

Workplace Culture and its impact on Organisational Efficiency

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Executive summary

Workplace culture and employee relationships are the major determinants of ethical dilemmas in a company. The sustainment of a business code of conduct is complemented by the ethical standards of a company. Cadbury PLC, being a subsidiary of Mondelez International, became the largest international organisation in the snack business. The total net revenue of the company was £23.57 billion in the year 2021 (Statista, 2021). The company has been facing some ethical issues since 2016. The withdrawal from fair trade policies and child labour issues are creating business disruptions. The report has conducted some business environment analysis to investigate the factors impacting the relationship culture and ethical standards in the company. The report has used PESTLE and Porter's five forces as market analytical tools. The report has further discussed two ethical dilemmas along with corresponding strategic solutions for the ethical dilemmas in Cadbury PLC.

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Task 1 - Individual Report

1.Introduction

Environmental forces and ethical dilemmas influence the long-term plans and affect the corporate culture of a company. Additionally, A positive organisational culture increases organisational productivity, and employee engagement and develops their experiences. The report will analyse the connection between organisational cultures with their function. Additionally, it will describe the major environmental factors that have an impact on the organisation through using organisational analysis techniques. A detailed analysis of the workplace culture of Cadbury PLC and the impact of external forces on the culture will be discussed in this report. The report will also focus on explaining the term ethical dilemma and two major ethical dilemmas of Cadbury PLC that may affect the performance of the company.

2. Company background (Cadbury PLC)

Cadbury PLC is a British multinational organisation which was established in Birmingham, England in the year 1824 (Cadbury, 2012). The brand value of Cadbury PLC has increased in the last year and reached a brand value of approximately £5 billion in 2022 which is raised from £3.87 billion in the year 2018 (Statista, 2021). Cadbury PLC was founded by John Cadbury who was a quaker and sold coffee, tea and chocolate. The company believes in continuous improvement of product changes and focuses on the product's packaging. Cadbury Dairy Milk, Cadbury Fudge minis, Cadbury Dairy milk with Oreo, and Cadbury roses are some popular products of the company (Cadbury, 2012). Cadbury PLC also established Cadbury World which provides a fun chocolate trip for kids and families in the UK (Cadbury, 2020). The main mission of Cadbury PLC is to offer an experience of cocoa for kids and food lovers with its exclusive chocolate drinks, chocolate bars and several other products. Cadbury PLC merged with Mondelez International in 2012 (Cadbury, 2012). Cadbury PLC along with Mondelez International is aimed to be the international leader by increasing growth, business execution and giving focus on the culture. The

company sells its products in around 150 nations and established operational centres in 80 nations that include America, Europe and others (Statista, 2021).

3. Key business environmental scanning and analytical tools

The business environment scanning and analytical tools are important for analysing the market condition where the company operates (Capobianco *et al.*, 2021). Cadbury Plc requires to focus on environmental scanning to understand the contemporary market demands for enhancing organisational efficiency.

Key business environmental scanning and Analytical tools: Environmental scanning refers to the ongoing tracking of market trends and customer demands for analysing the organisational environment. It helps Cadbury Plc to understand the market threats and opportunities for shaping the organisational goals as well as strategies. The report will underpin the PESTLE Analysis and Porter's five forces analysis for scanning the macro business environmental factors. PESTLE Analysis highlights the key external factors including political, technological, social, economic, legal, and environmental factors influencing the organisation (Capobianco *et al.*, 2021). The business environment helps Cadbury Plc to successfully develop business strategies to cope with the dynamic market changes. Business analysis is popular among organisational owners to analyse and figure out the proper plan or priority for the organisation to attain the organisational goals (Capobianco *et al.*, 2021). Porter's five forces analysis and PESTLE analysis are important analytical tools for analysing the external environment. Porter's five forces analysis highlights five competitive forces to analyse the operating environment of the competition of the business (Mahat, 2019). This analysis draws from industrial organisation economics for deriving five forces which measure competitive intensity. According to Talari and Khoshroo (2022), this framework is applied to understand the competitiveness of the industry and identify the potential profitability of the company. Cadbury Plc applies Porter's five forces to analyse the core competitiveness of the company. This framework is used to assess the five forces that correspond to the key elements of market intensity (Capobianco *et al.*, 2021).

4. Business environment analysis to identify the key drivers for changes

External environmental analysis (PESTLE)

External environmental factors	Description	Impact
Political factors	• The corporate tax in the UK is 19% which will affect the business of Cadbury Plc as the operational expenses of company are increasing. • The free trade agreement was signed by the UK Government in 2020 with the non-EU countries which help Cadbury Plc to expand its business in the non-EU countries with lower taxation and tariff rate.	High
Economic factors	• The inflation rate in the UK is increased from 2.19% in 2021 to 10.1% in 2022 affecting the overall corporate expenses by increasing the raw materials costs (Nibusinessinfo, 2022). • The Economic GDP in the UK increased by 4.2% in 2022 to £2.3 trillion which helps Cadbury Plc to set a huge customer target (Nibusinessinfo, 2022).	High
Social factors	• Covid-19 negatively affects the business operations of Cadbury Plc by reducing the number of customers in the store as the customers prefer to eat healthy foods due to Covid-19.	High

	Online purchasing habits of the customers help Cadbury Plc to develop the sales of the company by 11.5% in recent years (Cadbury, 2022).	
Technological factors	- The emerging technologies including AI, machine learning, cloud computing, blockchain technology, and big data in the UK market help Cadbury Plc to develop its online presence through social media or websites. - Cybersecurity threats reduce the data security of the organisation including employee databases and customer databases.	Low
Legal factors	- Equality Act 2010 is imposed on Cadbury Plc to ensure workplace equality regardless of the age, race, gender, nationality, and sexual orientation of the employees (Citation, 2022). - Health and Safety Act 1974 is enacted by Cadbury Plc to develop occupational safety and reduce workplace hazards (Citation, 2022).	High
Environmental factors	- The Environmental Protection Act of 1990 is enacted to ensure that Cadbury Plc uses the eco-friendly business plan for protecting the environment from pollution (Allianz, 2018). - The UK Government passed the law for net zero net greenhouse gas emissions by 2050 which helps Cadbury	Moderate

	Plc to reduce its carbon footprint reduction.	
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Table 1: PESTLE Analysis

(Source: Author)

The higher corporate tax, Covid-19, higher inflation rate, and cybersecurity threats are existing market threats for Cadbury Plc. Alternatively, the free trade agreement, economic GDP growth, online purchasing habit of the customers, emerging technologies, employment act, and environment protection act are the existing marketing opportunities that help Cadbury Plc to develop its business plan.

Competitive analysis (Porter's five forces)

Competitive forces	Description	Impact
Competitive Rivalry	- The number of competitors in the UK market is huge including Galaxy, Maltesers, Kinder, Lindt Lindor, and many more (Cadbury, 2022). - Cadbury Plc faces a strong competitive force from its competitors due to having huge competitors in the market.	High
Bargaining power of the buyers	- The bargaining power of the buyers is higher due to the existence of huge chocolate brands in the UK. - The switching power of the buyers is high as the customers prefer to purchase quality products at a reasonable price.	High

Bargaining power of the supplier	• The bargaining power of the suppliers is lower as there are more than 1500 suppliers existing in the market supplying the raw materials for producing Cadbury (Bruijl and Gerard, 2018). • The switching power of the suppliers is lower as the company can reject their contract in case of delivering any lower quality raw materials.	Low
New entrance threats	• The new entrance threats are moderate in the market as the new entrance faces challenges to enter the market. • Alternatively, innovative product ranges will help the new entrance to easily attract customers and maintain business sustainability (Bruijl and Gerard, 2018).	Moderate
Substitute threats	• The substitute threats are higher in the market due to the existence of substitute products including candy, fruit candy, wafers, and gems (Cadbury, 2022). • The substitute products are popular in the market which possesses a higher degree of threat to Cadbury Plc.	High

Table 1: Porter's five forces Analysis

(Source: Author)

The competitor rivalry, buyers' bargaining power, and substitute threats are high in the chocolate manufacturing industry in the UK market. Alternatively, new entrance threats are moderate and suppliers' bargaining power is lower in the Cadbury or chocolate manufacturing industry.

Identifying the key drivers for the changes in the business environment for Cadbury Plc

Cadbury Plc is a chocolate manufacturing company in the UK and the UK Government is concerned about the health problems associated with Cadbury (Cadbury, 2022). The restrictions on the usage of ingredients of Cadbury will cause changes in the taste of Cadbury. Covid-19 negatively affects the business operations of Cadbury Plc by reducing its sales by 11.5% in recent years (Isabelle *et al.*, 2020). Cadbury Plc closed its 50% of stores due to the Covid-19 lockdown and health-consciousness trends are developing among the people. The company faces issues to attract customers as the customers shift to healthy food items. The higher inflation rate is another driver that increases the price of the raw ingredients required for chocolate preparation (Isabelle *et al.*, 2020). Cadbury Plc has to increase the chocolate price due to a higher inflation rate and higher tax rate. The Employment regulation helps Cadbury Plc to develop its workplace attachment by improving employee-employer relationships.

5. Assessing the workplace culture in Cadbury Plc and organisational changes due to the influence of external factors

Workplace culture assessment for Cadbury Plc: The management of Cadbury is concerned about the external factors affecting its business to make vital business decisions. Cadbury Plc maintains its core values and workplace transparency for empowering employees. Around 70% of the employees of Cadbury agreed that Cadbury maintains its core values and workplace transparency [*Referred to Appendix 1*]. Covid-19, higher inflation rate, and higher tax rate will increase the overall expenses of Cadbury Plc. Cadbury allowed its employees to work from home option during Covid-19 for coping with the impact of external factors (Cadbury, 2022). The company empowers the employees and the company tries 2,000 employees in the UK branches together. The core values of Cadbury include transparency, fairness, and honesty which are

helpful for maintaining an equal workplace. Additionally, Cadbury has already expanded its business in the Asian continents, European continents, and African continents (Cadbury, 2020). The company hires employees from different cultural backgrounds and inspires them to work collaboratively with other employees. The organisational culture is changed due to Covid-19 as more than 50% of the workforce of the company shifted to hybrid work culture. Approximately, 65% of the employees of Cadbury Plc ensure that the hiring process of the company is impressive **[Referred to Appendix 1]**. The impressive work culture strengthens the bonding between the employees and employers.

About 75% of the employees stated that Cadbury Plc maintains workplace equality and diversity. The higher inflation rate creates issues for the company to increase employee wages and provide them incentives. Cadbury Plc faced challenges to respond to the higher inflation rate and maintain employee satisfaction (Cadbury, 2022). The company is capable to maintain the workplace culture through workplace equality regulation implementation. Cadbury Plc implemented the Equality Act 2010 to maintain workplace equality and remove discriminatory management behaviour (Citation, 2022). The Health and Safety Act 1974 is enacted by Cadbury Plc to ensure an accident-free work culture for the company (Citation, 2022). The company arranged employee programs for developing the ability of the employees to develop their skills and knowledge. Around 70% of the employees of Cadbury Plc state that effective employee programs are arranged by Cadbury Plc. The company has a marketing management and analysis team to analyse the dynamic changes in the UK market (Cadbury, 2022). Around 72% of the employees' state that Cadbury Plc is empathetic to their employees for understanding their problems of the employees. Cadbury Plc has enough virtual or remote working facilities for the employees during Covid-19 where the employees are capable to select their own working schedule (Cadbury, 2020).

6. Evaluating the relationship culture in Cadbury PLC, its relationship with organisational performance, financial and non-financial performance

Relationship culture in Cadbury PLC: According to Roscoe *et al.* (2019), the relationship culture among the employees in Cadbury PLC is a hierarchy culture. The relationship between employees is structured with the hierarchical order of the chain, similarly, the decision-making process is also advocated by the collective decision formulation and filtration by the line manager in a department (Benton, 2022). Functions like Finance, administration, operations, customer services and production are organised by centralised decisions. On the other hand, marketing, IT, research and development functions are organised with decentralised decision-making.

Demonstrating how hierarchy culture impacts the employee productivity and performance:

The hierarchy culture in Cadbury PLC allows the managers to provide clear demonstrations and instructions for daily work processes. According to Roscoe *et al.* (2019), workforce planning is discussed and developed for enhanced and realistic productivity. The efficiency of the employees is detected based on the performance review method programmed in each department. The project management programs in the marketing, sales and production department are conducted with team formulation.

The reward system embedded with KPI directives motivates employees to put more effort into increased production. According to Roscoe *et al.* (2019), cultural diversity is maintained in the company and the hierarchical posting with impartial promotion decisions motivates employees regarding enhanced career growth opportunities. This also increases employee engagement, productivity and performance in the company.

Demonstrating how hierarchy culture influences financial performance: The hierarchical culture massively influences the financial performance of a company. Cadbury PLC has a massive dependence on the stock value for its public limited structure. The UK government has faced significant disruption in the economy during the 2020 pandemic and the 2022 resignation

of Liz Truss. This impacted the profit allocation of the company (Drury, 2019). The changes in the employment salary structure of 14% reduction have impacted the retention control of the company. However, the continuous marketing culture in remote working situations has helped Cadbury PLC to control retention in the company.

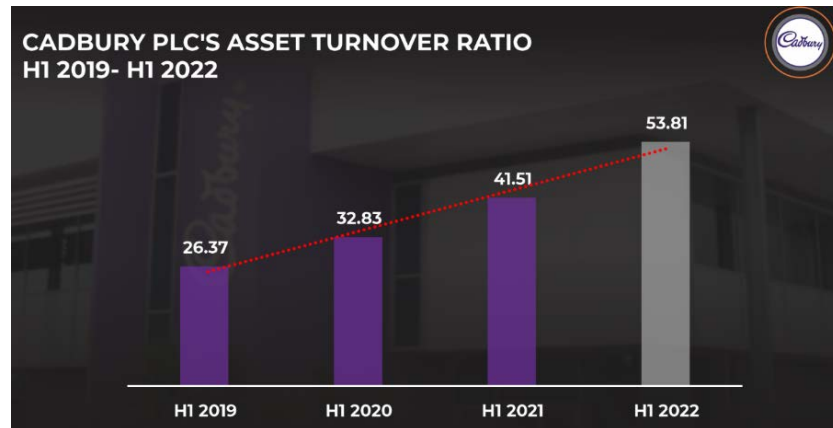


Figure 1: Cadbury PLC turnover (year-on-year)

(Source: Benton, 2022)

Cadbury has created a negative turnover of £1096.93 million in 2021. However, the turnover has significantly increased to £2000.232 million in 2022. According to Burton and Turnbull (2019), the increased project management in the remote working structure has increased employee engagement which has caused this enhanced profitability.

Demonstrating how hierarchy culture influences value creation and customer service:

Hierarchy culture allows the employees to contribute to the company's decision-making process (Sekulich, 2017). The hierarchy culture increases the value orientation of decentralised processes where the operational, and marketing decisions are not individual. A system like this in Cadbury PLC allows employees to communicate information regarding tangible assets, resource criteria, new product demand and market trend responses. According to Adams *et al.* (2018), this increases their value, the value of products, brands and new customer services of Cadbury. Therefore, the engaged workforce of employees increases business flexibility and operational

flexibility. The '*cause marketing*' campaigns are also supported by the hierarchical structure where the entire workforce in a specific department contributes to the marketing process.

7. Describing ethical dilemma in workplace and identify two ethical dilemmas in Cadbury PLC that has the potential to disrupt the organisational performance

Ethical dilemma: An ethical dilemma is a conceptual paradox that is created by the presence of two or more options regarding any business operation. According to Adams *et al.* (2018), when both of the business actions justify profit, but one of them conflicts with social, economic or moral values, the ethical dilemma appears. Sometimes, the code of conduct in a business compromises with certain loopholes that are not mentioned in the business code (Drury, 2019). These actions are embedded in the social system and are established as fundamental ethics. The compromise of these ethics for business profitability creates ethical dilemmas in a company. As an example, the hygiene issues with the Zero Coke scandal in 2019 can be considered an ethical dilemma where the company provided zero-calorie drinks by compromising the hygiene value and harmful compounds in the drinks with less shelf life.

Cadbury's withdrawal from fairtrade: Cadbury has withdrawn their agreement from the fairtrade guidance in 2016 (Thomas, 2016). This has created a significant impact on the food market globally. The fair-trade compliances standardised minimum payment for transportation, raw material supply and other trading comprehension. However, the company CEO said that Cadbury is more focused on the sustainability process by increasing the profit margin and providing increased payment to the suppliers in Africa (Benton, 2022). This situation created a significant impact on the internal workplace culture where the production, and supply distribution departments are aligned with the process simultaneously.

According to Martins *et al.* (2019), the employees have become concerned about the increment of sales frequency to increase the profit outcome of the company. This allows Cadbury to sustain its accounts receivable with increased supplier payments. Therefore, the ethical directives of the company taken after the withdrawal from the fairtrade standards can be stated as justified for

Cadbury. According to Adams *et al.* (2018), the hierarchical flow of instructions regarding the budget distribution in each operation, therefore, helps the sustainable resourcing and distribution process. Moreover, the price margin of the company has been reported to increase by 7.81% between 2017 and 2021 which justifies its sustainable claim for the action.

Cadbury's child labour issues: Cadbury PLC has been recently accused of using child labour in cocoa production. The ethical resourcing compliances are broken after the withdrawal of the fair-trade compliances of the company in 2016. This has affected the brand image of the company effectively and the stock value immediately reduced by 16% in late April 2022 (Ungoed-Thomas, 2022). The supply-distribution department was charged around £34 million fine from the UK government to import the batch of cocoa from unethical resourcing. According to Burton and Turnbull (2019), this has created a reason for an elaborated investigation of the administrative and supply distribution department in the company. The hierarchical decision-making culture has been accused of being massively disrupted after the reveal of the incident.

The CEO of the company denied the acknowledgement of the facts that have been going on behind his back. This incident indicates that Cadbury's is exposed to a certain level of manipulation by the ground staff (Ungoed-Thomas, 2022). The managerial personnel are also denying the charges regarding this incident which is creating even more confusion about the cultural sustainability of the company (Thomas, 2016). Cadbury, in a situation like this, needs to develop a strong communication matrix among the ground staff and administrative division by avoiding the intervention of managerial staff. According to Martins *et al.* (2019), this can resolve the issues regarding unauthorised resourcing compliances and proper investigation of agricultural firms before signing the supply contract.

8. Recommendations to resolve the identified ethical dilemmas

Recommendation 1 (Creating dedicated charter governance team in Cadbury PLC):

Cadbury PLC needs to create a dedicated charter governance team that will conduct frequent investigation on the end-to-end operation of the company. This can increase the awareness

among the employees regarding unethical activities and business misconduct. The incorporation of a random investigation schedule can increase the restrictive standards in the company. The supply distribution process can be investigated frequently to assure that the supply and resourcing is being conducted ethically. Moreover, the adjustment of marketing processes with ethical standards can be maintained more sustainably with this charted governance embedded in the corporate system of Cadbury. The marginal profitability of the company also needs to be investigated to sustain the auditing ethics of Cadbury in different domestic branches.

Recommendation 2 (Matrix interdepartmental and administrative communication structure): The matrix interdepartmental and administrative communication structure refers to a structure where the ground staff are permitted to report to administrative personnel directly. This condition is viable in certain cases of reporting, and compiling about unethical behaviour, and activities in different departments. The workforce-related instructions can still be passed on by the hierarchical format. However, with the implementation of the interdepartmental communication matrix, directors from different departments can be communicated about the budget sanction, auditing performance and operation of other departments. This can allow them to contrast the profit outcome and analyse the error or potential ethical threat to the company. Therefore, it can finally ensure the sustainment of ethical standards and resolve ethical dilemma like child labour issues in Cadbury PLC.

Recommendation 3 (Quarterly conferences for revisiting annual business objectives): Cadbury PLC can also arrange quarterly conferences to revisit the progress of annual business objectives. This can allow the employees to understand the proceedings strategies with the current economic situation. The mentioning of ethical standards in these conferences can create a positive mindset among all the employees in the company. Moreover, the employees can also be aware of the essentiality of ethical standards in business activities. Continuous persuasion of the ethical standards can significantly increase the ethical standards in the company. The sustainable profit margin increment can also be communicated to the production and finance team

of the company with these conferences. This can finally improve the ethical dilemmas Cadbury PLC has been facing for more than a decade.

9. Conclusion

Business environment refers to all the major components that affect a business including both the internal and external. The report has established a discussion about the impact of environmental forces on organisational culture. Ethical dilemmas refer to a circumstance in which a contradiction arises between the two courses of action within an organisation. A positive workplace culture is essential for every organisation to increase its efficiency and overall performance. Impactful communication, maintaining core values and establishing ethical principles can build a positive workplace culture. The report has tried to understand how the ethical dilemmas of Cadbury PLC impacted its organisational culture. It is important to maintain an effective workplace culture with several factors such as strong engagement, job satisfaction, productivity and retention rate. A sincere and well-evaluated range of recommendations has been established in this report. Cadbury PLC needs to improve its workplace culture to meet its business objectives of becoming the largest snack producer in the world.

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Task 2: Individual reflective essay

1. Introduction

The aim of this essay is to define the learning experience of the module through reflective writing. This essay will discuss the positive and negative learning aspects that the learner has faced due to creating the previous report. Therefore, this paper will also discuss the learning outcomes during the module. The elements which have a direct impact on the employment of a company will be also discussed at the end of this essay.

2. Description

This model has provided me with diverse learning and also helped me to develop my skills. This module requires a lot of research and study about the company. I took Cadbury PLC to identify the environmental analysis of the company. Therefore, I also assist the workplace culture of the company to identify the organisational changes. This module also helps me to define the external factors of the UK that affect organisational performance and organisational changes. There are six different external factors such as political, social, economic, legal, technical and environmental (Vallati and Grassi, 2019). Besides that, I learnt about Porter's five forces and their importance to define the competitive analysis of the industry. I have identified that the buyer's power and the new market entry threat are very high in this industry. On the other hand, the supplier's power is low and the substitution threat is also moderate for Cadbury PLC. The competitive rivalry is very high as global companies such as Nestle, Kraft Foods, Mars, Hershey's and others are providing high competition to this company (Bruijl and Gerard, 2018). This will help me to identify market analysis as a future industry professional. Therefore, this module also helps me to identify the relationship between the organisational performance, financial performance and non-financial performance of Cadbury PLC. Apart from that, I have also gained knowledge about the ethical dilemma of a company which can disrupt the organisational performance. Ethical dilemmas in the workplace increase confusion and workplace discomfort among employees (Bruijl and Gerard, 2018).

This module was very effective to improve my learning abilities and I was able to use my academic skills as well as interpersonal skills to prepare this report. My reading and active listening skill help me to take proper notes and identify learning issues. I used reflective learning skills to reduce my learning gaps and make a prominent assignment. My reading skill helped me to improve my writing and I was also able to gather more information from various books. Prominent writing also requires a lot of research to identify the company background and industry analysis (Horsburgh and Ippolito, 2018). I used various online and offline resources such as books, journals, articles, company annual reports, industry research papers as well as other sources to collect real information about Cadbury PLC. There are a lot of data about this company on the company website and various online journals that provide the required information for this module. Proper research skills helped me to gather appropriate data and use them in my writing. Apart from that, I also got peer support from my classmates. As an introverted student, it was quite difficult for me to directly ask for help from teachers. Some of my teammates help me a lot to mitigate my issues and improve my learning outcomes.

Internal communication is one of the main factors while developing any assignment or assessment. It assists to enhance the flow of information and develop a collaborative working culture (Moseley, 2019). It was quite tough for me to interact with my companions or teachers effectively while developing this assignment. It happened due to my poor communication skills and lack of confidence within the group. I was unable to use all information effectively in developing the above report on Cadbury Plc. Time management is also a crucial factor to complete any type of writing within a given time. It assists students to maintain punctuality, academic ethics and submission criteria (Word Rake, 2022). Task 1 could not be completed within deadline and with high accuracy due to poor time management skills. Further, poor time management skills lead me to do late submission of the above report. Moreover, I was unable to take formative feedback on my writing from teachers due to late completion. This reason has led me not to identify weak areas of my writing and resolve them effectively. Referencing in writing is

a significant component and it enhances relevance as well as authenticity. Further, it assists students to avoid plagiarism in their writing by mentioning the main authors or writers (Copper, 2022). I was unable to use references in the right way as I did not have knowledge of different referencing styles. Due to this reason, I used multiple types of reference styles in the same report and it is academically not right. Later, I completed the assignment with proper referencing with the help of teachers.

Business environment means both internal and external factors of companies like Cadbury Plc (The Global City, 2022). Through this above report, I have identified the impacts and roles of the business environment on companies. It will assist me to identify possible impacts of business environment factors in my future workplace. I can easily apply strategies to resolve negative impacts from the company and it will lead me to become an effective employee in my future workplace. Workplace culture means the overall character of companies and it includes beliefs, ethics, responsibilities, practices and attitudes (The Global City, 2022). Through this report, I have been able to identify the right workplace culture and processes for developing good workplace culture. I can easily use identified strategies to develop and maintain positive workplace culture in my future company to enhance employee engagement effectively. Ethical issues of Cadbury Plc and suitable recommendations have been mentioned in the report. Ethical issues decrease employee engagement, inclusivity and diversity in workplaces impactfully (Word Rake, 2022). Finally, ethical issues lead those companies to suffer from underperformance, poor productivity and weak performance. I will avoid all those ethical issues in my future workplace to face any type of consequences in my future career.

3. Conclusion

This essay has evaluated the achieved learning from the above report that has been developed by focusing on Cadbury Plc. Good activities and incidents during the development of this report have been discussed in detail. Further, poor activities or situations of that incident also have been

evaluated briefly in this study effectively. Finally, the use of gained activities in my future employment has been analysed in this essay properly.

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Appendix

Appendix 1

Checklist for assessing the workplace culture in Cadbury Plc with the changes of the external factors		
Tasks	Yes	No
1. Does Cadbury maintain its core values and workplace transparency?	70%	30%
2. Are you impressed with the existing hiring process of Cadbury Plc?	65%	35%
3. Does Cadbury Plc maintain workplace equality and diversity?	75%	25%
4. Are the employee programs arranged by Cadbury Plc effective?	70%	30%
5. Does Cadbury Plc have a marketing management and analysis team?	60%	40%
6. Is the company management empathetic to their employees?	72%	28%
7. Does Cadbury Plc provide enough virtual or remote working facilities to the employees?	55%	45%

Appendix 1: Checklist for assessing the workplace culture in Cadbury Plc

(Source: Author)