

Culture Dynamics: behaviours and tools

@QuintinHeath



ABSugar



ABSugar China

Azucarera
La vida es mejor



BRITISH SUGAR

germains
seed technology
We Maximise Nature's Potential™



vivergofuels

ABS: the world's leading sugar company

4.5 mtpa



PRODUCTION
CAPACITY



600 mlpa

ETHANOL
PRODUCED

24



PLANTS



2,000
GWh

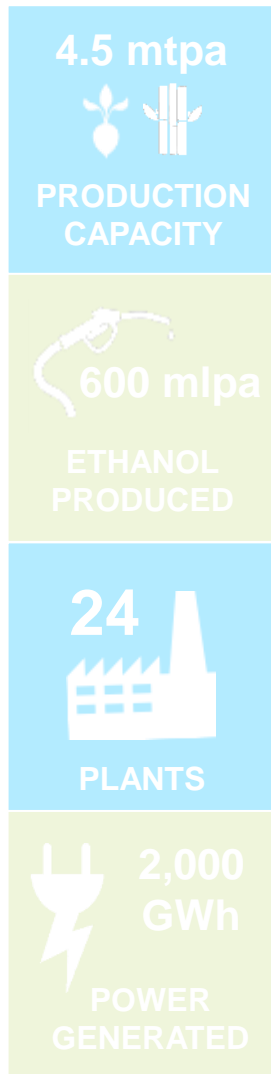
POWER
GENERATED



Revenue of
£2.1bn

32,000
employees

ABS: the world's leading sugar company



Revenue of
£2.1bn

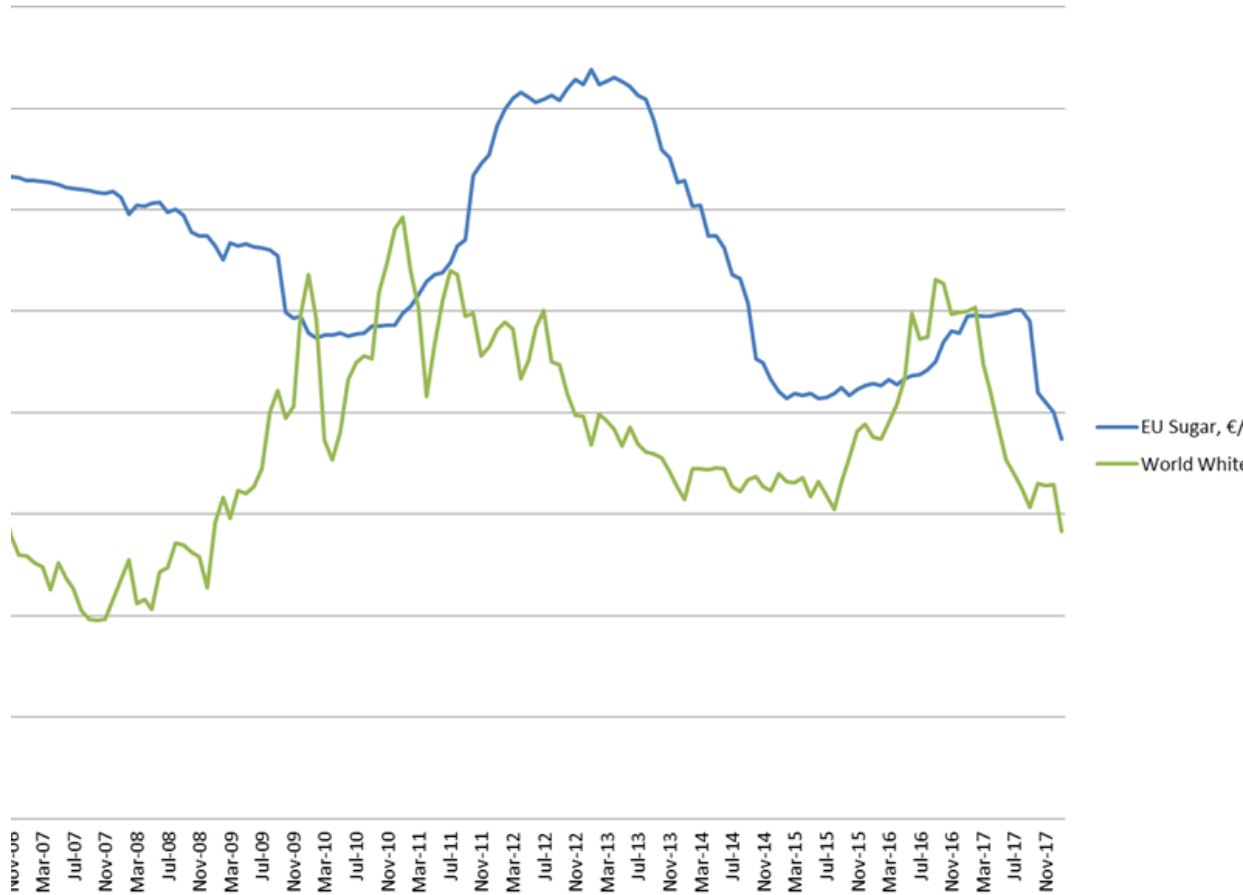
32,000
employees

Internal
Operations
Stable

External
Customer
Innovation

2017 EU deregulation has made a material difference

World and EU Sugar Prices



Deregulation of
EU sugar

Change to
world sugar
flows

EU price drops
to world level

‘Sugar
business to
blame for 30%
drop in ABF
profits’

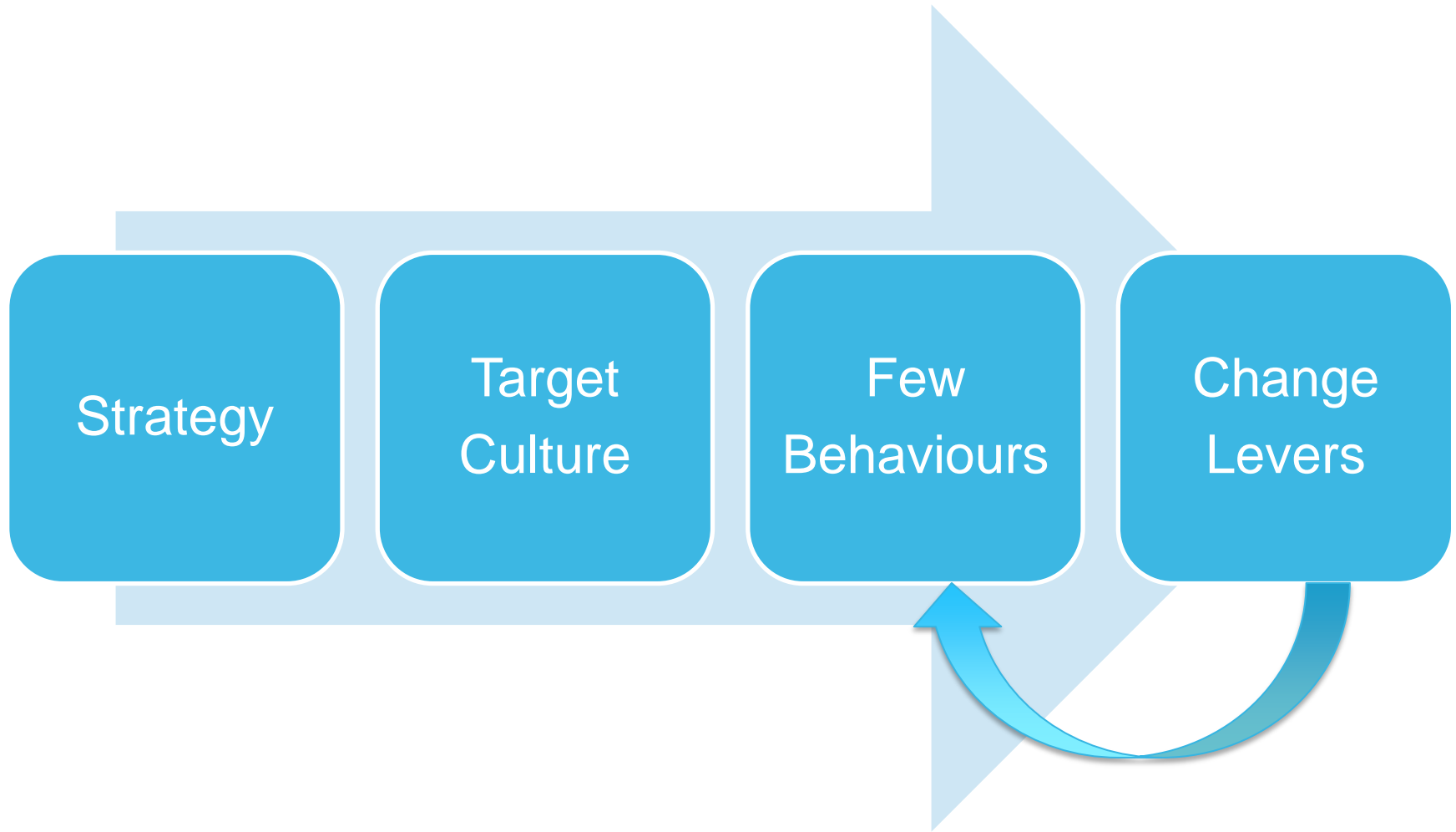
-the independent

How Culture Forms

- **Leader Imposes**
- **Success Reinforces**
- **Group Imposes**
- **External Influence**
 - **Regulation**
 - **Customers and suppliers**
 - **Industry norms**
 - **Social movements**
 - **Technology**

Culture is a habit
70% of work is a habit

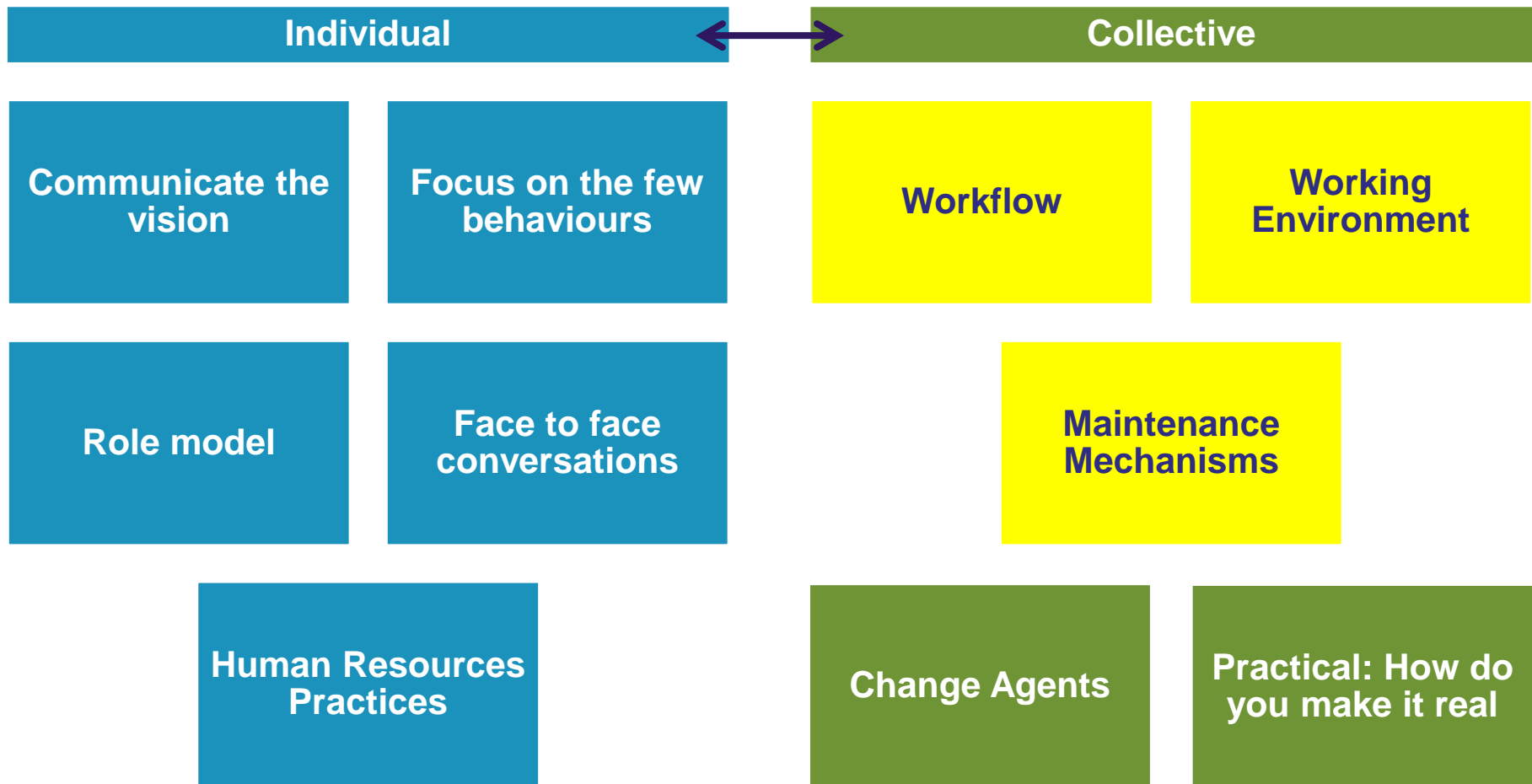
Focus on the behaviours that you can impact



Change Levers:
Individual or Collective?
Values or Processes?

Change Levers: Individual and Collective Values and Processes

We use both individual and collective change levers



Our lessons

**It's about blending the old & new,
bringing the outside in?**

A marathon not a sprint

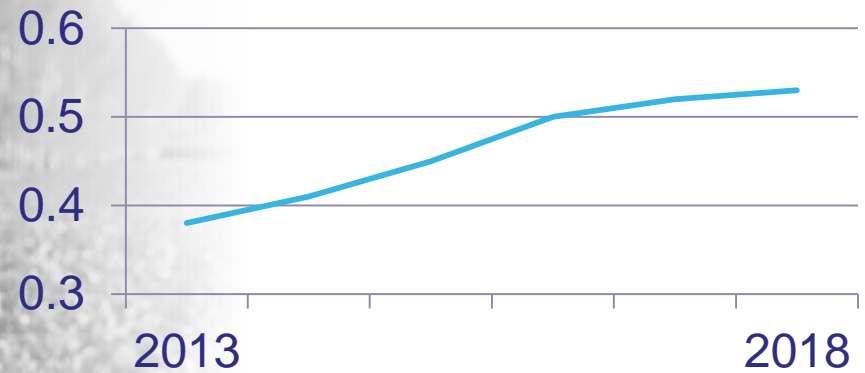
A flow not an event - review

A contact sport

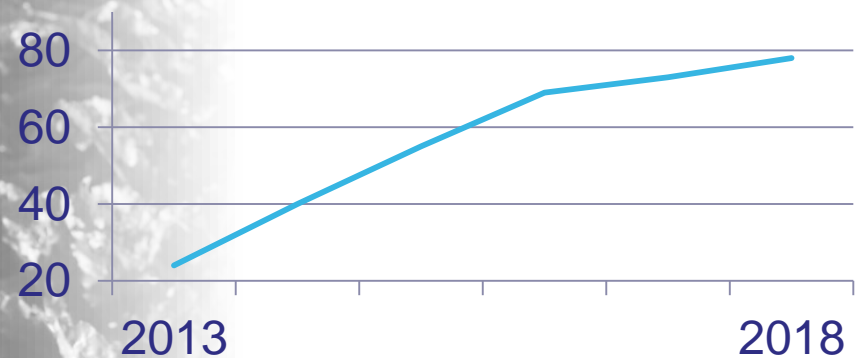
Progress in China



Sugar Yield



Mechanised area %



Culture Dynamics: behaviours and tools

@QuintinHeath

