 2.2 What is PESTLE analysis

This is a marketing principles concept, used to analyse the current business environment of operation. It is also used to assess the business environment ahead of a potential project, service or new product idea being explored to grow the company. The six areas of PESTLE are shown in figure 3 below:

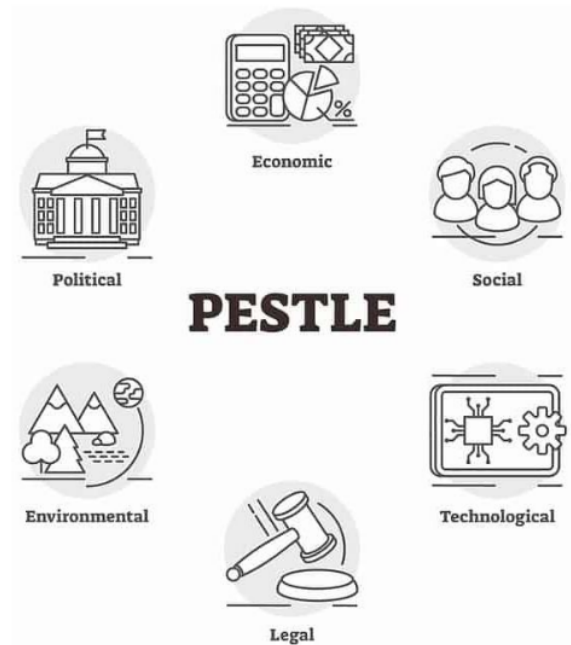


Figure 3 - PESTLE analysis (pestleanalysis.com, 2023)

### 2.2.1 Political

- Due to Brexit and the changes, it has caused. Dawn meats has recently changed their brand name to Dunbia (A Division of Dawn Meats) to keep their business as profitable as possible. Dunbia, being the name of an Irish company, which Dawn meats recently absorbed. This was done to effectively make sites in the UK Irish-owned and avoid multiple new tax + trade tariffs brought about through Brexit, since Ireland is still a member of the EU.
- However, not all new legislation can be escaped so easily. Because Dunbia/Dawn meats employs a large amount of people from Europe, the company recently acquired a license allowing it to employ international workers. Therefore, existing European employees can apply ahead of time for a working visa sponsored by the company. This has given the company the opportunity to hire employees from outside Europe also E.g., The Philippines.

#### 2.2.2 Economic

- The current cost of living crisis has meant that prices have risen for everything. Meaning companies must raise prices in turn to stay profitable. Created by three main factors: War in Ukraine (Increasing food and energy costs), the recent COVID-19 pandemic (slowing down the world economy + creating shortages of computer chips among other things) and Brexit (causing increased prices of raw materials + imported/exported goods).
- For Dunbia/Dawn meats, the primary impact is the reduced workforce from COVID-19, which it relies on heavily to supplement its machines. Coming out of the pandemic this has led the company to invest far more in almost fully automated production lines. Reducing its manpower needs.

#### 2.2.3 Social

- Due to the nature of a large portion of products created by the business (Burgers, meatballs, sausages, joints Etc) rises in demand are created in summertime (barbeques + events) and Christmastime (Roast dinners). This means employees are discouraged from taking holidays around Christmas and lines often run over into unsociable hours (6pm-4am) to meet demand.

#### 2.2.4 Technological

- Mainly due to staff shortages during the COVID-19 pandemic, Dunbia has invested more in more autonomous lines. Not requiring a large number of staff to run. Solutions including machines that load the production lines autonomously and require only an overseer and one or two staff to ensure product quality at the end of the line. This means lines can be run longer and faster while reducing staff levels. Improving company profits.

#### 2.2.5 Legal

- Organisations who trade globally have a particularly tricky challenge as every country has different rules and regulations regarding things like advertising standards, Health and safety, Product safety, Equal opportunities and consumer rights/laws. (Professional academy, 2023) For Dunbia/Dawn meats, who operates globally and primarily in Europe, this is a challenge. For instance, in order to operate in the UK, Dunbia/Dawn meats must abide by the Data Protection Act 2018 (see appendix figures 9 + 10 pages 23 + 24) amongst other policies such as those regarding responsible products which are shown on their website. (See <https://www.dawnmeats.com/responsibilities/policies-and-statements-2/> )

#### 2.2.6 Environmental

- A newer addition to PESTLE and bordering with political factors in various aspects, Dunbia/Dawn have various policies which can be accessed through the link on page 7. Dunbia's environmental sustainability policy commits the company to continuous improvement of environmental performance and the implementation of an environmental management system that meets the requirements of ISO14001:2015 and implementing energy and carbon aims to implement ISO 50001 across all sites by 2025 (See appendix figures 11, page 25 and figure 12, page 26 and figure 20, page 34)

PEST analysis

| Political                                      | Economic                                                    | Social                                                       | Technical                                         |
|------------------------------------------------|-------------------------------------------------------------|--------------------------------------------------------------|---------------------------------------------------|
| Political stability of region                  | Government intervention                                     | Demographics                                                 | Recent technological developments                 |
| Military situation                             | Exchange rates                                              | Class structure                                              | Technologies impact on product and cost structure |
| Legal framework                                | Infrastructure                                              | Education                                                    | Impact on value chain structure                   |
| Trade regs/restrictions                        | Workforce skill level                                       | Culture + gender roles                                       |                                                   |
| Taxation - rates + incentives                  | Labour cost                                                 | Entrepreneurial spirit                                       |                                                   |
| Employee legislation - Wages, benefits, safety | Economic growth, inflation, interest and unemployment rates | Attitudes towards health, environmental, wealth creation etc |                                                   |
| Product legislation                            | Business cycle stage                                        | Leisure interests/ attitudes                                 |                                                   |

Table 1 - Dunbia Pest Analysis

Table 1 shows a basic PEST analysis of Dunbia/Dawn meats and what makes up each of the four categories relating to the company.

By applying PESTLE and SWOT analysis a company can build and maintain a good product and a good reputation with customers. This reinforces supply chains because it makes the company a valued customer to their suppliers while the company's customer-base will continue to grow and demand for their product will increase.

### 3. Corporate Social Responsibilities

CSR can also be seen as a part of PESTLE as an Ethical factor. Turning the abbreviation into PESTLE or STEEPLE. Detailing how a company acts on ethical/moral boundaries and principles. For example, if a company may not want to be associated with an entity which enables violations of human rights laws (see appendix figure 13 – 18, pages 27 – 32) which may give customers/investors pause before wanting to buy/invest. Figure 4 shows the three main parts of CSR and what makes up these parts.



Figure 4 - What is CSR? (IONOS, 2019)

CSR is a balance of economic, social and environmental aspects which make up what is called a "triple bottom line" approach to business operations while meeting stakeholder + shareholder expectations. (UNIDO, 2023)

### 3.1 Community aspects

Dunbia/Dawn is actively supporting local communities in relating to all its sites in Ireland and the UK by sourcing its livestock from local farms, using local transportation companies and local services. (Dawn Meats, 2021) Such as generator hire when the Cross-Hands site (Wales) lost power because of a transformer malfunction in 2022.

It also relates to the local communities in which the business depends to provide a workforce. According to the Dawn Meats Group Sustainability report 2021, business operations contributed to > €1.67 Billion annually across the UK and Ireland alone. While at the same time >€1.1 million was raised for charity/local community projects involving >4300 volunteers from the Dunbia workforce.



*Figure 5 - FareShare scheme (Dawn Meats, 2022)*

The company actively sponsors a large portion of the production workforce housing and pays for their transport to and from work via hired bus and taxi. Providing a vital service for foreign workers who in most cases do not have a UK drivers licence.

Figure 5 shows the logo of FareShare, an organisation Dunbia/Dawn has partnered with in order to divert any edible surplus food products to local food charities. Reducing both waste and hunger in local communities. As a result, excess food has gone to 137 separate charities in a variety of sectors. (Dawn Meats, 2022)

Oct 9<sup>th</sup> 2022 marked the start of a 3-year "Team up to clean up" plan supported by Dawn meats to work with Kilkenny County council and local community groups to pick litter in schools, local businesses, sports organisations and resident associations. (Dawn meats, 2022) Other youth and charity/community events are supported across all UK + Ireland sites. (See appendix figure 19, page 34)

### 3.2 World events

There are two main world events effecting Dunbia/Dawn currently. The Covid-19 pandemic still has an effect, and the current conflict in Ukraine. Even after the pandemic certain safeguards are still in place or ready to be put back into place in case of an outbreak within the local community. Such as social distancing, wearing facemasks and preventing physical contact except when necessary. Free flu vaccinations were offered for all employees, contractors and visitors to sites across the UK and Ireland during the pandemic.

### 3.3 Employee/recruiter reputation

A company's reputation with employees, potential employees and recruiters is very important. A poor reputation with existing employees will mean employees will likely do the bare minimum and may look for employment elsewhere, where they feel valued. A poor reputation with recruiters/potential employees will mean not many people will apply for job roles and will look elsewhere which may create a job vacuum and lack of knowledge within the existing workforce. Negatively affecting the operation and profits of the company.

1.0 ★☆☆☆☆

#### **Worst place ever**

Production Operative (Former Employee) - Saltcoats - 15 October 2022

Unless you have knife skills then don't apply as the managers(red hats) don't care about you as a worker or even a person you ask for help and your boss can't look at you when speaking to you and the only response you get is basically why are you even here so I would 100% not recommend this place

Was this review helpful?

Yes

No



#### **Insights into Dunbia**

Based on 26 survey responses

#### **Areas for improvement**

- Trust in colleagues
- Sense of belonging
- Energising work tasks

1.0 ★☆☆☆☆

#### **Poor!**

Picker and Packer (Former Employee) - Carnaby, East Riding of Yorkshire - 30 March 2022

So I worked at Dunbia for 2 days and it was genuinely the most daunting and overwhelming place to work at. I was a packer and it was poorly organised and poor supervision. I had no support by any of my co-workers. I was treated badly for no reason by my so called supervisor and other colleagues in front of everyone who were on the same site as me. I've never felt so embarrassed so I left on my first break without telling anyone feeling severely upset and underwhelmed.

#### ✓ **Pros**

There's a 131 bus into work and the dinner I made myself was nice.

#### ✗ **Cons**

Poorly organised, poor supervision and horrible staff.

Figure 6 - Employee review samples (Indeed, 2023)

Figure 6 shows two examples of recent reviews of Dunbia/Dawn meats from the viewpoint of production and floor-staff.

The Cross-hands Dunbia/Dawn site has an issue with poor reputation particularly amongst the engineering department. Where in 5 years there have been >10 engineering managers, meaning the department is always changing and rarely for the better. This has meant that over time more and more of the more knowledgeable staff who have been with the company for a long time have left. Moreso, any new engineers who excel in their field do not stay long and there is increasing pressure on what remains of the department (particularly anyone who has been in the dept for >3 years) to pick up the slack. As a result, the general opinion within the engineering dept is that it's in a downward spiral and has been for a while with no clear way out.

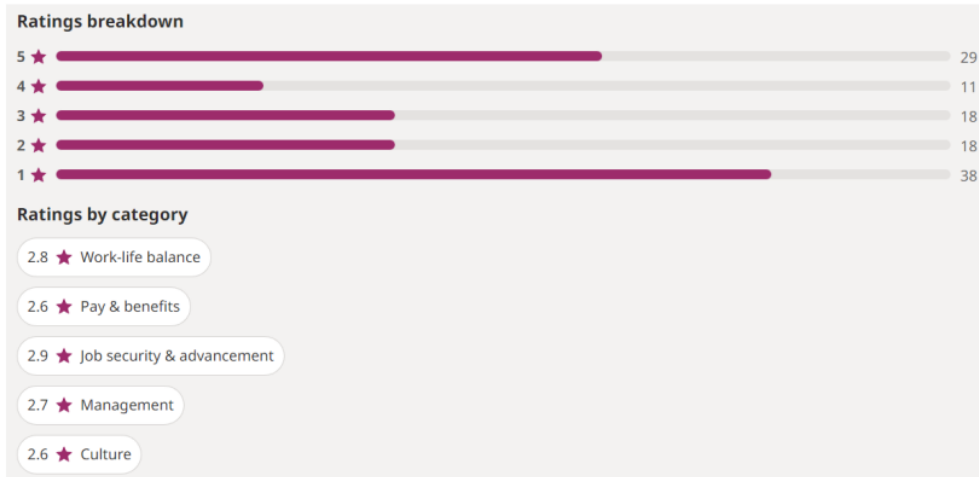


Figure 7 - Ratings breakdown (Indeed, 2023)

Figure 7 shows a general review breakdown of Dunbia/Dawn meats from the review site, Indeed.

### 3.4 Good/Bad product review

Product reviews are critical to improving a company's product, improving customer satisfaction, getting customer loyalty and increasing profits. Beginning Jan 2023, Dunbia/Dawn Cross-hands is running Vac-packed mince. Estimated to save approximately 450 tonnes of plastic waste annually. However, the new product + packaging has had poor reviews from customers. This could potentially push customers away and lose the company potential profits in the future. Especially since the two brand new lines brought in to pack the new product cost in excess of £1-1.5 million.

## 4. Discussion on Lean Manufacturing

### 4.1 What is lean manufacturing?

Lean manufacturing details minimising waste in a manufacturing and increasing/optimising productivity. Waste is anything the consumer is not willing to pay for and has no value. For example; plastic packaging. (TechTarget, 2023) A key work standardization technique relating to this idea is "Poke-Yoke", also known as mistake proofing. Which reduces losses in the manufacturing system.

### 4.2 How to implement lean manufacturing

In general, lean manufacturing is implemented simply by eliminating waste in all its forms. For Dunbia/Dawn, time and skills/labour have been saved by the implementation of more high-tech + autonomous machines which do the work of >10 workers by themselves and the product these machines turn out are vacuum sealed. While the previous process version required a gas mixture and larger packs for the same product size. Removing the need for gas and reducing the amount of waste plastic, since the packaging adds no value for the customer and is not factored into the price in supermarkets. Another example is the recent implementation of run-percentage boards at the start of every line, filled out by line leaders. This helps track the efficiencies of each line.

Currently on the production floor, workers need to take meat from the blender in wheeled trucks to be weighed and then to the start of each line. However, with these new lines there are future plans to build overhead conveyors with built in scales direct from the blenders to the lines. Further improving efficiencies in labour, time and increasing profits.

There is also a continuous improvements team in place to monitor all recent additions to lines and plan for future upgrades.

### 4.3 Lean manufacturing Principles

- Maximising output with resources
- Reduces non-value-added activity
- Non-value-added activity can be seen as waste in terms of cycle time
- Standardised work by providing diagrams of what to do at different process stations so workers can quickly move and pick up a job at a different station
- Quick analysis of product defects, reducing recalls, liability issues etc

### 4.4 Requirements

- Genuine commitment by employees
- Acceptable work pace
- Continuous improvement
- Reduce wasted time/money/skills on activities, processes and services that create no value to the customer (TWI, 2023)

### 4.5 Benefits

- Shorter cycle time
- Higher quality
- Better customer service
- Lower production costs

#### 4.6 Potential areas for improvement

One area for improvement would be that within the engineering dept, it is set up 50/50 at opposing ends of the factory. While one end has the Eng management office + Stores. This means that the 50% of engineers based on the other side of the factory have to go to the other side of the factory to get parts. Creating increased downtime when a machine breaks and planned maintenance takes longer. Eng stores could be moved to a mid-point to reduce this.

## 5. Company Vision and Mission Statement

*"Providing consistent quality meat products from sustainable sources, to support our rural communities, human health and nature's ecosystem."* (Dawn meats, 2023)

### 5.1 Company Vision

Dunbia/Dawn meats' vision is to promote innovation by investing in local communities in order to deliver safe, high-quality products to exceed its customers' expectations. (Dawn meats, 2023)

To continue to create long, lasting relationships with suppliers and partners. (Dawn meats, 2023)

To challenge and provide support to all employees and the local community to reach their full potential to create a high-performance team in a safer working environment (Dawn meats, 2023)

Communicate proactively and add value to farmer suppliers via innovative agricultural programmes (Dawn meats, 2023)

To promote and help create/deliver a sustainable future through innovation (Dawn meats, 2023)

### 5.2 Company values

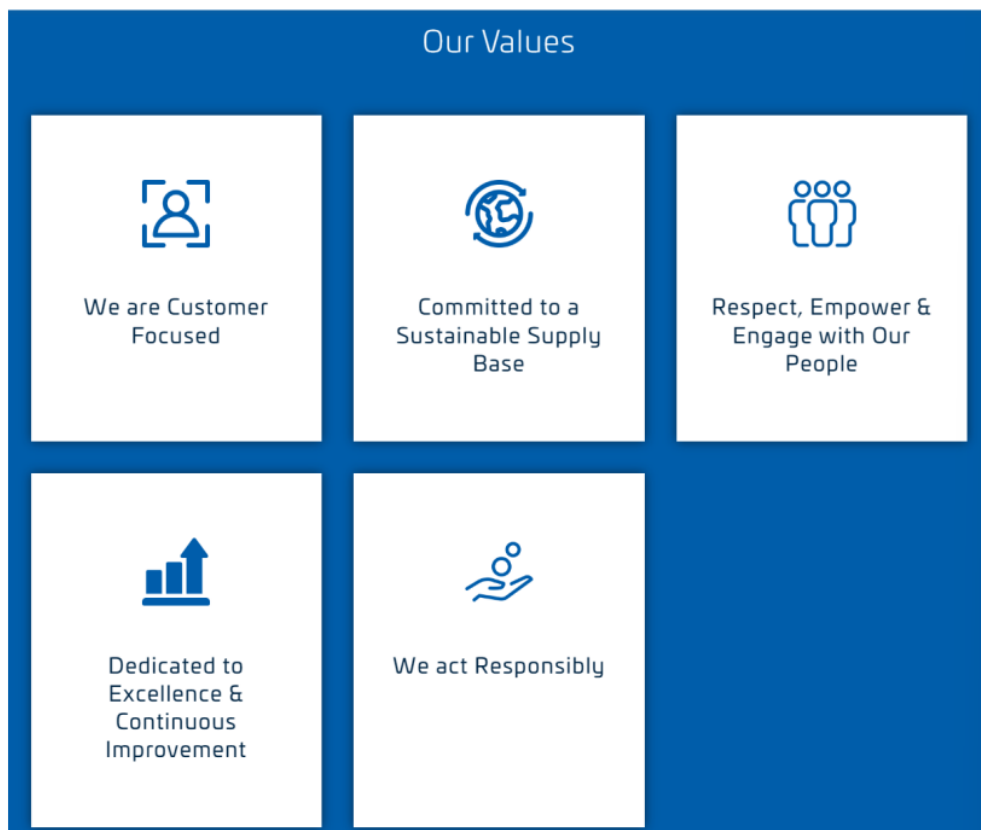


Figure 8 - Company values (Dawn meats, 2023)

Figure 8 shows the basic company values as-per their website.

### 5.3 Necessary adaptations for future marketplace

In the future, Dunbia/Dawn meats may need to adapt their products to work better with supermarkets that are becoming more and more automated E.g. increased use of QR codes. Or that an increasing amount of shopping is done online and delivered direct to the customer door, potentially cutting out the supermarket completely in the future. These two possible paths could negate the need for product labelling in the future since its info can be looked up online.

This potential future marketplace could imitate a primarily food orientated amazon style large scale distribution centre where a massive variety of foodstuffs are stored on-site and ordering is done purely online with a delivery system much like Amazons current system. Such a future would work well with the current direction Dunbia/Dawn meats is currently taking. It is becoming more and more autonomous with more high-speed lines with decreased human requirements.

## 6. Conclusions + recommendations for management team

From the information provided, it can be seen that Dunbia/Dawn meats operates well in its sector. However, it does have shortfalls in key areas and can make preparations for the future of the meat industry and marketplace. Shortfalls include the fact that it has a fairly poor reputation amongst both production and engineering applicants/staff. In order to improve, the company needs to give better incentives for its employees, provide more opportunities to work their way up the business ladder. Currently there is a large gap between all staff on the ground floor and office staff on the second floor which has created a “class system” of sorts within the company where the production and floor staff have a general dislike for second-floor office staff. This issue needs to be reviewed and worked upon.

Dunbia/Dawn meats has done well to learn from the 2020 pandemic and has plans in place if such a thing occurs again in order to protect its staff, interests and profits, while improving its machinery and preparing for increasing demand in the future. Another big issue is the language barrier which has been semi-addressed by the use of multi-language posters and translators. However, in order to potentially solve the issue for good or improve it drastically, Dunbia could provide language classes to its foreign workers to aid them in their stay in the UK.

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## 8. Appendix

### Data Protection Policy Statement

This statement sets out how we will protect personal data and special category personal data.

It meets the requirement in paragraph 1 of Schedule 1 to the Data Protection Act 2018 that an appropriate policy document be in place where the processing of special category personal data is necessary for the purposes of performing or exercising obligations or rights which are imposed or conferred by law on the controller or the data subject in connection with employment, social security or social protection.

**Principle 1** – Personal data shall be processed lawfully, fairly and in a transparent manner in relation to individuals.

*We ensure that processing is fair by providing detailed privacy notices to individuals whose personal data is being processed. All individuals are advised of their right to contact the Data Protection Officer with any queries regarding the processing of their personal data. We will only process personal data fairly and will not mislead individuals about how their data may be used.*

**Principle 2** – Personal data shall be collected for specified, explicit and legitimate purposes and not further processed in a manner that is incompatible with those purposes; further processing for archiving purposes in the public interest, scientific or historical research purposes or statistical purposes shall not be considered to be incompatible with the initial purposes.

*We meet this obligation by explaining through our privacy notices which legal basis we are relying on when processing personal data. We will only use the data for the purposes for which it was collected unless we advise individuals, prior to any additional use, of our intentions and the rights they have in relation to any further use.*

**Principle 3** – Personal data shall be adequate, relevant and limited to what is necessary in relation to the purposes for which they are processed.

*We meet this obligation by only collecting what is required for a particular purpose and ensuring that we have sufficient relevant information for that purpose.*

**Principle 4** – Personal data shall be accurate and, where necessary, kept up to date; every reasonable step must be taken to ensure that personal data that are inaccurate, having regard to the purposes for which they are processed, are erased or rectified without delay

*We meet this obligation by ensure that personal data is accurate and kept up to date where necessary. We will take particular care to do this where our use of the personal data has a significant impact on individuals.*

**Principle 5** – Personal data shall be kept in a form which permits identification of data subjects for no longer than is necessary for the purposes for which the personal data are processed; personal data may be stored for longer periods insofar as the personal data will be processed solely for archiving purposes in the public interest, scientific or historical research purposes or statistical purposes subject to implementation of the appropriate technical and organisational measures required by the General Data Protection Regulations 2016 (GDPR) in order to safeguard the rights and freedoms of individuals.

Figure 9 - Data protection policy part 1 (Dawn Meats, 2023)



*We meet this obligation by ensuring that personal data is managed in line with our retention schedule, and either deleted or completely anonymised when it is no longer necessary for us to use it. The period for which we retain personal data is explained in each privacy notice relevant to that service.*

**Principle 6** – Personal data shall be processed in a manner that ensures appropriate security of the personal data, including protection against unauthorised or unlawful processing and against accidental loss, destruction or damage, using appropriate technical or organisational measures

*We meet this obligation by ensuring that our technical and organisational controls. Our organisational controls include:*

- *Appropriate roles and responsibilities including a Data Protection Officer and Senior Information Risk Owner*
- *Robust policies and procedures which are regularly reviewed*
- *Regularly training our staff in their data protection responsibilities*
- *Ensuring our processing activities are transparent and secure, including*
  - *Records of Processing Activities*
  - *Data Protection Impact Assessments*
- *Contractual Controls to govern the use of personal data by our suppliers*
- *Physical security controls including*
  - *Restricted access to physical storage of sensitive personal data*
  - *Visitor management*
- *Security and data breach management*

*Our Technical Controls include:*

- *Firewalls, anti-malware and patching*
- *Disaster Recovery and Business Continuity arrangements*
- *Role based access controls to personal data*
- *Password management*
- *Sending email securely*

**Principle 7** - The controller shall be responsible for, and be able to demonstrate, compliance with the principles

*We meet this obligation by maintaining Records of Processing Activities which are available on demand to the Information Commissioner. We routinely carry out Data Protection Impact Assessments for any processing of special categories of data or where there is a high risk to individuals' privacy. We have appointed a Data Protection Officer and have defined policy and process to manage the exercising of data subjects' rights.*

For further information about how we process personal data please see our online privacy notices on our website or contact our Data Protection Officer at [GDPR@dawnmeats.com](mailto:GDPR@dawnmeats.com)

Figure 10 - Data protection policy part 2 (Dawn Meats, 2023)

## DAWN MEATS

### ENVIRONMENTAL SUSTAINABILITY POLICY

Dawn Meats Group operates meat processing facilities producing fresh and frozen meat products. The Company is aware of the effect of its operations on the environment and recognises that environmental management and sustainability practices are an integral part of our business culture.

We are committed to conducting our activities with due care and regard for the environment and to continual improvement to achieve a high standard of sustainable environmental performance. We have implemented an environmental management system which conforms to the requirements of ISO14001:2015

To minimise environmental impacts concerning our activities, products and services, we shall:

- Comply with applicable compliance requirements and other requirements to which the Company subscribes which relate to its environmental aspects.
- To include the consideration of environmental issues in all business strategies and initiatives.
- To develop, set and plan environmental objectives that will align with the Dawn Meats 2025 Sustainability Targets for Water, Energy and Carbon Footprint.
- Dawn Meats Group Senior Management are committed to ensure that protection of the environment is firmly embedded in both the company's and all employees' culture and will endeavour to influence its suppliers and customers in a similar strategic environmental manner.
- Prevent pollution, reduce waste and minimise the consumption of resources.
- Consider the wider global impact of all our activities including those of our suppliers, customers and other stakeholders.
- Educate, train and motivate employees to carry out tasks in an environmentally responsible manner and ensure that a continuous professional development strategy remains core to our business goals.
- Encourage environmental protection among suppliers and subcontractors.
- To investigate the feasibility of influencing its suppliers, customers and third parties with consideration to life cycle impacts of their aspects and activities.
- Encourage and enhance biodiversity and ecology.

The Company is committed to continual improvement of environmental performance. This policy will be communicated to all staff, contractor and suppliers, and be available to the public through selected media.



Niall Browne

Chief Executive

February 2022

|          |            |              |             |             |             |
|----------|------------|--------------|-------------|-------------|-------------|
| Document | GENVP01    | Revision No. | 13          | Issued By   | D. Coughlan |
| Issued   | 10.02.2022 | Page         | Page 1 of 1 | Approved By | N. Browne   |

Figure 11 - Environmental sustainability policy (Dawn meats, 2022)



## ENERGY AND CARBON STATEMENT

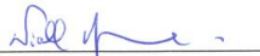
Dawn Meats Group operates meat processing facilities producing fresh and frozen meat products. The company will actively aim to increase energy efficiencies and reduce emissions which will be prioritised by the company, senior management and relevant team members.

We recognise the importance of managing and continuously striving to reduce the amount of energy used and the carbon produced by the business. This has been bolstered by putting in place ambitious 2025 improvement targets.

To minimise energy use and carbon released, we shall:

- Commit to implementing ISO 50001 across all sites.
- Set and review objectives and targets on an annual basis.
- Focus on energy efficiency, reduction and decarbonisation.
- Undertake a pareto of energy users and carbon producers and focus on those that present the most opportunity.
- Receive the support of senior management to ensure energy efficiency and carbon reduction is firmly embedded in both the company's and all employees' culture and way of working.
- Encourage our suppliers, customers and third parties to strategically embed energy efficiency, energy reduction and decarbonisation into their business.
- Communicate with, educate, train and motivate employees to undertake their role in the most energy efficient manner and ensure that a continuous professional development strategy remains core to our business goals.
- Appoint energy champions across all sites in key areas.
- Take steps to mitigate against and adapt to challenges posed by climate change.
- Set our ambitions in line with the UN sustainable development goals.

The Company is committed to continuous improvement. This statement will be communicated to all relevant stakeholders.



Niall Browne  
Chief Executive  
May 2019

Figure 12 - Energy and carbon statement (Dawn meats, 2019)

## DAWN MEATS

# Modern Slavery and Human Trafficking Statement

### Introduction

This statement is made by Dawn Meats (UK) ["Dawn Meats"] and sets out the steps the Company has implemented to ensure that slavery and human trafficking is not taking place in its supply chain or any part of its business. It is a Statement made in accordance with Section 54 of the Modern Slavery Act 2015 (the MSA), and covers the financial year from January 1<sup>st</sup> 2016 to 31<sup>st</sup> December 2016.

Dawn Meats is fully committed to the objectives of the MSA and recognises its responsibility to be aware of potential risks of modern slavery within the organisation and its supply chain. Modern slavery is a global problem. It is complex and is characterised by exploitation and abuse. Working in collaboration with our business partners we are committed to monitoring, reviewing, improving, aligning and developing our management systems to ensure the integrity and transparency of our supply chain both at home and overseas.

The CEO and Senior Management Team have ongoing responsibility for ensuring that the statement is published annually and accurately reflects the company's measures and initiatives to tackle slavery and human trafficking. The Group Human Resources department and site HR Managers are responsible for implementing policies and reviewing the process by which they are developed. The HR teams are also responsible for the cascade of information throughout the sites and the conveying of similar messages to the wider business.

In addition, we have appointed a Modern Slavery Champion, whose role it is to ensure that we are doing all that we can to avoid the possibility of modern slavery occurring within our operations and supply chain. Furthermore, a key objective of the company's Corporate Social Responsibility forum is to devise and implement ethical initiatives to endorse the company's commitment to acting ethically and with integrity in all its business practices.

### About Us

Dawn Meats is a premium meat processor and supplier of choice to a range of leading supermarkets, food service and restaurant businesses. Established in 1980, Dawn Meats is now an industry leader. We employ more than 3,300 staff in ten countries, exporting to over 48 countries. At Dawn Meats we are committed to our staff and our customers. People are our strength and dedication to excellence is at the heart of Dawn Meats success.

We welcome and encourage fresh thinking and actively build on an innovative culture across the company. We are a family owned business, which remains true to its farming heritage through the close relationships it has forged with 20,000 farmers in the UK and Ireland. Dawn Meats works closely with some of the world's leading food companies who are attracted by our commitment to business integrity, sustainability and quality.

### Our Supply Chain

Our supply chain includes the sourcing of livestock and raw materials principally related to the provision of food. The manufacturing supply chain is one of the most complicated of any industry with several tiers of suppliers.

*Figure 13 - Modern Introduction Slavery and Human Trafficking Statement part 1 (Dawn meats, 2023)*



Supply chain transparency, security and integrity are crucial components of our business model. We have implemented robust technical and traceability systems to ensure that our products are responsibly sourced from suppliers whose values are aligned with our own. We have clearly established internal processes which set out to verify that our key suppliers comply with our own very high standards which includes a long term established and detailed farm auditing programme.

We are an AB member of SEDEX (Supplier Ethical Data Exchange) and we encourage our suppliers to register and complete a SEDEX SAQ as part of their relationship with Dawn Meats. Those suppliers who are not members of SEDEX need to demonstrate their compliance and commitment to ethical trading and supply chain integrity in order to qualify for a relationship with our company. All sites within Dawn Meats extensively undertake Ethical Trade Audits.

#### **Our Standards**

Dawn Meats has a fundamental commitment to acting ethically and with integrity in all business relationships. We are committed to working collaboratively with our business partners to ensure that our supply chain is transparent and is free from labour exploitation and abuse. Our commitment is extended to social and environmental responsibility and we have a zero tolerance of slavery and human trafficking.

Our Social Accountability Policy embraces the principles of the Ethical Trading Initiative base code. It specifically addresses the key subjects contained in the Modern Slavery Act as the following exert taken from section 1 demonstrates: -

'Employment is freely chosen. There is no forced, bonded or involuntary prison labour. The Group operates a policy of providing equal opportunities to all workers. Workers are not required to lodge deposits or identity papers and are free to leave after notice.'

Ethical Best Practice has been identified as a bedrock of the Dawn Meats business model. The risks posed by Slavery and Human Trafficking are continually monitored by our Modern Slavery Champion and HR Leaders.

#### **Risk Assessment**

One of the largest risks in our supply chain lies with our labour providers as the numbers of temporary workers may rise significantly at peak times of the year. We have stringent Service Level Agreements in place with our labour providers to ensure that they are fully committed to the principles of the Modern Slavery Act, and we remain acutely alert to any hidden labour exploitation which may include practices such as bonded labour, payment for work finding services, payment for access to specific shifts and forced use of accommodation.

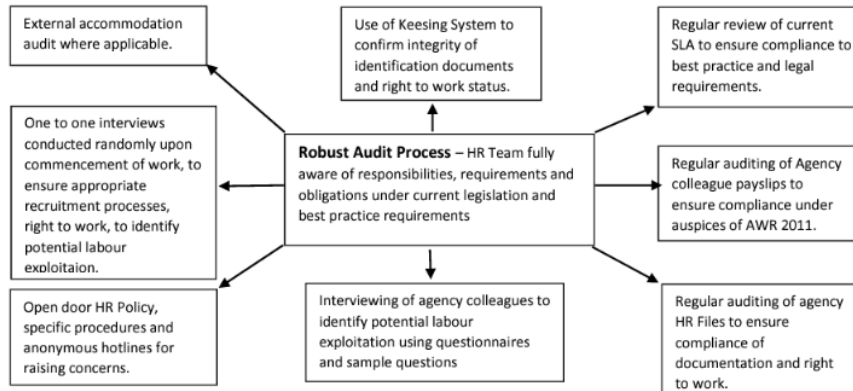
Dawn Meats use labour provider partners to supply a percentage of our workforce. These are long established business relationships with providers who are fully aware of the Company's compliance requirements. All labour providers to Dawn Meats are registered with and in possession of a valid GLA licence and are required to attend Stronger Together Workshops as part of our terms of business.

Active Check immediately highlights to us any changes in license status. The diagram below maps out the planned monitoring and audit process for labour providers. Each labour provider will be audited on an annual basis.

*Figure 14 - Modern Introduction Slavery and Human Trafficking Statement part 2 (Dawn meats, 2023)*

### DAWN MEATS

Diagram Outlining Labour Provider Audit and Monitoring Process for 2017



#### Training and Awareness

We have an ongoing training programme for HR Leaders to ensure that they are fully trained on the risks posed by labour exploitation. HR practitioners have and will be attending Stronger Together Workshops which are aimed at tackling modern slavery in the supply chain.

The learnings and knowledge from these workshops will be communicated at induction and refresher induction to Dawn employees and agency colleagues alike.

In 2016 to ensure a high level of understanding of the risks of modern slavery and human trafficking in our supply chain and our business we embarked on an education awareness campaign with our senior managers via two methods – the Executive Team briefing and the Company's Corporate Social Responsibility forums. The company has reinforced its responsibility under the Modern Slavery Act via its commitment in the published 2016 CSR report which appears on the Company's website.

#### Whistleblowing Policy / Whistleblowing Line

We have a robust and established Group Whistleblowing Policy that is brought to the attention of all employees and agency workers who join Dawn Meats. The policy which is translated into a number of languages is published on staff notice boards. Additionally, there is an anonymous confidential hotline in place. Information posters are published in both English and Polish. The line is available 24 / 7 and is manned by a team of independent professionals who have translation facilities available in multiple languages to all callers.

This confidential helpline is available to all employees, contractors and agency workers. It is managed entirely independently by a 3<sup>rd</sup> party who will investigate any complaints made.

Dawn Meats encourages and supports any individuals who raise genuine concerns to ensure that no one suffers as a consequence.

Figure 15 - Modern Introduction Slavery and Human Trafficking Statement part 3



**Measuring Effectiveness – Performance Indicators**

In order to monitor the effectiveness of the steps taken by the business to prevent slavery and trafficking the company will use the following indicators on an ongoing basis: -

- Detailed monitoring /recording of all complaints received via our Confidential Hotline.
- Ongoing training of existing and new people to ensure full understanding of the commitments of the Modern Slavery Act and ethical trading initiatives.
- Ongoing annual audit of all Labour providers
- Increased usage of SEDEX platform in close conjunction with our suppliers.
- Delivery of in house and external ethical training awareness to key people.
- Commitment to continuous improvement and thus a review of our recruitment and induction practices.
- Full review and audit of transportation practices to and from work.
- Translation of relevant policies into most commonly spoken languages other than English.

Niall Browne  
Chief Executive

This Statement has been approved by the CEO and Senior Management Team who will review and update annually.

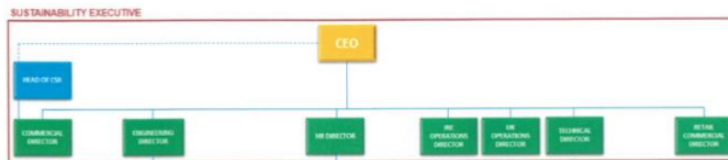
*Figure 16 - Modern Introduction Slavery and Human Trafficking Statement part 4 (Dawn meats, 2023)*



## Corporate Responsibility Statement (sustainability)

This corporate responsibility statement is to be observed by the Company, Dawn Meats Board of Directors, the Sustainability Executive, team members, business units and subsidiaries.

Corporate responsibility is led by the Board of Directors and the Sustainability Executive, with 8 members of the senior executive team including the CEO sitting on the Sustainability Executive. Responsibilities are cascaded to all levels throughout the company.



Dawn Meats sustainability strategy is built across the 5 pillars below. Each pillar is owned by at least one member of the Sustainability Executive.



The Sustainability Executive is responsible for:

- Monitoring trends and taking measures to address them.
- Setting targets and objectives across the 5 pillars and tracking and reporting progress.
- Communicating Dawn Meats approach to sustainability, internally and externally.
- Dawn Meats goal "to be Europe's most sustainable meat company".

As part of Dawn Meats commitment to corporate responsibility it will:

- Facilitate audits.
- Seek external validation and verification for its sustainability practices.
- Comply with all regulations and legislation.
- Uphold human rights and labour standards.
- Embed environmental and social responsibility across the business.
- Engage with public representatives and organisations in a transparent manner.
- Take leadership positions on material issues and work in collaboration with key stakeholders to achieve sustainable outcomes.
- Review commitments on an ongoing basis.



Niall Browne  
Chief Executive  
May 2019

Figure 17 - Corporate responsibility statement (Dawn meats, 2019)



### Human Rights Policy

Dunbia (UK) a Division of Dawn Meats is committed to supporting the human rights, dignity and well-being of its employees and workers, and those in its sphere of influence such as the supply chain and the communities of those in which it operates.

Dunbia has a fundamental commitment to acting ethically and with integrity in all business relationships, this commitment is extended to Social and Environmental responsibilities. Our principles are set out in our Corporate Social Responsibility Report.

There are effective remedy pathways wherever potential human rights impact exists and these remedies are actioned via established internal Company grievance mechanisms and Safecall our confidential independent reporting line.

Dunbia encourages and supports any individuals who raise genuine concerns to ensure that no one suffers as a consequence.

The UN Global Compact principles reflected in this Policy are embedded in our overall approach to Sustainable Business practices and are aligned to our Group Code of Conduct, Supplier Code of Conduct and Ethical Trade Policy.

The Human Rights Policy principles are derived from:-

- The Universal Declaration of Human Rights
- The International Labour Organization's Declaration on Fundamental Principles and Rights at Work
- Children's Rights and Business Principles
- UN Women's Empowerment Principles
- The United Nations Convention Against Corruption
- The UK Modern Slavery Act (2015)
- UN Sustainable Development Goals

### Human Rights

#### Principle 1

Businesses should support and respect the protection of internationally proclaimed human rights.

#### Principle 2

Businesses should ensure that they are not complicit in human rights abuses.

*Figure 18 - Human rights policy (Dawn meats, 2021)*



## Community and Charity Statement

Dawn Meats as a family owned company, has a long tradition of support for charities and giving back to the communities where we operate. All sites have a Community and Charity Champion (CCC) who coordinates activities and is identified on site noticeboards.

All employees are expected to reflect Dawn Meats' mission, vision and values in any community and charity (C&C) activity and the following themes are generally supported:

- Agriculture, food & related charity and community events
- Health & well-being related charity and community events
- Local charities and community events
- Scientific or academic research on livestock production/meat protein challenges
- Youth and older persons' charity and community events

Dawn Meats will support C&C activity in the following ways<sup>1</sup>. Ideas may be brought to the site CCC or Head of CSR and Sustainability.

- **Group Fundraising Activity:** We have a Group Calendar of Events and sites will organize fundraising activity for a select few of these events each year. Additionally, employees are invited to propose ideas they feel might be suitable for site level or group involvement. Examples in the past are fundraising in relation to Macmillan and Christmas jumper photo appeals. Activities will be agreed with the Group Head of CSR and Sustainability.
- **Supporting Local C&C Activity:** Funding is possible for approved local C&C activity agreed by the site operations manager and site CCC, subject to budgetary limits. Ideas for consideration should be forwarded to the site CCC.
- **Employee Organised Fundraising:** Support is offered, and employees are encouraged, to raise funds for agreed worthwhile causes. This activity must be balanced with the responsibility to protect the business, public and employee concerned. Such activity will be eligible for the Dawn Meats semi-annual draw for matched funding.
- **Volunteering:** Employees are encouraged to volunteer for C&C events. Volunteering outside of working hours will be eligible for the Dawn Meats semi-annual drawn for matched funding. Volunteering within working hours may be considered subject to agreement with site operations manager and CCC, once it does not impact operations.
- **Other:** If you feel you have an idea worthy of consideration and it doesn't directly fall under a heading outlined above for financial support or volunteer hour support, please feel free to contact the site CCC or [csr@dawnmeats.com](mailto:csr@dawnmeats.com).

### Important Things to Know:

- All C&C Activity where employees are being asked to donate to or partake in fundraising must be agreed in advance with the site CCC and must be registered on the Community and Charity Account Register (CCAR). To qualify for the draw for matched funding, the C&C Activity must be on the CCAR. This applies equally to events organized on or off site.
- Dawn Meats does not ordinarily support personal fundraising or fundraising undertaken by/for individual employees' family members. However, under certain exceptional circumstances, approval may be given to do so on compassionate grounds and must be obtained from the Head of CSR and Sustainability via the site CCC.
- All communication in relation to fundraising must be through the CCC. Emails should be sent by the CCC. Posters or other communication should be agreed with the CCC. All external communication is through the Head of CSR and Sustainability.
- Customers or suppliers must not be contacted for sponsorship in relation to fundraising, unless and under exceptional circumstances, approval to do so has been given in advance, by the Head of CSR and Sustainability.
- Dawn Meats will not cover costs associated with fundraising activity e.g. travel or accommodation cost.



Niall Browne  
Chief Executive Officer  
April 2020

Figure 19 - Community and charity statement (Dawn meats, 2020)



## WASTE STATEMENT

Dawn Meats Group operates meat processing facilities producing fresh and frozen meat products. The company with the support of senior management and relevant team members will actively aim to reduce waste, increase reuse and increase recycling.

We recognise the importance of managing and continuously striving to reduce, reuse and recycle the amount of waste generated by the business. This has been bolstered by setting ambitious improvement targets.

To achieve waste reduction, reuse and recycling, we shall:

- Commit to implementing waste reduction, reuse and recycling measures across sites.
- Set and review objectives and targets on an annual basis.
- Measure waste generated and undertake a pareto of waste sources and focus on those that present the greatest opportunity for improvement.
- Receive the support of senior management to ensure waste reduction, reuse and recycling is firmly embedded in both the company's and all employees' culture and way of working.
- Encourage our suppliers, customers and third parties to strategically embed waste reduction, reuse and recycling into their business.
- Appoint environmental champions across all sites in key areas
- Communicate with, educate, train and motivate employees to undertake their role in the most efficient manner that minimises waste arising, maximises reuse and recycling and ensures that a continuous professional development strategy remains core to our business goals.
- Set our ambitions in line with the UN sustainable development goals

The Company is committed to continuous improvement. This statement will be communicated to all relevant stakeholders.



Niall Browne  
Chief Executive  
May 2019

Figure 20 - Waste statement (Dawn meats, 2019)

# Strategic Management Issues

GRADEMARK REPORT

FINAL GRADE

GENERAL COMMENTS

Instructor

66/100

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GRADING FORM: CSG-RUBIC

RICHARD HARRISON

66

RESEARCH-INFORMED LITERATURE



Excellent range of sources researched to inform of Dunbia's policies and status. Cited references list provided but no separate Bibliography. Citations used to identify sources throughout but sentence structure needs to improve with use of citations as part of sentence instead majority are at end of paragraph.

**7**

## **KNOWLEDGE AND UNDERSTANDING**



Detailed background knowledge of Dunbia and operating procedures. Clear understanding of perception of Dunbia from reviews provided, linking to the need for improving the treatment of the employees as a potential issue in the SWOT and PESTLE, where many of the previous employees were from EU countries and now there may be a shortage of suitable employees due to the reputation.

**20**

## **ANALYSIS**



Very good critical analysis of SWOT, PEST and CSR, identifying the impact on the company and the benefits to specific communities where the company operates. Explains the use of lean methods adopted and the potential for incorporating additional technology based systems, linking to the recommendations for taking advantage of Amazon type delivery processes, cutting out the supermarkets, using online ordering or QR codes.

**13**

## **PRACTICAL APPLICATION AND DEP.**

- 
- Very good knowledge of Company operating procedures and processes enabling the identification of weaknesses, such as split engineering depts., where a central location would benefit the access time. Uses SWOT, PESTLE and CSR well to explain company position.

**20**

## **SKILLS FOR PROFESSIONAL PRAC.**

- 
- Very good layout and details. Improve use of citations in sentence structure. Minor presentation and literacy errors.

**6**