

# 2023 Annual Report and list of Members





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## Chairman’s Foreword

# Welcome

## to the Federation of Bakers Annual Report and List of Members 2023.



It is with great pride that I can reflect on the achievements of not only the Federation of Bakers’ members, but the bakery industry overall, in the past year. Since I started as Chairman in 2017, the industry has faced a barrage of challenges, from the UK’s exit from the European Union, then the Corona Virus, and Russia’s illegal invasion of Ukraine. The impacts of these events on global markets cannot be understated, and the effects on food and drink manufacturing, including the plant bakery sector, are undeniable.

Some of the encouraging outcomes of the past year, firstly, last April we welcomed Andrew Pyne as the new Chief Executive of the Federation. It was a baptism of fire, and I am delighted that he has so quickly grasped the baking industry and its challenges and helped us face into them. We were eventually able to celebrate the Federation’s 80th Anniversary with a dinner for members. I forget how many times we had to postpone and reschedule, due to the never-ending train strikes. However, we finally held a dinner for over 30 federation members on 31st January 2023, at Stationers’ Hall, in London. It was a great pleasure to see many familiar faces who we had not seen for a while, and introduce new members to the Federation of Bakers. A fabulous evening of good food, wine, and friendship.

The past year will be most remembered for the impacts of the invasion of Ukraine, and the global commodity markets’ response. Wheat and energy prices were already on the rise, but no one was prepared for the new heights of the input prices, along with packaging, fuel, and labour cost increases. We are very grateful for the momentous work of those people in our businesses who rose to the challenge, to ensure we continued to produce the nation’s bread under very challenging conditions. Our supply chains have bounced from one crisis to another, with the pressure of inflation needing to be carefully managed throughout.

It was clear, with the challenges the industry faced, that there was a need for action. Along with colleagues from AB Mauri, Zeelandia and Fine Lady Bakeries, we developed the concept of the Baking Forum. An event by the baking industry, for the baking industry, to bring the whole sector together to discuss and collaborate on the future of a strong sustainable baking industry.

I would like to extend my thanks to the Federation’s Committees for their tireless work during the year, without whom the Federation would not be so successful. There is a report on each of the Committees’ work in the report.

The past year also saw changes to the Federation’s Board, and I am grateful to Lea Read and Adam Marson for their support. We are delighted to welcome Sam Millar (Warburtons) and Owen Elliott (Jackson’s Bakery) as new Board members. The Federation also had new Associate Members join, with AIT Ingredients and Country Style Foods becoming part of the network.

Finally, I would like to extend a sincere thank you to everyone who has been supporting our industry in the past year.

**Mike Roberts**  
Chairman



# About the Federation of Bakers

## Who we are

The Federation of Bakers (FoB) is the trade association representing the largest bakeries in the UK, which produce wrapped bread, morning goods, and other bread products.

Bakery is a £5.0 billion industry at retail sales value, employing around 70,000 people and supplying 85% of the nation's bread.

## What we do

We deliver professional services to our members and work in partnership with them and the wider bakery industry and stakeholders to provide insights, advice and guidance and in our representational role lobbying on regulatory or technical issues and positively promoting bread through our communications work.

A £5 billion industry\*  
Over 70,000 people employed  
Supplying 85% of the nation's bread

\*Kantar World Panel – 52 w/e 20th March 2023

# Our Values

We believe we should seek to exceed our stakeholders' expectations of the organisation by:

## Excellence

Pursuing best practice in everything we do

## Professionalism

Taking the lead in all issues relating to the bread industry

## Partnership

Being a hub of knowledge about, and for, the bread industry

## Areas of work

- We work in collaboration with external organisations and partners to make an effective and positive difference to our members and the wider bread and bakery industry.
- We provide an impartial environment for members to discuss non-competitive issues affecting the bread and bakery industry.
- Through our specialist Committees, staffed by members with considerable relevant expertise, we consider a wide range of topics that affect the industry and agree the Federation's position on issues from health and safety to technical matters and sustainability, to ensure that the Federation and its members are positioned as professional, progressive, and relevant to today's industry and consumer needs.





**It has been a privilege to lead the Federation of Bakers over the past year. When I accepted the role of Chief Executive, the geopolitical issues of the invasion of Ukraine didn't exist. When I joined in April 2022, the war was into its second month and the impacts were being immediately felt, in terms of rapid and significant price rises in commodities and energy.**

I must also pay thanks to my predecessor Gordon Polson, who retired after 17 years successfully steering the Federation. One of his last actions was to address the members' growing concerns over the Ukraine conflict. The Federation of Bakers had acted swiftly by writing to the then Defra Secretary of State, the Rt Hon George Eustice MP, to raise its concerns and ask government how

it could support the UK bakery industry, and the nation's food security.

The bakery industry and the value chain are a vast network of colleagues, who co-operate closely and collaborate. The Federation of Bakers continues to work closely with the UK Flour Millers, and I would like to extend my thanks to their CEO Alex Waugh, who is retiring later in 2023 after a magnificent career leading NABIM, latterly UKFM.

Building networks has been key in the past year, establishing industry relationships. We engaged with the Food Standards Agency at all levels in technical, communications, and policy discussions, ensuring FoB members are kept informed of all the latest developments.

## Key achievements

**The Federation** responded to the government's consultation on **Bread and Flour Regulations** and the fortification of Folic Acid.

**The Federation** successfully lobbied government on behalf of the bakery industry to be recognised as a **critical food sector** and secure ETII (Energy and Trade Intensive Industry) status.

**The Federation** established a new **Sustainability Working Group** to focus on priority issues within plant bakery.

**The Federation** collaborated with the UK Flour Millers and the Food and Drink Federation on Fibre initiatives, with members signing up to **'The Fibre Initiative'**.

**The Federation** hosted a belated **80th Anniversary Dinner** for members in January 2023 at Stationers' Hall in London.

The Federation works closely with the Food and Drink Federation, whereby the bakery sector can add its weight to the macro industry issues, and the political engagement. We also work closely with the Association of Bakery Ingredient Manufacturers (ABIM), many of whom are Associate Members of the FoB. The Federation continues to work with its international bakery counterparts through the AIBI (International Association of Plant Bakeries.) As a Board Member, I am involved in the strategy, which is to help secure ongoing recognition of the role of bread, and shape an environment where members can innovate and flourish.

We continued to hold regular updates with the Craft Bakers Association, and Scottish Bakers. It was through this network that we collectively wrote to the Chancellor, the Rt Hon Jeremy Hunt MP at the beginning of 2023. The impending end of the Energy Bills Discount Scheme (EBDS) was an existential threat to bakery businesses of all sizes. We built allies across MPs of all parties, both in Westminster and Scotland, and called for the industry to be recognised as energy intensive, and for government support to be extended.

The bakery industry isn't without its challengers and detractors. We continue to face misinformation and negative reporting in the media regarding bread's nutritional value. We redress this with factual responses, to ensure the contribution bread makes to the nation's health is accurately reflected, which is even more critical in the cost-of-living crisis.

On a political note, it remains my focus to ensure the UK government hears from us about the issues that impact our industry, whether as a direct or indirect consequence of the Ukraine-Russia conflict, or government policy. We continue to lobby for a positive regulatory framework which enables bakery businesses to manufacture without additional burden or cost.

The Federation is built on the bedrock of its Committees. I would like to thank everyone who has been involved in the Committees, where sharing and developing actions is at the heart of the work. I am delighted that in addition to the existing Technical and Health & Safety Committees, we have been able to establish a Sustainability Working Group, with a priority focus on packaging and recycling. Our Committees also benefit from the insights and information that we are able to share from the FDF, and the groups' continued laser focus on bakery relevant topics.

We welcomed two new associate members to the Federation this year. AIT Ingredients are a division of the Soufflet Group and operates in the wheat-flour-bread chain, producing technical (improvers, correctors, enzymes) and aromatic (sourdoughs, roasted malts, cereal blends) solutions for the milling and baking industries. Country Style Foods are specialists in high volume craft bakery goods for the leading retailers and food service channels.

Finally, the Federation continues to serve its members through the extraordinary effort of the team, Harleen Dev, Samantha Nottage and Catherine Stevens, and I thank them for all their passion, support and commitment to delivering some outstanding achievements in the past year.

**Andrew Pyne**  
Chief Executive



## Board

**The Federation of Bakers Ltd Annual General Meeting was held virtually on 16th June 2022. Representatives from six of the Board Member companies were joined by five members of the Associate Membership group. The AGM oversaw the re-election of Officer Holders, Mike Roberts, Chairman, Brian Irwin, Vice Chairman, and Steve Cook, Treasurer. The Chairman paid thanks to the recently retired long serving Chief Executive, Gordon Polson.**

The Board met on four occasions in the financial year 2022-23, in June and November 2022, and in January and February 2023. The previously established quarterly cycle of Board meetings was disrupted due to ongoing national rail strikes, and provision was made to run some meetings virtually. The Board were regularly updated on the Federation's Committees' activities, and discussed relevant issues including government regulation, energy support for manufacturing, and the Chief Executive's activities.

In June 2023, Craig Morris of Délifrance joined the Board, and was formally invited to become a Director of the Federation of Bakers Ltd. Lea Read of Jackson's Bakery, a serving Board Member, was also appointed a Director of the Federation. The Board approved the budget for 2022-23.

The September 2022 Board meeting was set to coincide with the Federation's 80th Anniversary Dinner, an opportunity for Board and Associate Members to network over a celebratory meal. The event was postponed on no less than three occasions, due to the train strikes.

The November Board meeting was held as a virtual meeting, because of further train strikes, and again, the 80th Anniversary Dinner, planned for that day, had to be postponed. The Chief Executive presented a new Purpose and Vision for the Federation of Bakers, and defined the Federation's role. Members subsequently approved the priorities for the year ahead. Lea Read of Jackson's Bakery resigned as a Director of the Federation. Owen Elliott, of Jackson's Bakery was appointed as a new Board member, and a Director of the Federation.

In January 2023, the FoB Board meeting held in the London offices was attended by the FDF Chief Financial Officer, who updated the meeting on FDF membership subscriptions. The Federation's 80th Anniversary Dinner was finally able to take place at Stationers' Hall in London at the end of January, and the Board and Associate members enjoyed an evening of fine food, wine, and networking.

A virtual Board Meeting was held in February to discuss the FDF's proposal on subscriptions, and in March, Adam Marson of Warburtons resigned as a Director of the Federation.

**Chair of the Federation of Bakers: Mike Roberts**  
**Vice Chair: Brian Irwin**

## Technical

**Throughout 2022, the Technical Committee closely monitored the developments of the consultation on proposals to amend the Bread and Flour Regulations 1998 to include folic acid as a new fortificant, alongside proposing some exemptions from statutory flour fortification. Members collaborated in submitting a response to Defra in November, establishing FoB's stance on the consultation. The FoB response supported several proposals, whilst requesting to tighten the wording regarding the legal description of 'wholemeal.' FoB members should expect a response to the consultation some time in 2023.**

### Sourdough

The Technical Committee continued to follow the progress of the ABIM (Association of Bakery Ingredient Manufacturers) Sourdough Code of Practice. The FoB supported ABIM in the creation of the Code of Practice by reviewing draft versions and engaging in a stakeholder conference call in September to agree on the best approach for publication. The version of the Code, focusing on to the three definitions of sourdough. The final Sourdough Code of Practice was launched in January 2023.

### Diet & Health

The FoB followed the progress of the UK Government's health initiatives in 2022, through regular verbal updates provided by FDF during Technical Committee meetings. This included the HFSS location-based promotions restrictions, which came into force in England on 1st October 2022, and the consultation on secondary legislation for advertising, which became effective at the end of 2022. Members were also kept aware of developments in relation to the Government Food Strategy, regarding plans to launch the Food Data Transparency Partnership (FDTP.) Members were also informed of the Final Sugar Monitoring Report published by Office for Health Improvement and Disparities (OHID.) This summarised a final assessment of the food industry's progress between 2015 and 2020 towards meeting the 20% reduction by 2020 target for the foods included in the sugar reduction programme. Overall, the largest decreases in average total sugar per 100g were 8.2% for cakes, and 3.5% for morning goods.

### Data Analysis

The Technical Committee members continued to supply data for the Federation of Bakers' annual sugar, salt, and acrylamide data collection. The results of the data collection can be found on the FoB website. Members agreed to continue the annual FoB data collection for 2023, to keep extending the historical datasets. The FoB is in a good position for the next FSA acrylamide data call, expected to take place sometime in 2023. Acrylamide remains a top priority for members to monitor, in addition to other contaminants, including T2/HT2, DON, HCN and Opium alkaloids. The Technical Committee continues to track the EU and GB regulatory environment regarding these contaminants in 2023, particularly with reference to the divergence from the EU and retained legislation.

In 2022 FoB members were impacted by the effects of the Ukraine/Russia crisis, mainly regarding supply chain issues. There was disruption to the availability of sunflower oil and its derivatives, such as sunflower lecithin. Members relied on the FSA, FDE and FSS for guidance on approaches to labelling regulations on the use of oils as ingredient substitutes with FoB members by keeping them informed of relevant updates.

**Chair of Technical Committee: Jill Charlton**  
**Vice Chair: Richard Vaughan**



Health & Safety

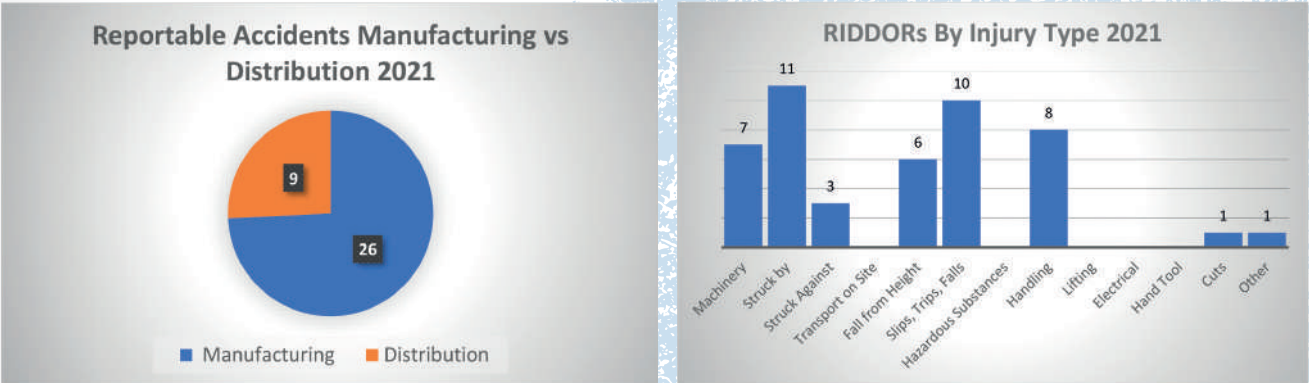
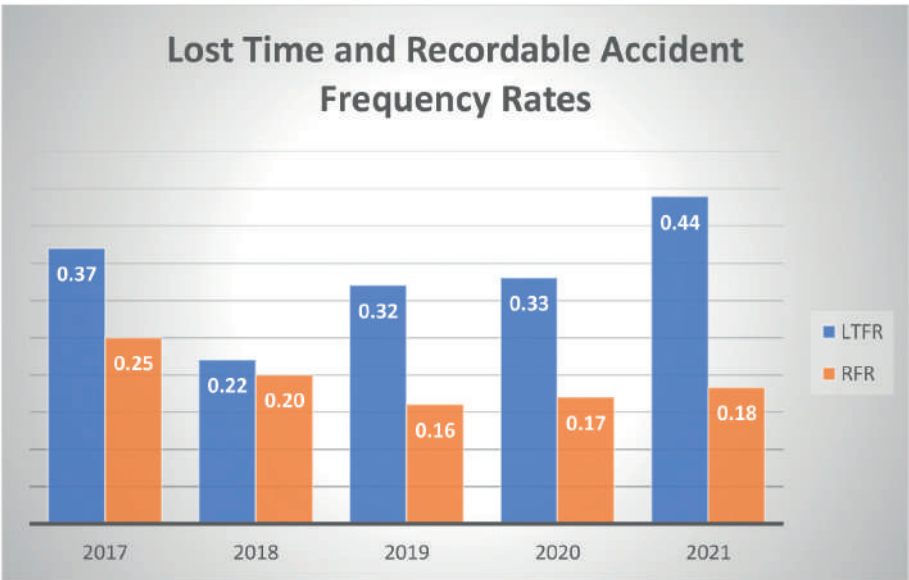
The Health & Safety Committee continued to monitor the workstream of the Food and Drink Manufacturing Forum (FDMF) Health & Safety Forum, led by the Health & Safety Executive. Members discussed the Health & Safety in food and drink manufacture self-assessment tool that was published. This was recognised as a useful tool that complimented the work members were doing, including engaging leadership, and represented best practice guidance.

FDMF Strategy Initiatives

The FDMF’s 5 Common Strategy objectives were identified as the reference points to structure the FoB Health & Safety Committee’s working agenda, under the headings:

- 1. Ill health/injury reductions
- 2. Musculoskeletal disorders (MSD), including manual handling and upper limb disorders
- 3. Slips and trips
- 4. Occupational Health and Wellbeing
- 5. Leadership and Engagement

The Health & Safety Committee supported the continued data collection of health and safety statistics for the industry, used as positive benchmarking indicators. These figures indicated an ongoing and continued trend to reducing numbers of incidents among FoB members.



FDF OHSC

The Federation of Bakers’ Health & Safety Committee continued to collaborate with the Food and Drink Federation’s Occupational Health & Safety Committee (OHSC), and participated in twice-yearly meetings. Bringing the two Federations together, the baking industry and the food and drink manufacturers, enables an exchange of views regarding the different challenges, whilst sharing solutions.

The Committee continued to receive updates from the Health & Safety Executive (HSE), and members valued the opportunity for engagement and exchange, leading to greater understanding of likely future areas of concern.

The Committee was also welcomed, representatives from Scottish Bakers and Craft Bakers Association, recognising the issues and challenges common to all bakeries. The ongoing conversations reflected the opportunity and challenges of alignment for accident statistics for benchmarking purposes. Members regularly discussed the options available for training, including the challenges of inductions, in a time of great change in the labour market.

Training Video

The ‘Breathe Easy’ video production filming started in 2022, following the Health & Safety Committee, updating the content and script while in preparation. With thanks to Arco for their sponsorship, and to Scottish Bakers and Craft Bakers Association for their support, the video will be available free of charge to all in 2023.

Chair of Health & Safety Committee: Heather Smith



Sustainability

**Following discussions between the Chief Executive, the Board, and FoB members, a collective decision was made to establish a Federation of Bakers Sustainability Working Group. The Group’s vision was agreed to take a collective industry position focusing on the key sustainability challenges facing the bakery sector, and manage reputational risks arising from these; provide a common industry voice, supplying answers to the challenges, and develop a narrative to champion the FoB members’ work in this area.**

It was recognised that the Food & Drink Federation (FDF) have significant resource and expertise in the field of sustainability, and that the Working Group should not duplicate their work, but prioritise the specific challenges facing bakeries. Terms of Reference for the Committee were developed by the FoB Chief Executive.

In November 2022, the first Sustainability Working Group meeting took place, to identify the challenges and risks to the bakery sector. A risk matrix was created to identify the threats, whereby packaging was recognised as a primary concern, alongside food waste and the need for effective recycling systems. Members agreed the need for a sustainable bakery industry narrative.

The Sustainability Committee meeting in February 2023 was co-chaired by Lucy Shepherd, Warburtons and Andrew Pyne, FoB Chief Executive. It focused on identifying the bakery sector’s historical achievements in sustainable packaging, and acknowledging the evolution that had taken place. Members also discussed the criteria for benchmark metrics and the need to establish a base year for data collection statistics. There was agreement to develop a communications strategy to promote the bakery sector’s innovation in this area and its sustainability achievements to date, including use of Bakers Basco baskets, as evidence of existing sustainable governance.

**Co-Chair of Sustainability: Lucy Shepherd and Andrew Pyne**



Public Relations Activity

**Ceres PR, FoB’s appointed agency, has continued to manage our PR activity to promote the role of bread in the UK diet to consumers and health care professionals. Ceres’ remit includes providing daily updates on news relating to bread and bakery in the media and responding to wany negative and inaccurate reports. The agency’s contract has been renewed for 2023.**

All articles that misrepresent the nutritional content of wrapped and sliced bread and its value as part of a healthy balanced diet, are responded to and challenged in the strongest terms and we have had several letters of apology and thanks from journalists who we have written to, acknowledging our feedback and in some cases correcting articles.

We continue to reference the BNF’s review of bread as an independent source of information.

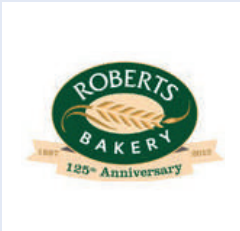




List of Members



DELIFRANCE UK LTD.  
www.delifrance.co.uk



ROBERTS BAKERY  
part of the Frank Roberts & Sons Ltd group  
www.robertsbakery.co.uk



WARBURTONS LIMITED  
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FINE LADY BAKERIES LIMITED  
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List of Associate Members



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CAMPDEN BRI  
www.campden.co.uk



FLEXLINK SYSTEMS LTD.  
www.flexlink.com



# List of Associate Members



FOOD PAPER  
www.foodpaper.co.uk



SPOONER INDUSTRIES LTD.  
www.spooner.co.uk



GB INGREDIENTS  
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ST. PIERRE GROUPE  
www.stpierregroup.com



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TRACEGAINS INC.  
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PURATOS LIMITED  
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ZEPPELIN SYSTEMS UK LTD.  
www.zeppelin-uk.com

Please contact the FOB  
who will put you directly  
in contact with any of  
our valued members.

# Past Chairmen

<b>1942/46</b>	S. Brookes	<b>1973/74</b>	G. Springall
<b>1946/48</b>	J. R. MacLeod	<b>1974/75</b>	T. W. H. Curtis
<b>1948/49</b>	R. N. Cannon OBE	<b>1975/76</b>	M. Rogers
<b>1949/50</b>	S. G. Taylor	<b>1976/79</b>	T. W. H. Curtis OBE
<b>1950/51</b>	J. N. Frears CBE	<b>1979/80</b>	G. F. Kilburn AFC
<b>1951/52</b>	G. Halford/C. R. Morgan	<b>1980/82</b>	R. F. Lister
<b>1953/54</b>	C. O. Harrison	<b>1982/83</b>	R. F. Lister/S. Jones
<b>1954/55</b>	D. Watt	<b>1983/84</b>	S. Jones
<b>1955/56</b>	J. Bosomworth	<b>1984/87</b>	K. J. Wroe
<b>1956/57</b>	A. G. Birkett	<b>1987/89</b>	R. G. Murray
<b>1957/58</b>	F. A. Bates MBE	<b>1989/91</b>	M. Handley
<b>1958/59</b>	T. W. H. Curtis	<b>1991/94</b>	D. P. Roberts
<b>1959/60</b>	A. T. Carder	<b>1994/96</b>	P. N. Wilkinson
<b>1960/62</b>	H. Colbourne	<b>1996/98</b>	D. N. C. Garman
<b>1962/63</b>	J. H. Stevens	<b>1998/00</b>	P. W. Farnsworth
<b>1963/64</b>	C. S. A. Tootal	<b>2000/02</b>	P. Baker
<b>1964/65</b>	C. G. Sharrock	<b>2002/04</b>	W. R. Warburton, MBE
<b>1965/66</b>	D. G. Marsh	<b>2004/07</b>	H. M. Warnick
<b>1966/67</b>	A. C. Parsonson	<b>2007/08</b>	B. Robinson
<b>1967/68</b>	W. E. Gunstone	<b>2008/10</b>	J. S. Street
<b>1968/70</b>	A. J. Willson	<b>2010/12</b>	M. Fairweather
<b>1970/71</b>	G. Springall	<b>2012/13</b>	P. Molyneux/A. Mayfield
<b>1971/72</b>	T. W. H. Curtis	<b>2014/17</b>	A. Mayfield
<b>1972/73</b>	G. E. Vere	<b>2017/22</b>	M. Roberts



Andrew Pyne  
Chief Executive



Samantha Nottage  
Technical and Regulatory  
Executive



Catherine Stevens  
Administrator



**For further information on the Federation of Bakers and our members please contact:**

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**Twitter:** [@fob\\_uk](https://twitter.com/fob_uk)

**LinkedIn:** [www.linkedin.com/company/federation-of-bakers](https://www.linkedin.com/company/federation-of-bakers)

**YouTube:** [www.youtube.com/user/bakersfederation](https://www.youtube.com/user/bakersfederation)

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