



the *way* we  
**do business**

the **blakemore**  
..... *way*



## Introduction

Founded by Arthur and Harriet Blakemore in 1917, A.F. Blakemore & Son Ltd began life as a one-man counter service grocery store in Wolverhampton. Over the past century, under the stewardship of Arthur's son, Frank and grandson, Peter, the organisation has grown into one of the largest privately owned companies in the UK and now employs more than 7,800 people with a turnover in excess of £1 billion.

Food and drink have always been the lifeblood of A.F. Blakemore and the business now entails retail, wholesale, distribution and shop fitting operations with a geographical spread across England and Wales.

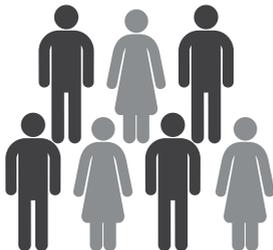
A.F. Blakemore's success has been built upon a distinct culture focussed upon positive and friendly relations with staff, customers and the communities it serves.

This culture is defined in The Blakemore Way, a series of statements that outline the longstanding values of the Blakemore family and those that will continue to drive the company's growth for the next century.

**Founded 1917**  
by Arthur and Harriet  
Blakemore



**Over 7,800**  
people employed



**Distinct Culture**  
focussed upon positive &  
friendly relations



# The Blakemore Way

The Blakemore Way outlines the guiding principles that underpin A.F. Blakemore's approach to business.

## Our Purpose

To grow a family business in ways that are profitable and sustainable for the benefit of our staff, customers and community.

## Our Values

Maximise staff potential and their contribution to the company's success.

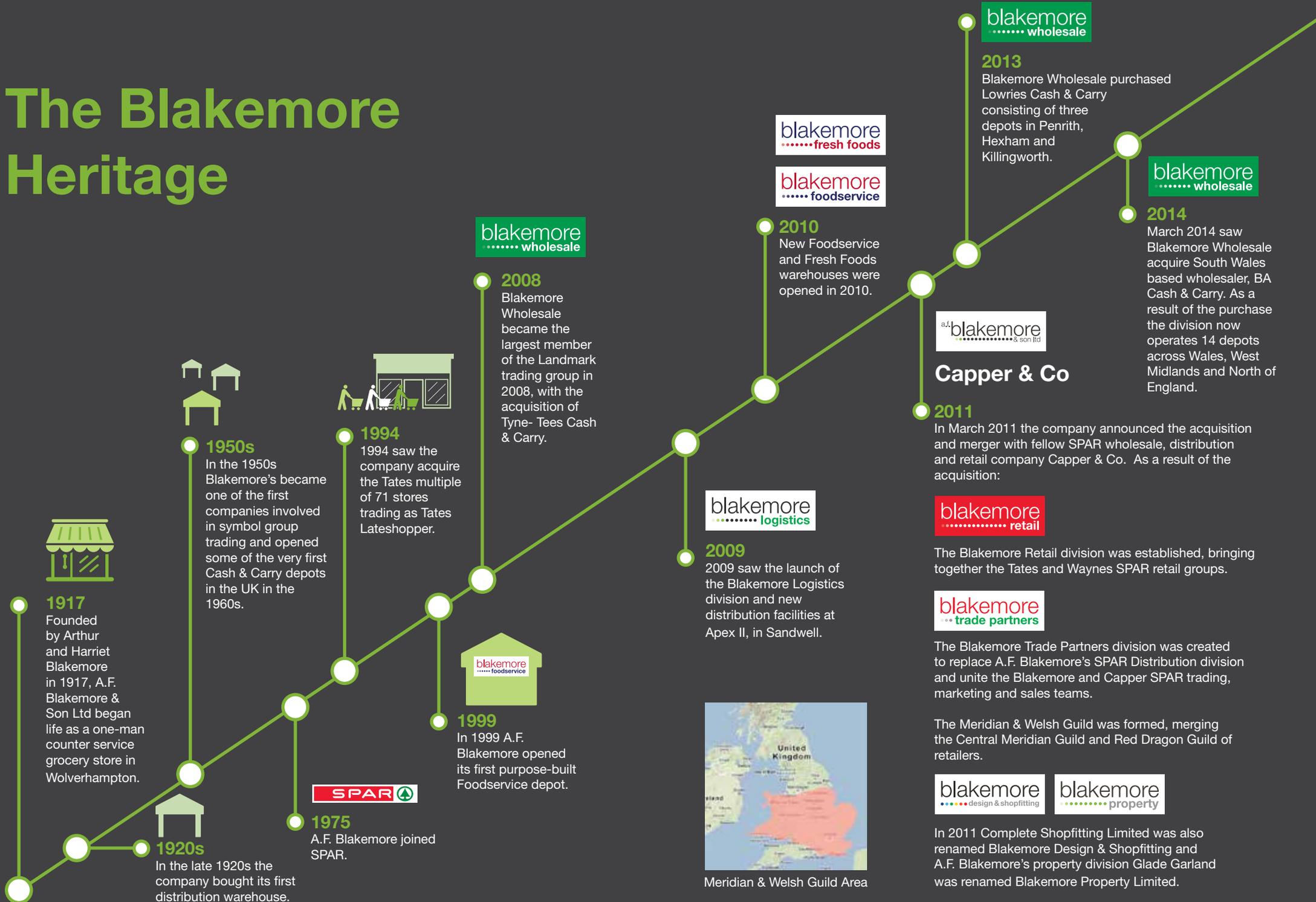
Give great service to all our customers and add value to our trade partners.

Make a significant, positive contribution to the community.

Attain excellence in everything we do.

Behave with honesty and integrity in all our relationships.

# The Blakemore Heritage



**1917**  
Founded by Arthur and Harriet Blakemore in 1917, A.F. Blakemore & Son Ltd began life as a one-man counter service grocery store in Wolverhampton.



**1950s**  
In the 1950s Blakemore's became one of the first companies involved in symbol group trading and opened some of the very first Cash & Carry depots in the UK in the 1960s.



**1994**  
1994 saw the company acquire the Tates multiple of 71 stores trading as Tates Lateshopper.



**1999**  
In 1999 A.F. Blakemore opened its first purpose-built Foodservice depot.



**1975**  
A.F. Blakemore joined SPAR.



**1920s**  
In the late 1920s the company bought its first distribution warehouse.



**2008**  
Blakemore Wholesale became the largest member of the Landmark trading group in 2008, with the acquisition of Tyne- Tees Cash & Carry.



**2010**  
New Foodservice and Fresh Foods warehouses were opened in 2010.



**2013**  
Blakemore Wholesale purchased Lowries Cash & Carry consisting of three depots in Penrith, Hexham and Killingworth.



**2014**  
March 2014 saw Blakemore Wholesale acquire South Wales based wholesaler, BA Cash & Carry. As a result of the purchase the division now operates 14 depots across Wales, West Midlands and North of England.



**Capper & Co**

**2011**  
In March 2011 the company announced the acquisition and merger with fellow SPAR wholesale, distribution and retail company Capper & Co. As a result of the acquisition:



The Blakemore Retail division was established, bringing together the Tates and Waynes SPAR retail groups.



The Blakemore Trade Partners division was created to replace A.F. Blakemore's SPAR Distribution division and unite the Blakemore and Capper SPAR trading, marketing and sales teams.

The Meridian & Welsh Guild was formed, merging the Central Meridian Guild and Red Dragon Guild of retailers.



In 2011 Complete Shopfitting Limited was also renamed Blakemore Design & Shopfitting and A.F. Blakemore's property division Glade Garland was renamed Blakemore Property Limited.



Meridian & Welsh Guild Area

# The Way We Work At A.F. Blakemore & Son Ltd

## Lead and Influence

Create a 'can-do' attitude by involving your team and your colleagues in what you are trying to achieve – empower them, support and encourage them. Take responsibility for your actions and those of your team but if mistakes are made, don't dwell on them – react appropriately and learn from them. Be your own role model and always lead by example. Develop a reputation for being firm, fair and approachable. Inspire and motivate your team with your passion and drive for excellence. Don't be afraid to introduce challenging objectives but do it thoughtfully, and allow time and space for others to respond and ask questions. Take considered risks and don't avoid decisions in difficult situations.

## Respect and Value

Make trust and loyalty a way of life. Be known for being truthful, reliable and consistent. Recognise and value people's differences and respect individuality. Look for the best in people, let them know that you value them and help them recognise their potential. Treat everyone as you would like to be treated yourself, and go out of your way to encourage good relationships amongst your colleagues and your team.

## Listen and Inform

Listen, ask questions and observe. Don't jump to conclusions. Be aware that your first response may not always be the right one. Accept that listening is as valuable as telling. Encourage others to do the same. Always give feedback at the appropriate time and place and in such a way that people can improve and learn as a result. Make sure that you give people the information they need to understand what you are trying to achieve.

## Recognise and Acknowledge

Treat all staff and customers in a courteous, friendly manner. Celebrate and reward success and express appreciation for what people are contributing. Be prepared to praise excellence and equally prepared to challenge underperformance. Always take pride in your work and appreciate what others are doing. "Thank you" is so easy and so powerful and can mean so much to people.



## The way we behave at A.F. Blakemore & Son Ltd:

- We respect each other and each other's needs
- We learn from our mistakes and refuse to dwell upon them
- We ensure that everyone gets a chance to be heard
- We praise excellence and challenge underperformance
- We encourage teamwork and always look to support each other
- We make trust and loyalty a way of life



## The way we maximise staff potential and their contribution to the company's success:

- We fully induct all new starters and give all of our staff annual appraisals
- We ensure fair pay and conditions of employment
- We train everybody to do their jobs
- We make further training and development available
- We advertise vacancies internally
- We provide the correct tools
- We hold consultation groups and surveys



## The way we provide a great service to all of our customers:

- We communicate regularly
- We are driven by our customers' needs
- We are fast, efficient and friendly
- We do what we say we will do
- We provide a good, fair deal
- We value loyal customers
- We make it easy to do business with us
- We exceed customers' expectations
- We always say "thank you"
- We consider the impact of our decisions upon our customers





## The way we add value to our trade partners:

- We work with them to improve their business
- We nurture a relationship that provides loyalty
- We help them compete effectively in the marketplace
- We help reduce their costs
- We use our technology and expertise to help them



## The way we do business with our suppliers:

- We are as easy to deal with as possible
- We develop business plans with suppliers to support mutual growth
- We work together to improve the package we offer to customers
- We support local and small producers
- We work together to improve product knowledge
- We support suppliers that support us and expect comparable treatment to our competitors
- We measure supplier support in terms of price





## The way we attain excellence:

- We get things right first time
- We encourage our staff to innovate and improve the way we do business
- We hold efficient and purposeful meetings
- We provide the right tools for the job
- We measure our non-financial performance and benchmark the way we do business internally and externally
- We do whatever we do properly or not at all
- We use the latest developments in IT to improve the way we do business



## The way we make a significant positive contribution to the community:

- We support the local communities we serve
- We encourage staff involvement in community groups and activities
- We consider the impact on local communities in our key business decisions
- We support nominated fundraising campaigns
- We acknowledge, measure and minimise our environmental impact
- We are an active member of Business in the Community
- We maximise the resources of The Blakemore Foundation
- The Blakemore Foundation is a community fund, comprising more than 2% of pre-tax profits, set up to help good causes and local charities across the company's trading area.



## The way we act with honesty and integrity:

- We do what we say we will do
- We will not purchase suspect stock or trade with disreputable suppliers
- We ensure a safe workplace and business procedures
- We ensure the safety of the food products that we supply
- We value long-term relationships with our customers
- We don't make quick gains at the expense of long-term business relationships
- We are tolerant of genuine mistakes

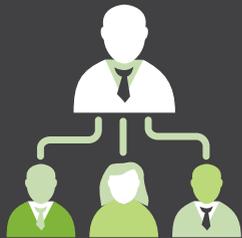


# The Blakemore Way in Action

A.F. Blakemore & Son Ltd has ambitious plans for the future and has a clear growth strategy for an increasingly competitive marketplace.

This future success will be achieved through The Blakemore Way and ongoing investment in our staff, our customers and the communities we serve.

Please see some examples of our most recent achievements and the measures we have put in place to embed The Blakemore Way across our workforce.



## Leading the Blakemore Way

To support and embed the Blakemore Way further across the business, the company has developed a bespoke leadership development programme entitled Leading the Blakemore Way. The programme has been designed with a clear purpose to develop leadership attitudes, skills and capability to lead the Blakemore Way effectively and enjoyably. Leading the Blakemore Way was introduced to the company's senior management team in 2009 and has been cascaded across the business in subsequent years. This ongoing process is aimed at supporting leaders to work more effectively across divisions, develop people, engender customer loyalty and create sustainable long-term growth across the whole organisation.

## Investors in People

All parts of the company have achieved Investors in People accreditation. In 2013/14 Blakemore Design & Shopfitting and Blakemore Property became the latest divisions to achieve IIP recognition whilst Blakemore Wholesale and Blakemore Fresh Foods retained IIP status. In 2012/13 Blakemore Foodservice and Blakemore Retail were awarded Bronze IIP status and Blakemore Logistics were awarded Silver IIP status in 2010/11.



## Blakemore Fine Foods

A.F. Blakemore runs a bespoke operation, Blakemore Fine Foods, especially to assist small local suppliers with getting their products to market.



## Blakemore in the Community

During the 2013/14 financial year, 491 Blakemore employee volunteers donated 8,313 hours in support of 38,046 members of the community.



## Recognised for Excellence

A.F. Blakemore has been consistently recognised for excellence through a range of awards. In 2013 Blakemore Wholesale Newport received the Gold Medal Cash & Carry Manager award from the Federation of Wholesale Distributors. In addition, Penrith Cash & Carry was recognised as Delivered Depot of the Year at the 2013 Landmark Wholesale Awards.



## Long Service Recognition

In the last ten years A.F. Blakemore has awarded around £1.5 million to more than 9,500 employees as part of the company's long service recognition scheme.



## Quality Standards

Across the company various different quality standards are in place to ensure operational excellence. These include ISO 9001, ISO 14001, BRC Storage and Distribution, BRC Grade A for Food Safety and EFSIS standards.



## Recycling

In 2008 A.F. Blakemore invested £700,000 in a recycling centre, which provides comprehensive recycling facilities across our distribution operation. This service is now open to our retail stores and customers.



## Big Tick Success

In 2014 A.F. Blakemore was recognised with three Business in the Community Big Tick awards in the categories of Education, Sustainable Products & Services and Enterprise Growth. In addition to this, all three awards submissions were shortlisted for national awards, of which Blakemore Fine Foods won the overall Enterprise Growth category.

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