

# LOOK!

Bell Food Group Employee Magazine

02 2024



***Desire for further development***

BELL  
FOOD  
GROUP





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# Together, approachable and agile

Dear Colleagues,

In June, I took on my new role as CEO of the Bell Food Group. It is a great pleasure and honour for me to take on this task. I look forward to shaping the future of our company together with you.

The group management has also been working in a new composition since June. Our aim in the coming months is to grow even closer together and to present ourselves in an approachable and agile manner. We want to be able to make quick decisions and react promptly to changes in the market environment. Our flat hierarchies help us to keep our finger on the pulse and make a real difference.

I am firmly convinced that we can achieve further profitable growth. Exchange and cooperation within the group are crucial. We have enormous internal potential that we need to realise in order to increase our competitiveness.

Strong entrepreneurship at our locations is important to me. Each location has its own strengths and specialities, which we want to promote in a targeted manner. A high degree of personal responsibility and entrepreneurial thinking is essential. This is the only way we can react flexibly to local market requirements and at the same time successfully implement the company's overall strategy.

Over the past few years, I have been able to gain valuable insights into our business areas and our customers. I would like to incorporate this experience into our processes and strategies in order to offer customised solutions and further consolidate our position as a reliable partner.

But I am also looking forward to getting to know the Bell Food Group even better. I plan to visit the various production sites on a regular basis and am looking forward to the direct dialogue with you. Your ideas and feedback are crucial to our joint success. For me, being on site means gaining a better understanding of circumstances so that we can move forward together.

I attach great importance to a culture of open dialogue and continuous improvement. Curiosity and active listening help us to discover new perspectives, look at challenges with a fresh eye and work together even better.

A central point of my management philosophy is to promote the individual potential of our employees. I am committed to helping them realise their strengths and develop their skills. Because I firmly believe: People make the difference.

Our situational management style enables us to respond flexibly to the needs of our employees and the requirements of the business. This adaptability is crucial to our joint success.

An exciting future lies ahead of us – let's tackle it together! See you soon.



Marco Tschanz  
CEO of the Bell Food Group

On June 1<sup>st</sup>, 2024 the Bell Food Group gained a new CEO, Marco Tschanz. In an interview with LOOK!, he explains why a turnover of five billion Swiss francs is a realistic goal, what qualities «ideal» employees bring to the table and why, although he doesn't want to advocate over-familiarity, he does like to be on first-name terms with everyone.

**Marco, you've been with the Bell Food Group for ten years, so you've already got to know quite a few areas. What do you like about the Bell Food Group?**

I like the fact that we as the Bell Food Group can set impulses and food trends in the food industry. As the Swiss market leader and leading food manufacturer in Europe, we have an important role to play here. We can combine our tradition, our craftsmanship and the broad expertise of our 13,000 employees even more closely with modern technology. This starting position is almost unique. I like that, and I find it exciting.

**Now you have been with us as CEO since June 1<sup>st</sup>, what is your vision? In which direction do you want to develop the Bell Food Group?**

We are already very strong, both as an industry leader and as a niche player. We can continue to build on this solid foundation. We are investing heavily in next-generation production plants. They play an important role in our strategies. They give us the strength to realise organic growth despite a challenging market. In my view, annual sales of five billion Swiss francs are realistic in the medium term. But it's not just about turnover; we also have to look after our profitability. In recent years, we have proved that we can also steadily increase our profitability. I would like to continue along this path as appropriate. I am convinced that we can take the next step – and that's what drives me.

**You talked about the strengths. The Bell Food Group is made up of very different divisions. Where do you see the strengths of the individual areas?**

Every culture, every country and every organisation is different and has its own origins. It follows that those strengths should be equally different. No one who operates in a niche area will have the same strengths as a market leader. We must preserve these strengths. At the same time, despite our growth, we have kept our feet firmly on the ground.

**«We are close to the market and agile».**

We are approachable, both for our customers and internally between management and employees. We don't have management hierarchies with seven levels between them. We have also remained a craft business. We cannot and do not want to automate everything. This is what characterises the Bell Food Group.

I often hear that we are a large corporation. But we have over 50 production plants. I say that if we divide the turnover and the number of employees by 50, then we're not really that big. This means we are close to the market and agile. We also need to cultivate this strength.

**You said that we have various business divisions that are correspondingly strong in their markets or niches. In your opinion, what is the role of the Bell Food Group as a «bracket» or an «umbrella»?**

Interview with CEO Marco Tschanz

**«Expertise, tradition and committed employees make us unique»**

## Marco Tschanz (1975)

Marco Tschanz joined the Bell Food Group as CFO in 2014 and became a member of the Group Executive Board. In 2019, he moved within the Group Executive Board and took over the management of the Bell International division (until 2024) as well as the Eisberg division in 2022 (until 2023). On June 1<sup>st</sup>, 2024 he was appointed CEO of the Bell Food Group, and now heads both the Bell Switzerland division and the newly created Hubers/Süttag division.

### Professional career

**2014–today:** Bell Food Group AG, Basel  
 2022–2023: Head of the Eisberg division in personal union  
 2019–2024: Head of Bell International Division  
 2014–2022: Head of IT Bell Food Group  
 2021–2022: Head of Bell Germany Division ad interim  
 2014–2019: Head of Finance/Services Division (CFO)

**2000–2014:** Various management functions, including Chief Financial Officer Swisscom Switzerland

**1998–1999:** Auditing/project controlling in various companies

**1995–1997:** Head of Human Resources and Finance, Marex AG, Biel

### Training programmes

Federal diploma Business economist FH  
 Rochester-Bern Executive MBA

### Board of Directors mandates

Centravo Holding AG, Zurich  
 Mosa Meat B.V., Maastricht, Netherlands  
 GVFI AG, Basel

The role of the Bell Food Group is to pool knowledge and pass it on where it offers added value. The fact that our business units can learn and benefit from each other is one of our greatest assets. At the end of the day, we often face the same challenges. That's why we solve certain tasks with cross-group services such as HR and IT. The Bell Food Group umbrella also ensures that we apply the same principles in all areas, for example in terms of sustainability and management. However, we at the Bell Food Group will not define detailed strategies for the individual divisions – the divisions will develop them themselves.

***In recent years, the Bell Food Group has grown very strongly and new areas have been added to the core business, which has existed for over 150 years. You mentioned five billion francs in sales earlier. Organic, inorganic – what is your strategy?***

That is correct. We have gained many areas, but have also shed areas that did not fit in with our strategy as a market leader or niche player. In Switzerland, we primarily want to strengthen our core business by successfully commissioning the new plants in Oensingen and the new expansion in Schaan. Our most important customers want to grow strongly. My aim here is to support them so that we can achieve these goals together. We need to build on our strengths in the European business segments. For example, as the market leader for cured ham or poultry and as a successful niche player, such as in Poland. There will be further growth in the convenience goods market due to new plants like the one in Marchtrenk, and to our innovative strength and market prospects. I see potential for further organic growth everywhere.



**As you take over as CEO, Hubers/Süttag will be separated from Bell International and managed as a separate division, which you will lead. Where do you want to take Hubers/Süttag?**

It is incredible how quickly Hubers/Süttag has grown. In the last five years, we have almost doubled our turnover to over 600 million euros. This growth will continue. As head of the newly created business division, I would like to support and focus on this. We will see how much growth can still be realised with our two existing production sites in Bavaria and Upper Austria. The market will also move more and more in the direction of animal welfare. That suits us: We are already the largest organic supplier in Europe. We are also going to have to import poultry into Switzerland in the future because not enough is produced domestically. Hubers/Süttag can play an important role when our customers are

**«Enjoyment of work and pride in one's craft».**



wondering where to import from and to what standard.

**You already have some management experience outside and within the Bell Food Group: What is your management philosophy?**

Proximity. Proximity to employees. It is important to me to be close to our business. When I visit a company, I always go to production first. Not because I know better, but to experience the employees there and understand them. How are things; where is there still potential and where is there room for improvement? A broad management structure is also part of my management philosophy. I think it's good that managers not only lead managers, but also directly manage their own operational area, as I now do at Bell Switzerland and Hubers/Süttag. This gives you a completely different view of the business, a better understanding of the concerns and challenges and the opportunities they present. Most of our employees work in production. That's why we need to create the conditions for these colleagues to do a successful job. Personally, I have high expectations of myself and my surroundings.

**What expectations do you have of our employees? What qualities do you think they need to have?**

Enjoyment of work and pride in one's craft. These are the basic requirements if you want to achieve something. It is also important that our employees stay with us for a long time. This also keeps our expertise within the company. It is difficult to attract new people today. In certain professions, such as butchers, it is actually really difficult. This means that we need to develop many more employees internally. We have to give opportunities, even if the new person is perhaps not quite at the required level yet. Over the next few years, the majority of our squad will begin the next stage of their lives. We have to prepare for that. It's no use having the best people if they leave a big gap when they retire. That's why we have to give younger or new employees a chance and accept that they



Marco Tschanz in conversation with Jan Kirchhofer, Project Manager Communications Bell Food Group

may do the job differently – not worse; but differently.

**What three key words would you use to describe the uniqueness of the Bell Food Group?**

The combination of expertise, tradition and committed employees. That makes us unique. We are also close to our customers. We are not just a manufacturer, but a provider of solutions. We understand what we need to achieve so that our customers can be successful. And despite all our size and success, we have remained down-to-earth. We do everything we can to integrate, respect and preserve the different cultures in the best possible way.

**You are usually on a first-name basis with your environment. How do you see the less formal culture at the Bell Food Group?**

When I look back over the last ten years, our dealings with each other have loosened up. Personally, I like to be on a first-name basis with everyone, but that shouldn't go as far as over-familiarity. I respect it if someone wants to be addressed more traditionally.

**In conclusion: What kind of person are you in your private life?**

In my private life, I'm a family guy. I have a family with two young children. I'm trying to make the most of my time with my children while they are young. At some point, they will become independent and need me less.

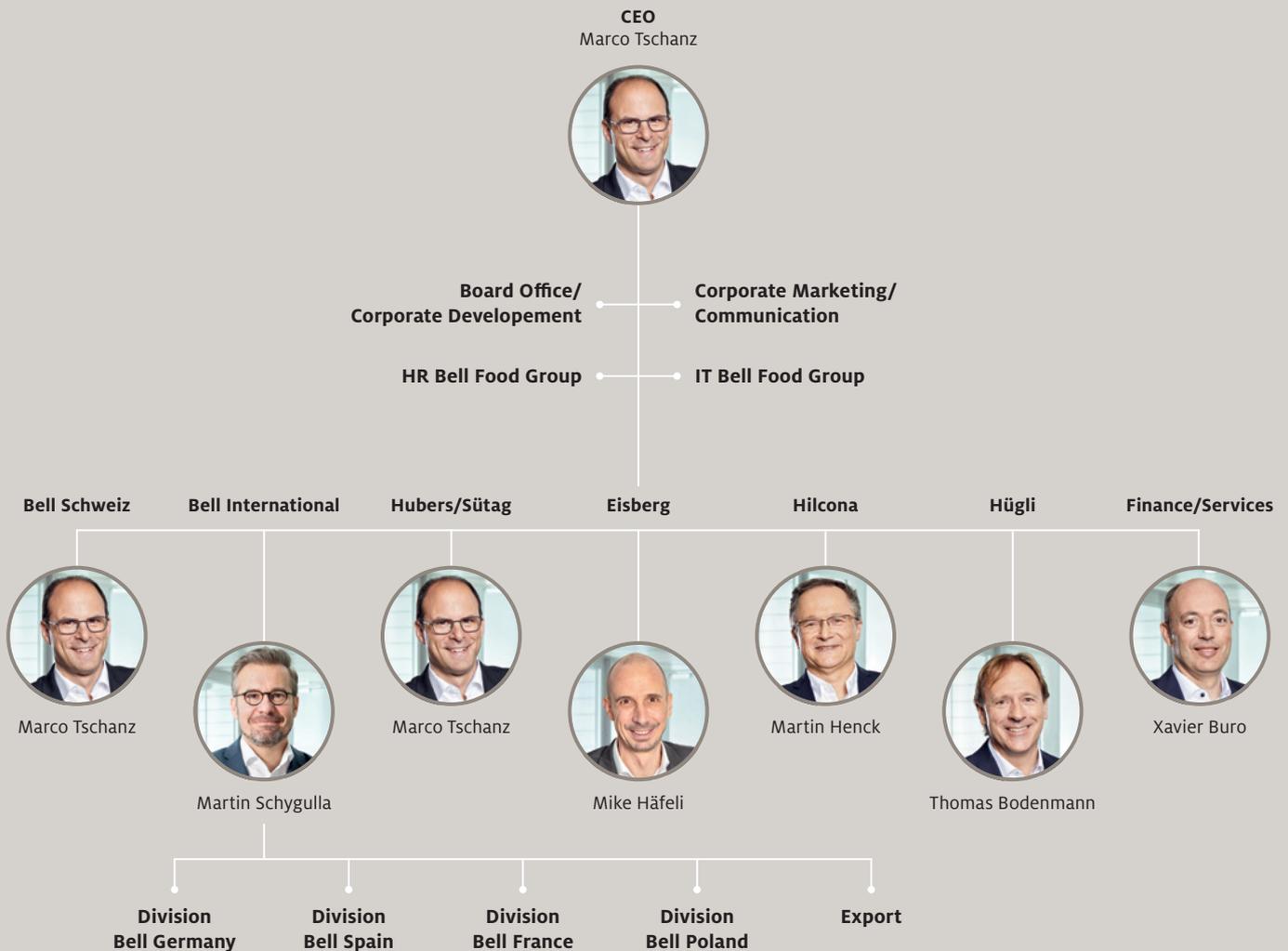
I also enjoy being outdoors in nature, whether with family or friends. I like skiing and travelling. Just as I appreciate the diversity of countries and cultures in the Bell Food Group at work, I also appreciate getting to know new cultures and new countries in my private life. This gives you a different perspective on things than if you always stay in one place. And of course I really enjoy trying things out on my barbecue at home. • jk

**«We are not just a manufacturer, but a provider of solutions».**

Changes in organisation

# Newly established management team

*In line with the change in CEO, the organisational structure and composition of the Group Executive Board were adjusted as of 1 June 2024. Hubers/Süttag will be managed as an independent business unit under the leadership of Marco Tschanz. He also takes over as head of the Bell Switzerland Division. Martin Schygulla takes over the management of Bell International and becomes part of the Group Executive Board. The Divisions under Bell International are to be divided by country. • sh*



 Members of the Group Executive Board

Back to work

# «It can affect any one of us»

*The Vaud specialities from Bell-Charcuterie in Cheseaux-sur-Lausanne are well received even beyond the borders of French-speaking Switzerland. Around 140 employees contribute to this success, including colleagues with health restrictions. The company was recently honoured for their professional reintegration.*

The Office for Disability Insurance of the Canton of Vaud awards the «Partner Company» label to economic players who show exemplary commitment to professional reintegration and integration. Bell in Cheseaux-sur-Lausanne was recently honoured as a partner company of IV Vaud for its exemplary commitment to professional reintegration. The company currently employs four people who receive an IV pension or daily allowances from the IV. They perform tasks in the areas of packaging, cleaning and picking. «We adapt the working environment to meet personal needs. We provide ergonomic equipment, rotate tasks and offer workstations that are adapted to the restrictions», says Caroline Nuoffer. This is not always easy, especially with tasks that can be physically demanding and repetitive. «We attach great importance to supporting employees, as we are aware that these are situations that could affect any of us. For the company, this also means that the expertise acquired over many years is retained in the company after an accident or illness», Mélissa Hugron explains.

*We attach great importance to supporting our employees.*

## Overcoming challenges together

Bell's commitment as an employer has paid off several times in the past. «For example, one of our colleagues was able to successfully return to work after an absence due to a serious illness thanks to the close collaboration between the health insurance, disability insurance, the company and the HR department at Cheseaux», says a delighted Caroline Nuoffer. Various challenges need to be overcome to enable a return to work. In addition to adapting the workplace, Mélissa Hugron is thinking in particular about correctly assessing the abilities and limitations of the employees concerned. This requires an



Emmanuelle Bertin (far on the left), occupational reintegration specialist at IV Vaud, plant manager Christophe Maillard and Mélissa Hugron and Caroline Nuoffer (far on the right), HR specialists at Bell in Cheseaux-sur-Lausanne.

in-depth understanding of the person's state of health, individual abilities and specific needs. Reintegration is successful if employees can be retained in the company. Whether they are employed full-time or on a reduced workload with a partial pension is of secondary importance. The top priority is to offer an inclusive and respectful working environment in which all employees can develop professionally, regardless of their personal challenges. • ap



Strategic personnel development promotes lifelong learning

# Desire for further development

The Bell Food Group has expanded a key area with strategic personnel development. Frank Wermter, Head of Personnel Development, and Selina Weber, HR Specialist for Personnel Development, tell LOOK! what their work involves, what goals they are pursuing and why lifelong learning is becoming increasingly important. The current key topics that the team is working on include leadership as well as diversity and inclusion. • *mr*

**At the beginning of the year, you took on your new roles in the area of strategic HR development. What are your tasks?**

Frank Wermter: We ensure that the lifelong learning that is so often referred to at the Bell Food Group is filled with content. To this end, we develop concepts for the entire Group and look at how we can support people in our company on their career path. This is particularly important in today's world,

where technologies and knowledge are changing ever faster. Overall, we want to make all employees really keen to develop their skills.

**What impact do you want to achieve with the reorganisation of HR development?**

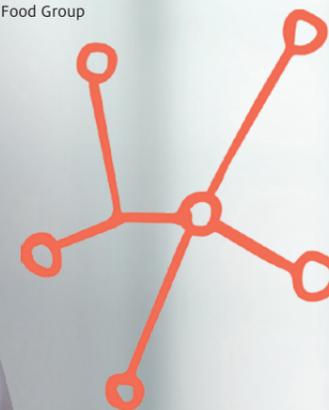
Frank Wermter: Our aim is to support employees, taking into account their own interests, in deepening existing qualifications and acquiring new skills. We firmly believe that

a well-founded personnel development programme increases employee satisfaction and motivation. This also ensures that we become an even more attractive employer for existing and new employees. This approach sets us apart from the competition in our industry, which also benefits us when recruiting new employees.

**Who else is part of your team, and who else do you work with?**

Selina Weber: Our core team is supported by our Coop key account manager Philipp Hauri. Philipp takes on the role of a sparring partner and the practical realisation of further training offers. We are also working with Matthias Rapp, another Coop colleague, on the topic of e-learning and with those responsible for personnel development at the respective locations on overarching topics. We look forward to expanding this collaboration even further in the future.

**«We develop concepts that accompany people on their career path.»**



**«HR development is so valuable because it is holistic. It helps us to achieve long-term corporate goals and shows our employees how much we value them. This strengthens loyalty to the company and increases operational efficiency.»**

Frank Wermter, Head of Human Resources Development, Bell Food Group





**«We promote a culture of continuous learning through our training and development programmes. Our aim is to create a working environment in which employees can realise their full potential and play an active role in shaping the future.»**

Selina Weber, HR Specialist Personnel Development, Bell Food Group



## Personnel Development

The term «personnel development» covers all activities relating to the qualification, promotion and further development of employees in a company. Both sides benefit from professionally organised personnel development, as established by the Bell Food Group. Employees receive individually tailored training programmes during their careers, enabling them to realise their full potential, among other things. For example, it supports employers in securing their workforce and forward-looking planning. Two points that are particularly crucial in the light of the current labour shortage.

With strategic personnel development, the Bell Food Group has a department that is responsible for personnel and organisational development. Frank Wermter and Selina Weber's team can develop or support the very measures that are needed in-house. Be it special training programmes such as the new Sales Academy (as reported by LOOK!), the establishment of the new management concept or measures to promote women in management positions as part of the Diversity and Inclusion Programme.

**«We are discussing possible solutions for further language programmes.»**

### What innovations in your field can colleagues look forward to?

Frank Wermter: One new development is that there will be two career paths in the Bell Food Group in future: the specialist and the management career. Both are flanked by appropriate further training programmes so that employees who choose one of these paths can continue to develop in line with their interests and skills. In this way, we want to promote the people in the Bell Food Group in the best possible way and at the same time meet the demand for specialists and managers. What is also new is that we now have a department that takes care of personnel development for our entire Group, so that we can achieve greater internationalisation of our offering.

### And what offers are there for those who are not aiming for a specialist or management career?

Selina Weber: Our development programmes are aimed at all employees. We are currently working on a competency model, the implementation of which will enable us to identify and drive forward the development needs of the organisation and its employees. In addition, there are already a number of overarching programmes for employees to develop their professional, methodological, personal and social skills. There will also be more specific training courses, for example on the use of new technologies such as artificial intelligence.

### Why are training courses at the Bell Food Group often only offered in German at first?

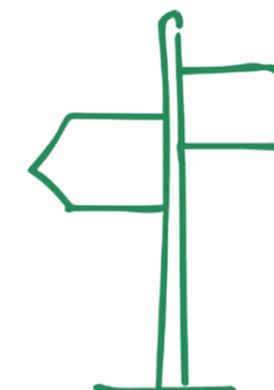
Frank Wermter: There are several reasons for this. One of them is that we, as a German-speaking team, have to conceptualise the offers and also assess their quality. We can do this best in our mother tongue. In addition, the majority of

our employees come from the DACHLI region, which means that we can already reach a broad target group with a German-language offering. Nevertheless, we want to expand our offering to make it available internationally, at least for all the major locations. We can realise training courses in French relatively easily thanks to the Coop location in Jongny. We are currently discussing various solutions for other languages. Courses in English in particular would be a great way to involve many people.

**«Both sides benefit from professional personnel development.»**

### Who can employees turn to if they have an individual development request?

Frank Wermter: The first point of contact for all questions relating to personal development is always the respective line manager or the HR business partners at the locations. If there is an overarching training requirement that is not covered by the existing offering, we will be happy to help you find a solution.



## Leadership

# A common understanding of leadership

A new management concept promotes a common understanding of leadership in the Bell Food Group and supports managers in the fulfilment of their management tasks. The situational management style is at the centre of the concept. Endrik Dallmann, CHRO of the Bell Food Group, explains why leadership will become more of an issue in future and what measures managers can expect in the coming months. • *sh*



Endrik Dallmann  
Chief HR Officer  
Bell Food Group

Over the past 20 years, there has been a sea change in the demands on managers. Whereas in the past it was all about creating stability and long-term planning, today flexibility, resilience and quick reactions are the be-all and end-all. Managers have to assert themselves in a dynamic working world in which new technologies and social trends set the pace and constantly change the framework conditions. Added to this is the challenge of managing teams from different generations with their own expectations and working methods.

Resilient managers who are able to provide guidance and motivate their teams in times of change are therefore invaluable, especially in times of a shortage of skilled labour. It is therefore also in the interests of employers to provide their managers with targeted support so that they can lead successfully in this complex environment.

### It depends on how you want to play

At the Bell Food Group, a management concept now provides the basis for offering managers more targeted support in future. «The concept should give us all a common understanding of leadership», says Endrik Dallmann, Chief Human Resource Officer (CHRO) of the Bell Food Group, who designed the concept in collaboration with Frank Wermter from Human Resources Development.

The situational management style is at the centre of the concept. Situational leadership means that managers adapt their management style to the level of development of their employees, i.e. to their skills and motivation. This enables managers to optimally support and challenge employees while achieving the best possible results.

«Leadership is influenced by many different factors», says Endrik Dallmann, explaining the approach. «Managers must always be aware of this and use a different leadership method depending on the situation and the employees' level of development. They have to be flexible and be able to slip into different roles in order to remain successful.»

### A lifelong learning process

In practice, situational leadership is challenging. Managers must be able to assess exactly where their employees stand and what they need at any given moment. Good observation skills, empathy and a trusting relationship with employees help here. This requires a lot of practice and a willingness to learn – and the will to rethink old ways, even if they worked well in the past.

Endrik Dallmann is aware of this: «We as humans love routine because it takes the strain off our brains. But in order to lead successfully according to the situation, we need to think flexibly, because there is no standardised method.» That is why leadership is a never-ending learning process.

Managers should therefore regularly reflect on how they work, what they say and how they behave, and learn from their experiences. This also includes questioning

## Management principles



### I am a role model

- Exemplify our values and leadership principles.
- Be modest and approachable.
- Act honestly and transparently.
- Live equal treatment, no discrimination.



### I show appreciation

- Show interest and respect.
- Listen actively.
- Place your trust in us.
- Give honest and constructive feedback.
- Express my praise.



### I decide

- Take responsibility.
- Communicate clearly and convey meaning.
- Implement decisions consistently.
- Delegate in a targeted manner.
- See change as an opportunity.



### I show performance

- Show commitment and discipline.
- Increase your own training and expertise.
- Awaken motivation and enthusiasm.
- Utilise the power of the team.
- Work in a goal- and solution-orientated manner.



### I promote further development

- Encourage people.
- Recognising, supporting and coaching talent.
- Allow free space.
- See mistakes as opportunities.
- Share knowledge and experience.



### Leadership in the Bell Food Group Portal

Employees with computer access can find out more about leadership in the Bell Food Group portal. The site will be expanded into a knowledge platform by the end of the year.

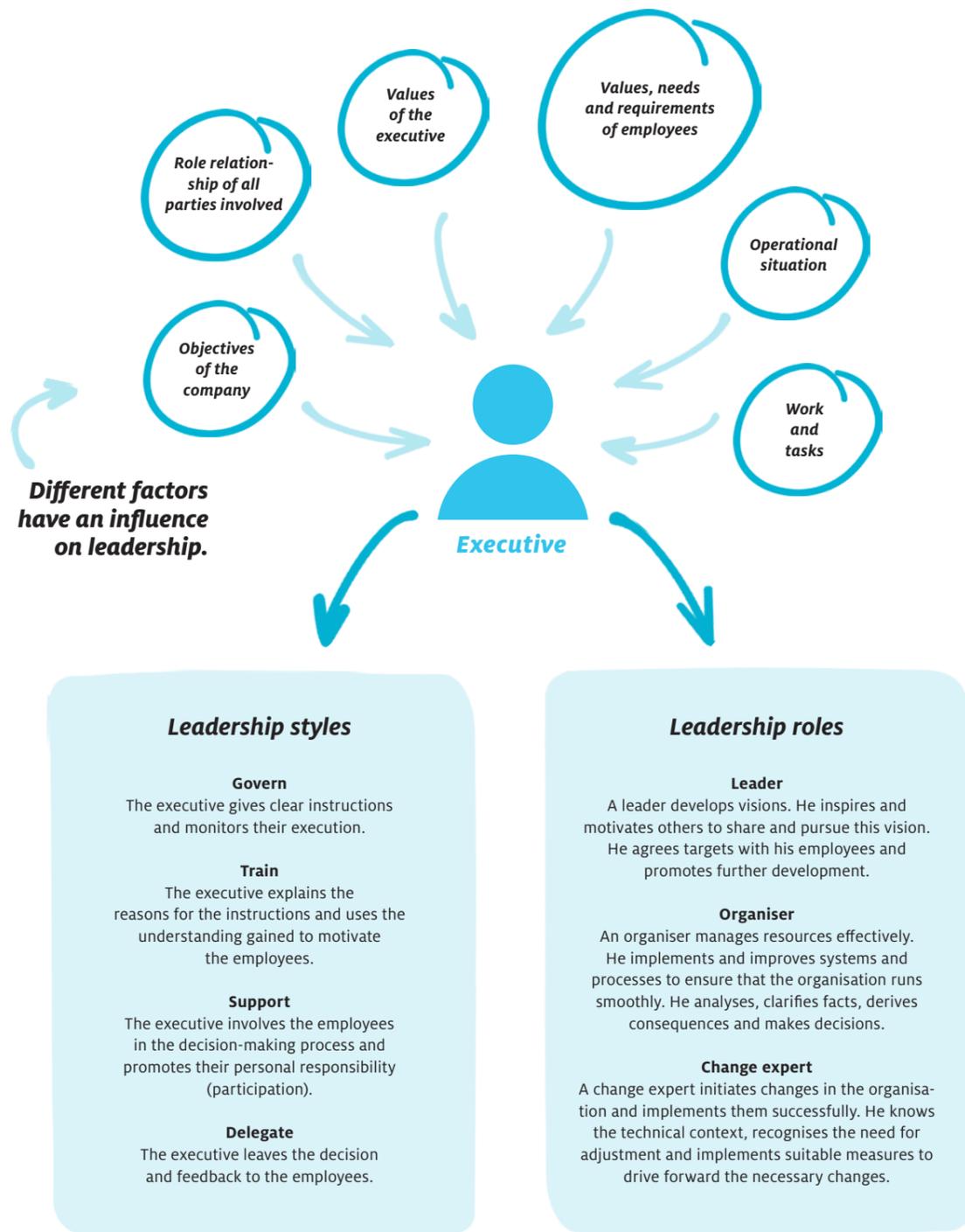
yourself and being aware of your own values and convictions. Leadership means constant development. Endrik Dallmann emphasises: «We grow with our management tasks.»

### Management principles, training and «bits and pieces»

The Bell Food Group wants to support its managers in this process using various measures. The five management principles provide a basis for orientation. They form the binding

framework for the behaviour of managers, regardless of their role or situation. Around 700 managers have already familiarised themselves with the new management principles as part of the last target-setting process. They will now be presented to all employees together with the management concept.

The management training courses have also already been aligned with the new concept. In April, the concept was presented to the trainers who run the «Management and Leadership» courses offered in the DACH region, among others.



«Basically, however, we want to talk more about the topic of leadership in the Bell Food Group as a whole», says Endrik Dallmann, setting the goal. «Under the motto of «bits and pieces» we will regularly provide managers with short content and impulses to anchor the common understanding of leadership and knowledge». For this reason, more content on the topic of leadership will appear on the My Bell Food Group employee app in the coming months.

Managers already have computer access to the leadership site on the Bell Food Group portal (Intranet) to go through the full contents of the leadership concept. By the end of the year, this site is also to be supplemented with a knowledge platform, which managers can use to access further titbits of knowledge or obtain aids such as discussion guidelines.

## Diversity & Inclusion

# Diversity starts at the top

Diversity is part of everyday life at the Bell Food Group. Women and men from different age groups, nationalities, cultures and religions are already working together at all locations. In order to create equal opportunities for all, Bell Food Group adopted a Diversity & Inclusion concept last year that focuses on the furtherance of women, as the proportion of women in the Group's management will also increase in the coming years. •mr

20 per cent of women are to take on positions of responsibility at management levels 0 to 3 at the Bell Food Group by 2026. The Group has set itself this goal as part of the HR Strategy 2026+. In this way, it promotes a diverse work culture overall. Because what is exemplified at management level also has an effect on the rest of the workforce.

### Appreciation for a diverse work culture is being promoted.

«Diversity has been proven to have a lasting positive impact on the success of companies.

Among other things, it can improve the working atmosphere and team performance», says Birgit Schmidinger, D&I Manager at the Bell Food Group. «At the Bell Food Group, we currently see a particular need for action in the

promotion of women, as they are often faced with challenges in their careers that make it difficult for them to progress. We want to change that.»

On behalf of the Group management, the management workshop developed a corresponding programme for the advancement of women. To do this, it first determined the status quo. It turned out that there is a high proportion of women in the Bell Food Group. However, there is a clear imbalance in the gender distribution, particularly between function levels 4 and 3-0.

There is therefore a «leaky pipeline» for women between these two management levels. The main reasons for this leak in management can be summarised as follows: it is not possible to work in line with needs, there is no systematic, equal talent management, and the management culture is not uniformly geared towards inclusion.

### Where does the Bell Food Group stand today in terms of women in management positions?

| Range                  | Workforce              | Specialist management  | Middle management      | Squad                   | CRL                    |
|------------------------|------------------------|------------------------|------------------------|-------------------------|------------------------|
| <b>Bell Food Group</b> | Women: 38%<br>Men: 62% | Women: 29%<br>Men: 71% | Women: 28%<br>Men: 72% | Women: 12%*<br>Men: 88% | Women: 0%<br>Men: 100% |
| Bell Switzerland       | 25%                    | 21%                    | 26%                    | 7%                      | 0%                     |
| Bell International     | 41%                    | n/a                    | 25%                    | 22%                     | 0%                     |
| Hilcona                | 39%                    | 37%                    | 17%                    | 10%                     | 0%                     |
| Hügli                  | 45%                    | 33%                    | 26%                    | 0%                      | 0%                     |
| Eisberg                | 50%                    | 31%                    | 39%                    | 13%                     | 0%                     |

*\* Update*  
The figures are from a survey at the end of 2022. Today, the proportion of women in management is at 14 per cent.

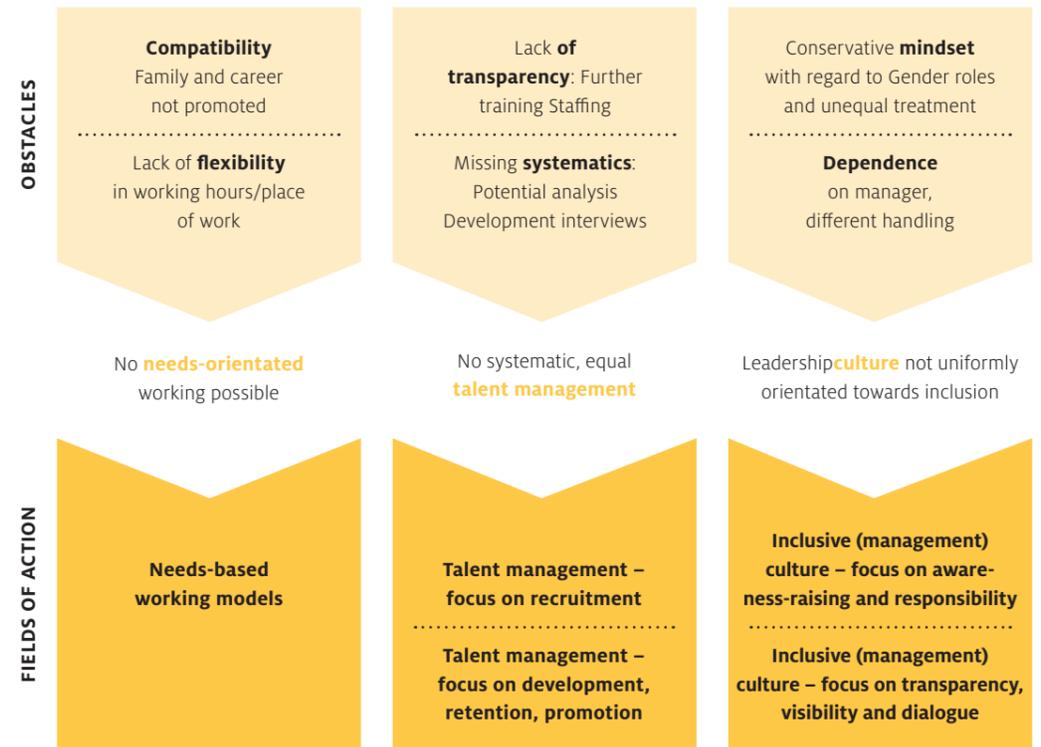
«Leaky Pipeline»



Members of the advisory board and the working group (from left to right): Antoine Bontemps, Melina Seitz, Jessica Alexa, Birgit Schmidinger, Dorothea Ngo, Sara Heiniger, Endrik Dallmann, Etienne Petitjean, Selina Weber and Tanja Degenhardt.

### What fields of action does the Diversity & Inclusion programme address?

The biggest obstacles to career development as a woman in the Bell Food Group were identified in discussions with focus groups. The fields of action of the D&I programme have emerged from this.



«To realize the full potential of our diversity, we want to break down these barriers», says Birgit Schmidinger. «Of course, promoting women does not mean «favouring women». It is about creating real equality of opportunity. This ultimately benefits everyone. Because men also benefit when we offer more flexible working models, for example.»

#### Even those who are not involved in the working groups can contribute.

The go-ahead for actual work on the packages of measures was given this February. Three committees are dealing with the topic at different levels. A six-member advisory board with the strategic direction of the programme, the ten-member overarching working group with the tactical implementation, and the local working groups at the locations with the development of ideas and their implementation.

«There are a number of measures that need to be established as binding for all organisational

units», Birgit Schmidinger reports. «But the focus is on individual projects that are tailored to the individual locations. Because demand is not the same everywhere.»

Accordingly, the local teams have been working since mid-May to determine which measures can best promote women at their location. In a first step, the focus will be on the locations with the highest number of employees in the individual business divisions in the DACHLI region. The ideas are to be submitted to the other two committees for approval by the middle of the year so that a decision can then be made on their implementation.

Even those who are not involved in one of the working groups can contribute suggestions for the women's demands: All colleagues with a PC workstation can contact the «women's network community» via Viva Engage or Yammer or email [info-diversity@bellfoodgroup.com](mailto:info-diversity@bellfoodgroup.com). Employees at the locations can also contact their local working groups.

### Let's be honest ... Birgit Schmidinger



Birgit Schmidinger  
Head of HR at Hilcona  
and D&I Manager at  
the Bell Food Group

**Do we still need to promote women in 2024?** Unfortunately, yes. We know from both surveys and personal conversations within our group that ambitious women still face a number of hurdles in their professional lives. There are still often stereotypical expectations, for example that women have to look after the family more than men. They also often lack visibility in the workplace and are not as well networked as their male colleagues. By supporting women in overcoming these barriers, we will also achieve a more even gender distribution in upper management levels.

**So will there soon be quota women everywhere in the management of the Bell Food Group?** No, even though we have set ourselves a clear target for the proportion of women in management positions, this does not mean that we are

introducing a fixed quota. It is much more a question of adequately empowering women to fill the relevant positions. In addition to developing skills, we also achieve this by creating a working environment that offers everyone equal opportunities throughout their career.

**And what about the men's opinion on this? Is that not taken into account?** Yes, the men are actually very important for the successful implementation of our programme. Because true equality can only exist if everyone feels heard and valued. That is why there is at least one male colleague in every working group for the advancement of women and we are planning mixed mentor-mentee pairs, among other things. We are quite sure that the things we will be initiating in the near future will ultimately benefit all genders in our Group.

BBQ with that certain kick

# Things are hotting up again



The BBQ season is already in full swing, and this year the European Championship is likely to fan the flames even more often. But with or without football fever – the Bell Food Group will once again be providing plenty of excitement both on and off the grill with numerous innovations. Including: International flavours, crunchy salads and fruity sources of vitamins. • mr

## Bell Switzerland: Inspired by international kitchens

Bell is taking its Swiss customers on a highly varied journey with this year's BBQ range. Let's start by heading south with the savoury «**Salsiccia with herbs**» made from the best Swiss pork, seasoned with a typical Italian herb mix.

Next stop is Spain with the «**Chorizo Griller**». This succulent speciality also contains the best Swiss pork, which is well seasoned with paprika.

During the barbecue season, a look across the Atlantic is of course a must. So the delights include the «**Spareribs Texas Style**», which are already seasoned with a delicious smoky BBQ rub. In just 25 minutes on the grill, they are as tender as if they had been there for several hours.



## Innovations for the grill

From Texas, the journey continues to Argentina as the country sponsor of the «**Lamb & Chimichurri Kebabs**». The trendy marinade with oregano, parsley, garlic and chilli goes perfectly with the mild lamb flavour.

The final stage takes us to Asia. This continent's cuisine served as the inspiration for the «**Mild Curry Chicken Breast Skewers**». The spicy mini skewers made from the best Swiss chicken are particularly succulent and flavoursome when grilled.

Seafood fans will enjoy the «**Pangasius Fillet Red Thai**» a culinary detour to Thailand. The skewers combine the tender fish fillet with a fiery red marinade.

And to finish, Korea will tempt you with an unusual speciality: the «**Sweet Korean Salmon Fillet**». What makes it special is not only the sweet Korean seasoning, but also the cedar wood board that comes with it. It gives the salmon a fine wood smoke flavour, especially in a closed grill.



## Hilcona Foodservice: For buffet and BBQ

Hilcona Foodservice is expanding its extensive range of salads for the catering trade with seven new salad variations: «Fennel salad», «Hörnli-salat», «Italian salad», «Glass noodle salad», «Tofu salad», «Red cabbage salad» and «Bean salad». The new varieties are not only suitable for a varied salad buffet in the hotel, but also make great side dishes for various BBQ dishes.

## Eisberg Switzerland: Colourful BBQ companion

The name of Eisberg's «BBQ Bowl Summer» says it all. It combines crunchy green salads with sweetcorn, carrots, tomatoes and cucumber. And to speed up the preparations for the barbecue evening – or perhaps a picnic – even more, the perfect creamy, herbaceous sauce is already included in the house dressing.

## News from the world of salad



## Eisberg Austria: Refreshing fruit creations

Whether as a light dessert at a garden party or as a source of vitamins during the lunch break – Eisberg Austria brings quick fruit enjoyment to the table. The team has created six flavours in different sizes for the Coop's «Betty Bossi» brand. From exotic blends to the watermelon bowl for purists, they will find everything they need for nutrition-conscious refreshment on hot days.

## For a fruity finish

International seasonings bring new flavours to the barbecue

# This is how the world tastes

If you are looking for inspiration for the barbecue season, now more than ever you can turn to the spices of faraway lands. That's because more and more global flavours are bringing more variety to Europe's barbecues. It has never been so easy to travel around the world with barbecue tongs in hand – from continent to continent. • mr



**Australia**

## Tasmanian pepper: expensive mountain dweller

Now it's getting classy. At over 300 francs per kilogramme, Tasmanian pepper, also known as Australian mountain pepper, is one of the top ten most expensive spices in the world.

Incidentally, the term «pepper» for this spice is actually incorrect. Botanically speaking, the tree from which it comes does not belong to the pepper family, but to the Winteraceae family.

At least the geographical indication is correct, though. This rarity can be found in Tasmania and also in New South Wales and Victoria, where it grows wild in the forests and is harvested annually in small quantities.

## The density of flavour makes Tasmanian pepper a precious ingredient.

But it is not only the scarcity that justifies the acquisition costs. The density of flavour also makes Tasmanian pepper a valuable ingredient. At first it lulls you into a sense of security with a sweet note. Then it ignites its fire with an intense, warm spiciness.

Care must be taken when measuring it, as Tasmanian pepper, like Szechuan pepper, can leave the mouth feeling slightly numb.



## North America Carolina Rub: from the home of the BBQ

Rubs, i.e. dry spice mixtures that are rubbed into meat before grilling, are a staple on the spice racks of many barbecue fans on this side of the pond.

One example of a regional speciality in this category comes from the southern states of the USA, where BBQ is not just a food habit, but a way of life: the Carolina Rub.

As is so often the case, every family has its own secret recipe. But there seems to be a consensus on certain ingredients. You'll need paprika powder, cumin, sugar, salt, pepper and another spicy ingredient like cayenne pepper or chilli powder.

Rubs on this basis are ideal for barbecue highlights, such as pulled pork or spare ribs. If you want to keep it authentic, serve «Carolina Gold», a mustard sauce that is an essential part of every BBQ in its home country, with the finished barbecue.



**South America**

## Chipotle: the spicy pod from the smoke

Around 9000 years ago, the Aztecs started smoking chilli peppers to preserve them. The chipotle is an essential ingredient in Mexican cuisine and has become a popular addition to international cooking.

In traditional production, jalapeños with their thick flesh are slowly cooked and dried over the smouldering wood of the mesquite tree. This gives them their special smoky and sweetish, spicy flavour.

Whole chipotles are used in stews, among other things. As a powder, they can also provide the necessary fire in marinades, rubs and sauces. They are not only suitable for seasoning meat. Vegetarians also appreciate them for their strong smoky flavour.

At 5000 to 10,000 Scoville, chipotles are hotter than jalapeños and are therefore more suitable for more robust palates. It is therefore advisable to approach the correct dose slowly. And if you want to process the pods yourself, perhaps into a paste: don't forget your gloves!





**South Africa**

**Chakalaka:**

*Leftovers can taste so good*

There is no clear evidence as to how and where the Chakalaka seasoning sauce originated. The most widespread story attributes its invention to miners in the townships of Johannesburg who cooked a soup or sauce from leftover food.

Accordingly, there is of course not just one original chakalaka recipe, but many variations. However, peppers, tomatoes, white beans, white cabbage and chilli peppers are usually found in most lists of ingredients.

The speciality became widely known internationally in Europe during the 2010 Football World Cup in South Africa, when snacks and barbecue sauces with the spicy flavour also appeared in European supermarkets.

Chakalaka sauce goes well with many meat and vegetable dishes, making it the perfect accompaniment to a fiery barbecue. Chakalaka spice mixes also refine marinades and dips with their exotic, spicy flavour.



**North Africa and the Arab region**

**Zatar:**  
*When it smells of 1001 Nights!*

With its herbaceous flavour, zatar – or satar or za'atar, depending on the language area – is one of the most popular spice mixtures in North African and Oriental cuisine.

The main ingredient is the leaves of a plant from the oregano family, which is known by various names such as Syrian or biblical hyssop.

The slightly tangy herb is complemented by other ingredients such as roasted sesame seeds, sumac and salt. Depending on local preferences, aniseed, fennel or coriander may also be added.

A classic on the mezze plate, for example, is flat-bread with zatar. The spice is usually mixed with olive oil, but also with yoghurt or hummus. Also a great side dish for BBQs.

The versatile mix is also ideal as a marinade for beef, poultry or vegetable kebabs. The scent of 1001 Nights is included free of charge.



**Asia/India**

**Tandoori Masala:**

*A treat not only from the oven*

A «Tandoor» is a traditional charcoal oven that is typical of Indian cuisine, among other things. Tandoori masala was therefore originally a spice mix for dishes that are prepared in this oven.

In contrast to garam masala, which is often used for curries, this ingredient is more suitable for marinating meat and vegetables, which are then indirectly cooked hanging on long skewers in the tandoor.

But this mix also brings an original Indian flair to a conventional barbecue. Chilli, cumin and coriander seeds ensure this in most varieties. Other common ingredients are paprika, ginger, garlic, cinnamon and cardamom.

Tandoori masala is very popular for marinating grilled chicken thighs or skewers, among other things. The seasoning is mixed with either oil or yoghurt and is allowed to impart its seductive flavour to the meat a few hours before the start of the garden party.



**Korea**

**Gochujang:**  
*If you want it to taste «swicy».*

K-Food, i.e. the representative of South Korean cuisine, has been one of the international trendsetters in the food sector for several years. Gochujang spice paste is no longer only found in well-stocked Asian shops.

For the traditional production of this speciality, ingredients such as chilli powder, glutinous rice flour, soy flour and salt are mixed and fermented in large clay pots for several years. This allows the starch in the rice to slowly convert into sugar.

Today, there are also industrial methods to shorten the process. However, the spicy, sweet flavour of the paste has remained the same, which also explains its popularity beyond Asia. Because «swicy» foods, made up of «sweet» and «spicy», are currently very popular.

If you've never tried it, you're missing out! At an original Korean BBQ, the paste is used as the basis for dips, which are wrapped in a lettuce leaf together with thin, grilled pieces of meat and other side dishes and popped into the mouth as a small parcel. It's a deliciously messy, but oh-so-tasty experience!

The paste can be used in many other ways around the barbecue, for example to give sauces and dips a delicious sweet and spicy finish.



Supporting actor from the grill with star potential

# From the second row into the limelight

Often fed up with all the trimmings before the meat is even on the table at a BBQ? If this sounds familiar to anyone, they will certainly find that steaks, spare ribs and burgers are not the only things that deserve fame and honour. Delicious appetisers, side dishes and desserts also deserve a round of applause.

LOOK! has collected a few inspirations. • mr



## Baguette with soft cheese and blueberries

Basic recipe for 4 portions

- 8 baguette slices
- 8 slices of white mould cheese (to taste, e.g. Brie or Camembert)
- 150 g blueberries (fresh or defrosted from the freezer)
- 8 tbsp balsamic vinegar

**Preparation:** Top each slice of baguette with a piece of cheese and some blueberries. Press them into the cheese as lightly as possible to prevent them from rolling away. Drizzle the balsamic vinegar over the blueberries. Grill indirectly at approx. 180 degrees for about 10 to 15 minutes until the cheese starts to run, and serve warm.

**Alternatives:** Many other side dishes can be prepared on the grill. Always a winner: classic garlic bread. Also delicious: mushroom baguette. Sauté the mushrooms, spring onions and garlic in butter and, after cooling briefly, mix with a strong grated cheese and parsley. Spread on baguette slices and grill, preferably indirectly, until the baguette is slightly crispy.

## All kinds of bacon rolls

Basic recipe for 4 portions

- 8 slices of bacon (e.g. breakfast bacon)
- 4 potato dumplings
- 4 dried prunes
- 4 dried dates
- 4 pear slices (not too soft)

**Preparation:** Wrap each ingredient in half a slice of bacon. The rolls can be placed on skewers for easier handling. Grill on the barbecue until crispy and serve hot.

**Alternative:** Cheese can also be wrapped in bacon and cooked on the grill. Hard cheeses with a longer maturing time are ideal, as they do not melt so quickly. Feta, mozzarella and other softer varieties require a little dexterity – and possibly a grill tray. The best results are achieved when the pieces of cheese are completely wrapped in the bacon and everything is secured with a skewer.

**Cheese can also be grilled wrapped in bacon.**





Good companions

## Cowboy butter

Basic recipe

250 g butter  
 1 shallot (finely chopped)  
 3 cloves of garlic (finely chopped)  
 2 tbsp Dijon mustard  
 1 tbsp lemon juice  
 2 tsp lemon zest  
 1 tsp horseradish  
 2 tbsp parsley (finely chopped)  
 2 tbsp chives (finely chopped)  
 1 tbsp fresh thyme (finely chopped)  
 2 tsp fine sea salt  
 ½ tsp ground pepper  
 at least 1 tbsp cayenne pepper

**Preparation:** Take the butter out of the fridge in good time so that it is nice and soft. Place all the ingredients except the cayenne pepper in a bowl and mix well with a fork. Alternatively, the cowboy butter can also be whipped in a food processor until frothy. Then flavour with cayenne pepper to the desired degree of spiciness. Pour into a suitable container and chill until ready to eat, or melt and serve as a butter dip with the steak. This current trend from the US also tastes great with chicken, fish, roasted vegetables and, of course, on bread.

**Alternatives:** Creativity comes into its own when preparing herb butter. A Mediterranean-style rosemary and lemon butter or Asian-inspired curry butter are easy to stir up.

**Cowboy butter is a social media star from the USA.**

## Grilled lettuce hearts

Basic recipe for 1 portion

1 romaine lettuce  
 40 g grated cheese (e. g. Parmesan)  
 5 cherry tomatoes  
 Olive oil  
 Balsamic vinegar  
 Salt and pepper

**Preparation:** Wash and halve the tomatoes. Wash the lettuce hearts, pat dry and cut in half lengthways. Place the hearts on the grid over a medium heat, cut side down. A little caution is required here, as they should only be lightly roasted. Then turn over, sprinkle with the cheese and grill indirectly until the cheese starts to melt. Arrange on the plate together with the tomatoes. Drizzle with olive oil and balsamic vinegar and season with salt and pepper. Serve while still hot.

**Alternative:** Grilled salad hearts also go well with pomegranate seeds, roasted nuts and other classic ingredients such as cucumber, olives, onions and much more. The dressing can also be customised to suit one's taste. If the hearts are served without cheese, for example, then a yoghurt and herb dressing will work very well.

**Be careful when grilling the lettuce hearts.**

Saving  
the best  
till last

## Grilled fruit

Basic recipe for 1 portion

- ½ peach
- 2 slices pineapple
- 3 tsp butter
- 3 tsp cane sugar
- 1 scoop of vanilla ice cream

**Preparation:** Place 1 teaspoon of butter and 1 teaspoon of cane sugar on each peach half and pineapple slice, place both on the grill and grill, preferably indirectly, until the butter and sugar caramelize. Serve hot with vanilla ice cream.

**Alternatives:** Fans of chocolate banana can cut an unpeeled banana lengthways, not quite all the way through, and insert pieces of chocolate in the slit. The banana is grilled until the skin is black. The creamy contents are then spooned out.

## Cheesecake soufflé

Basic recipe for 4 portions

- 250 g quark
- 100 g butter
- 50 g sugar
- 2 eggs
- 2 level tablespoons of semolina
- Pulp of ½ vanilla pod
- Butter for greasing
- 4 heatproof glasses (approx. 220 ml)

**Preparation:** Melt the butter and mix with all the ingredients to form a smooth cream. Butter the jars well and fill them two-thirds full with the mixture. Bake in a closed grill at approx. 180 degrees for about 20 to 30 minutes until the soufflés rise. If it is difficult to control the temperature on the grill, the soufflés can also be baked in the oven.

**Alternatives:** There are many other ways of preparing these cheesecake soufflés. For example, a middle layer of blueberries or raspberries or finely chopped amaretti biscuits is delicious. They can also be served with a berry jelly and a scoop of ice cream.

*Raspberries also go well with the cheesecake soufflé.*



Commitment to sustainable packaging

# LESS IS MORE

Nothing is allowed in, nothing is allowed out. It has to be attractive to look at, pleasant to handle and environmentally friendly to boot.

Packaging – a true all-rounder. Why paper is not necessarily better than plastic, and how consumers decide whether to give a new packaging solution a thumbs up or thumbs down.

Food packaging has to go the extra mile if it is to fulfil all requirements. The official requirements set by the authorities are strict, and determine the legal framework. Good packaging must protect the food from environmental influences and contamination, and not release any ingredients into the product itself. It also protects against loss of volume and ensures the longest possible shelf life. In the best case scenario, the packaging can be reused or its components recycled and thus remain in circulation.

The outer values of the packaging are just as important as the inner values. Great packaging attracts the consumer and provides all the important information about the contents in an

**«Good packaging is a jack of all trades».**

appealing and understandable way. After all, it wants consumers to buy it again and again. To ensure this happens, it should also be easy to transport. To ensure a long-term relationship with customers, it should be easy to store, easy to open and, depending on the product, easy to close again. Manufacturers must have the necessary infra-

structure in place to produce modern packaging at marketable costs.

**Simple in theory, complex in practice**

«Good packaging is a jack-of-all-trades and at the same time the best possible compromise», says Claudia Hunter, Head of Packaging Technology at Bell Switzerland. Objectives from the Bell Food Group's sustainability strategy are central to the development of new, environmentally friendly packaging. Firstly, the proportion of plastic in the packaging material is to be reduced and secondly, the focus is on the recyclability of the materials used. «Basically, it can be said that every gram less is a good gram of plastic. Materials made from renewable raw materials such as paper and cardboard have a better CO<sub>2</sub> footprint than plastic», Claudia Hunter explains.

What sounds simple in theory is quite complex in the specific case of packaging for fresh meat and charcuterie. If packaging with paper content is produced in this sensitive area, it is imperative that virgin fibres are used. These can only be obtained through deforestation. Paper that has already been recycled must not be



Claudia Hunter, Head of Packaging Technology, Bell Switzerland

**Less plastic in the salad shaker**

The shaker cup for the Farmer Salad produced by Eisberg Switzerland contains around a quarter less plastic than its predecessor. Together with the lid, which will contain 52 per cent less plastic in its new form and uses a sauce bag instead of a cup, around eight tonnes of plastic can be saved every year.



used in direct contact with food. «Unlike packaging for potatoes, for example, it is not possible to switch to pure paper for meat. To prevent the paper from being contaminated by the product, it has to be modified so that it is water and grease repellent. This is where plastic packaging offers clear advantages.» In the long term, Claudia Hunter sees plastic packaging as the sensible, sustainable compromise for food packaging in the fresh meat and charcuterie sector.

European countries such as France, Italy and Germany already have a plastic recycling system that collects and recycles food packaging. In Switzerland, a national collection system is being planned. This should be implemented in the next few years.

**Good packaging to combat food waste**

When it comes to reducing plastics in meat packaging, product protection is the top priority. The shelf life of valuable food is the top priority. «A single gram of product that spoils

**«Each material supports the packaging with its advantages in terms of durability, sealability, stability, etc.»**

without being eaten and ends up in the bin is worse than a single gram of plastic in the packaging», says Claudia Hunter.

Composite packaging, which is made up of different types of plastic, poses a challenge. «Each material supports the packaging with its advantages in terms of durability, sealability, stability, etc.» The packaging technologists at the Bell Food Group are challenged to further optimise the material mix and reduce the proportion of different plastic components.

**Degradable or in circulation for a long time?**

There is increasing talk of what are known as bioplastics. These are materials that are made from renewable raw materials, or materials that are petroleum-based but can be biodegraded, or combine both properties. «In the future, resources obtained from waste or by-products could become interesting for the production of plastics», says Claudia Hunter. Swiss researchers have only recently found a way to produce a material from a waste product from beer brewing that could be used in food packaging in the future.

**Cardboard cans with paper bottoms instead of metal**

By changing the can bottoms from metal to paper, Hügli's cardboard cans can now be collected and recycled in the UK. They are used in new packaging or become components of new products.



**Up to 50 percent less plastic thanks to collapsible packaging**

What Bell Germany has been focussing on for some time has also been available in Switzerland for three years. In contrast to the hard trays, the folded packs of raw ham specialities are made from a flexible film of thinner material. The folding pack uses up to 50 per cent less plastic than conventional packaging and can be resealed. It is also more recyclable than the previous packaging.





### Switching from composite to mono-material

Hügli's bags for soups and sauces previously consisted of a composite of paper and plastic and were not recyclable. With the switch to mono plastic, the pouches are now more than 90 per cent recyclable.

### Plastics should remain in the cycle for as long as possible.

However, Claudia Hunter is critical of biological materials that are obtained from food that would otherwise be used as food. «It doesn't make sense.» She also puts a question mark over biodegradable plastics. The microplastics that accumulate there can do more harm than good to the soil. Plastics that remain in the cycle for as long as possible once produced are likely to be more effective and therefore more sustainable than bioplastics.

This minimises their impact on the environment. «In order to get an efficient cycle going, it is particularly important to keep the variety of plastics used manageable», Claudia Hunter explains.

### The consumers decide

Consumer behaviour is also crucial to the success of packaging developments. For example, Bell decided to change the packaging for organic minced meat from the previous tray packaging to new tubular bag packaging. As a lightweight and flexible film is used for the tubular bag, this change can significantly reduce material consumption, which corresponds to around 70 per cent less plastic. However, consumers were

cautious and ultimately rejected the tubular bag. Declining sales figures spoke for themselves. This, and the technologically very demanding production of this packaging, led to a return to the classic packaging. The right outfit has yet to be found for this area. • ap

### Recycled plastic in B2B packaging

Much of Hügli's B2B packaging is already made from monomaterials such as PET or polypropylene and is largely recyclable. The proportion of recycled plastic is soon to be increased in selected packaging. The bottle shown here is to be available with at least 30 percent rPET by 2025.



### A mix of materials that is good for the environment and for consumers

Eisberg wrap slipcasses are made from manufacturing waste, mixed waste paper and a barrier film. The use of recycled material conserves resources, and the low proportion of barrier means that the slipcasses can be disposed of in waste paper.

Service anniversaries and retirements from July to September 2024

## Over 2544 cheers

Unfortunately, we were unable to conduct an anniversary interview in this issue. Instead, we have collected three fun facts on the subject of service anniversaries.

### Fun fact no. 1

#### Over 80 years

Brazilian Walter Orthmann holds the Guinness world record for the longest career with the same company. He worked for the textile company RenauxView for over 80 years.

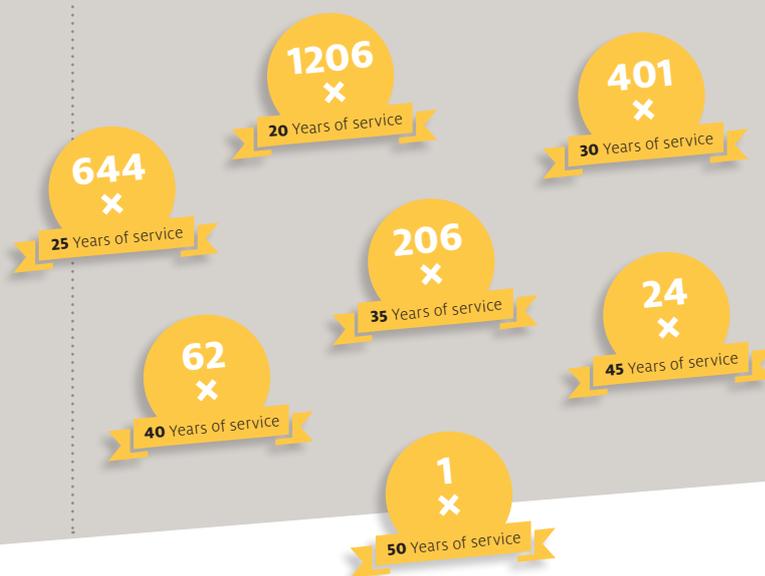
Walter began his career in 1938 at the age of 15 and remained loyal to the company at the request of the managing director even after his retirement in 1978. And even at the age of 100, he was still driving himself to work every day. Shortly before his 102nd birthday in April 2024, he had to stop working at RenauxView due to vision problems – after 86 years.



### Fun fact no. 2

#### So many anniversaries

The anniversaries in the Bell Food Group are also impressive: Since the employee magazine was renamed LOOK! with issue 4 in 2017, a total of 2544 service anniversaries have appeared in the magazine. And this is without the 5- to 15-year service anniversaries, because with them there would be too many anniversaries to present them all in LOOK!. The following anniversaries have been celebrated in the last 26 issues of the magazine:



## 20 Years of Service

|   |
|---|
| <b>Iveta Křepelková</b> • 1 January, Hügli Food, Zásmyky ( <i>Addendum</i> )          |
| <b>István Lukács</b> • 22 March, Eisberg, Gyál ( <i>Addendum</i> )                    |
| <b>Eugeniusz Philip</b> • 31 March, Bell Poland, Niepołomice ( <i>Addendum</i> )      |
| <b>Mária Fitz</b> • 13 April, Eisberg, Gyál ( <i>Addendum</i> )                       |
| <b>Hana Kornová</b> • 19 May, Hügli Food, Zásmyky ( <i>Addendum</i> )                 |
| <b>Séverine Gil</b> • 28 June, Sylvain & CO, Essert-sous-Champs                       |
| <b>Ivo Dux</b> • 1 July, Hilcona, Schaan ( <i>Addendum</i> )                          |
| <b>Maryline Giraud</b> • 1 July, Sylvain & CO, Essert-sous-Champs ( <i>Addendum</i> ) |
| <b>Edít Budainé Gecser</b> • 5 July, Eisberg, Gyál                                    |
| <b>Artur Steinbach</b> • 5 July, HFC, Bad Wünnenberg                                  |
| <b>Thitimol Bütikofer</b> • 12 July, Eisberg, Dällikon                                |
| <b>Damian Bańkowski</b> • 16 July, Eisberg, Legnica                                   |
| <b>Denis Haller</b> • 18 July, Sylvain & CO, Essert-sous-Champs                       |
| <b>Josef Huber</b> • 20 July, Frisch Express, Pfaffstätt                              |

|   |
|---|
| <b>Jana Langmayerova</b> • 21 July, Frisch Express, Pfaffstätt    |
| <b>Noémie Windenberger</b> • 22 July, Bell Switzerland, Basel     |
| <b>Claudio Zuccotti</b> • 26 July, Ali-Big, Brivio                |
| <b>Samuel Harisberger</b> • 1 August, Bell Switzerland, Oensingen |
| <b>Aledi Ibisi</b> • 1 August, Eisberg, Dällikon                  |
| <b>David Jaccard</b> • 1 August, Sylvain & CO, Essert-sous-Champs |
| <b>Maria Nieves Lago Trillo</b> • 1 August, Hilcona, Schaan       |
| <b>Michael Lothar Magnus</b> • 1 August, Bell Switzerland, Basel  |
| <b>Karl Heinz Reiter</b> • 1 August, Hilcona, Schaan              |
| <b>Josef Ridder</b> • 1 August, HFC, Bad Wünnenberg               |
| <b>Radivoje Stankic</b> • 1 August, Geiser, Schlieren             |
| <b>Mathias Stemer-Silva</b> • 1 August, Hilcona, Schaan           |
| <b>Daniel Stiller</b> • 1 Hügli, Radolfzell                       |
| <b>Fabien Wolfinger</b> • 1 August, Hilcona, Schaan               |

|   |
|---|
| <b>Richard Neuburger</b> • 2 August, Frisch Express, Pfaffstätt           |
| <b>Matthias Blum</b> • 9 August, Bell Switzerland, Zell                   |
| <b>Anna Horoszcak</b> • 9 August, iceberg, Legnica                        |
| <b>Gradimir Mladenovski</b> • 15 August, Bell Switzerland, Cheseaux       |
| <b>Mahir Chelha</b> • 16 August, Bell Switzerland, Cheseaux               |
| <b>Lirije Dakaj-Bytyci</b> • 20 August, Bell Switzerland, Oensingen       |
| <b>Sylvie Martin</b> • 22 August, Bell France, Saint-Symphorien-sur-Coise |
| <b>Piroska Ruskóné Moharos</b> • 23 August, Eisberg, Gyál                 |
| <b>Shtjefen Balaj</b> • 1 September, Bell Switzerland, Zell               |
| <b>Heinz Fischer</b> • 1 September, Geiser, Schlieren                     |
| <b>Peter Kalberer</b> • 1 September, Hilcona, Schaan                      |
| <b>Carolin Kierstein</b> • 1 September, Hügli, Radolfzell                 |
| <b>Claudio Nattivi</b> • 1 September, Eisberg, Dällikon                   |
| <b>Anke Sterk</b> • 1 September, Hügli, Radolfzell                        |
| <b>Eric Chopin</b> • 6 September, Hilcona Gourmet, Orbe                   |
| <b>Arif Sagun</b> • 13 September, Bell Switzerland, Basel                 |
| <b>Zerina Hadzic</b> • 20 September, Hubers Landhendli, Pfaffstätt        |
| <b>Marco Arnold</b> • 27 September, Bell Switzerland, Zell                |
| <b>Romina Zürcher</b> • 27 September, Hügli, Steinach                     |

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[bellfoodgroup.com/careers](https://bellfoodgroup.com/careers)

### Fun fact no. 3

## Job change yesterday and today

In recent decades the average length of service has decreased, especially in Western countries. In the 1970s and 1980s, it was more common for employees to spend their entire working life with the same company. The increasingly dynamic labour market, globalisation and technological changes have led to more frequent job changes.

According to Statista, the average length of service in Germany in 2021 was around 10.8 years. It's even less in the USA. According to an analysis by the U.S. Bureau of Labor Statistics (BLS), the average length of service in 2020 was around 4.1 years.

## 25 Years of Service

|  |
|--|
| <b>Józefa Nalepa</b> • 31 January, Bell Poland, Niepołomice ( <i>Addendum</i> )                      |
| <b>Gáborné Szabó</b> • 1 April, Eisberg, Gyál ( <i>Addendum</i> )                                    |
| <b>Rajiz Ramic</b> • 3 May, Sylvain & CO, Essert-sous-Champs ( <i>Addendum</i> )                     |
| <b>Maria Adelaide Vieira Guimaraes</b> • 3 May, Sylvain & CO, Essert-sous-Champs ( <i>Addendum</i> ) |
| <b>Fabrice Pérignon</b> • 1 June, Sylvain & CO, Essert-sous-Champs ( <i>Addendum</i> )               |
| <b>Markus Fankhauser</b> • 1 July, Bell Switzerland, Zell  |
| <b>Alexa Neuhaeusler</b> • 1 July, Hilcona, Schaan   |
| <b>Edin Rizvic</b> • 1 July, Hilcona, Schaan   |
| <b>Willy Ruckstuhl</b> • 1 July, Bell Switzerland, Zell  |
| <b>Bertrand Vuillequez</b> • 1 July, Bell Switzerland, Basel   |
| <b>Marianne Bachleitner</b> • 13 July, Hubers Landhendli, Pfaffstätt                                 |
| <b>Peter Rillinger</b> • 14 July, Hubers Landhendli, Pfaffstätt                                      |
| <b>Vskra Pasoska</b> • 16 July, Hubers Landhendli, Pfaffstätt  |
| <b>Santa Kitala-Serio</b> • 19 July, Eisberg, Dällikon   |
| <b>Ava Ramosaj</b> • 20 July, Sylvain & CO, Essert-sous-Champs                                       |
| <b>Fatma Güzel</b> • 26 July, Bell Switzerland, Basel  |
| <b>Derva Halilovic</b> • 28 July, Bell Switzerland, Zell   |
| <b>Mayte Lema Trigo</b> • 1 August, Hilcona, Schaan  |
| <b>Josef Ridder</b> • 1 August, HFC, Bad Wünnenberg  |
| <b>Kerry Dipple</b> • 10 August, Huegli, Redditch  |
| <b>Sanije Bajrami-Demiri</b> • 18 August, Bell Switzerland, Cheseaux                                 |
| <b>Labinot Neziri</b> • 23 August, Bell Switzerland, Zell  |
| <b>Nevoja Bajrektarevic</b> • 26 August, Hilcona Gourmet, Orbe                                       |
| <b>Fatime Buja</b> • 26 August, Hilcona Gourmet, Orbe  |
| <b>Myrvete Krasniqi</b> • 26 August, Hilcona Gourmet, Orbe   |
| <b>Aurora Teixeira Sousa</b> • 26 August, Hilcona Gourmet, Orbe                                      |
| <b>Oliver Bindel</b> • 1 September, Hilcona, Schaan  |
| <b>Paulo Dos Amjos Goncalves</b> • 1 September, Hilcona, Schaan                                      |
| <b>Stefan Heim</b> • 1 September, Hilcona, Schaan  |
| <b>Vilvarajah Kandiah</b> • 1 September, Bell Switzerland, Cheseaux                                  |
| <b>Joachim Messner</b> • 1 September, Bell Switzerland, Oensingen                                    |
| <b>Sylvain Tlili</b> • 1 September, Bell Switzerland, Basel  |
| <b>Cristiano Zapatero</b> • 1 September, Bell Switzerland, Gossau                                    |
| <b>Bubacarr Jaiteh</b> • 13 September, Bell Switzerland, Basel                                       |
| <b>Kikeba Mpebele</b> • 13 September, Bell Switzerland, Oensingen                                    |
| <b>Alija Salkic</b> • 13 September, Hilcona Gourmet, Orbe  |
| <b>Fadil Hasanovic</b> • 26 September, Hilcona Gourmet, Orbe   |
| <b>Ali-Haydar Turan</b> • 27 September, Hügli, Radolfzell  |
| <b>Henryk Wach</b> • 26 July, Bell Germany, Seevetal   |
| <b>Lilija Mass</b> • 6 September, Bell Germany, Harkebrügge  |
| <b>Andrea Alexander</b> • 8 September, Bell Germany, Harkebrügge                                     |

## 30 Years of Service

|   |
|---|
| <b>Jorge Francisco Da Silva Monteiro</b> • 14 March, Sylvain & CO, Essert-sous-Champs ( <i>Addendum</i> ) |
| <b>Tama Dembele</b> • 1 July, Bell France, Virieu-le-Grand  |
| <b>Britta Pinkepank</b> • 1 Hügli, Radolfzell   |
| <b>Borbála Szőke</b> • 13 July, Eisberg, Gyál   |
| <b>Alicja Romanek</b> • 31 July, Bell Poland, Niepołomice   |
| <b>Michaela Klopsch</b> • 1 Hügli, Radolfzell   |
| <b>Pascale Schmitt</b> • 1 August, Bell Switzerland, Basel  |
| <b>Maria Nogueira de M. Morais</b> • 2 August, Sylvain & CO, Essert-sous-Champs                           |
| <b>Uzeyir Kocak</b> • 15 August, Bell Switzerland, Basel  |
| <b>Tilo Kuhlmeier</b> • 22 Hügli, Radolfzell  |
| <b>Biagio Manzo</b> • 22 August, Bell Switzerland, Basel  |
| <b>Endrik Dallmann</b> • 1 September, Bell Food Group, Basel  |
| <b>Claudia Rotter</b> • 1 September, Hügli, Radolfzell  |
| <b>Brigitte Ruh</b> • 1 September, Hügli, Radolfzell  |
| <b>Markus Wellm</b> • 1 September, Inter-Planing, Langenhaslach   |
| <b>Giai Tat</b> • 19 September, Bell Switzerland, Basel   |
| <b>Doreen Kirchner</b> • 1 August, Bell Germany, Edewecht   |
| <b>Silvia Bronn</b> • 29 August, Bell Germany, Harkebrügge  |

## 35 Years of Service

|  |
|--|
| <b>Pejo Brnadic</b> • 1 July, Bell Switzerland, Zell             |
| <b>Mehmet Iscen-Torun</b> • 1 July, Bell Switzerland, Basel      |
| <b>Alexander Duller</b> • 24 Hügli, Radolfzell                   |
| <b>Joaquin Flores</b> • 1 September, Bell Switzerland, Cheseaux  |
| <b>Laurent Bachmeyer</b> • 11 September, Bell Switzerland, Basel |
| <b>Franca Fiore</b> • 14 September, Hügli, Radolfzell            |
| <b>Gerold Schulte</b> • 6 July, Bell Germany, Harkebrügge        |

## 40 Years of Service

|   |
|---|
| <b>Jean-Claude Wenck</b> • 2 July, Bell Switzerland, Basel      |
| <b>Norbert Schorer</b> • 6 August, Inter-Planing, Langenhaslach |
| <b>Renate Musacchio</b> • 29 Hügli, Radolfzell                  |

## 45 Years of Service

|   |
|---|
| <b>Catherine Becoye</b> • 10 September, Bell Switzerland, Basel |
|---|

## Early Retirements

|   |
|---|
| <b>Doris Seebacher</b> • 30 April, Hilcona, Schaan ( <i>Addendum</i> )                    |
| <b>Heinrich Niederklopfer</b> • 30 June, Bell Switzerland, Churwalden ( <i>Addendum</i> ) |
| <b>Willi Koller</b> • 30 June, Hilcona, Schaan ( <i>Addendum</i> )                        |
| <b>Brigitte Grand</b> • 31 July, Bell France, Teilhède                                    |
| <b>Marie-Christine Groell</b> • 31 July, Bell Switzerland, Basel                          |
| <b>Thomas Stay</b> • 31 July, Hügli, Radolfzell   |
| <b>Rudi Käser</b> • 30 September, Hilcona, Schaan   |
| <b>Karin Konold</b> • 30 September, Inter-Planing, Langenhaslach                          |
| <b>Jelena Teofilovic</b> • 30 September, Bell Switzerland, Basel                          |
| <b>Ágnes Teski</b> • 30 September, Iceberg, Gyál  |

## Retirements

|   |
|---|
| <b>Josef Langmaier</b> • 31 March, Frisch Express, Pfaffstätt ( <i>Addendum</i> )         |
| <b>Jaroslav Košta</b> • 30 April, Hügli Food, Zásmyky ( <i>Addendum</i> )                 |
| <b>Alain Le Faou</b> • 30 April, Bell Switzerland, Basel ( <i>Addendum</i> )              |
| <b>Michel Lerch</b> • 30 April, Bell Switzerland, Oensingen ( <i>Addendum</i> )           |
| <b>Ferdinand Katzberger</b> • 31 May, Frisch Express, Pfaffstätt ( <i>Addendum</i> )      |
| <b>Ursula Lehmann-Schweizer</b> • 31 May, Bell Switzerland, Oensingen ( <i>Addendum</i> ) |
| <b>Alexander Andreas</b> • 30 June, Bell Switzerland, Basel ( <i>Addendum</i> )           |
| <b>Isabel Maria Da Silva Luz Guerreiro</b> • 31 July, Eisberg, Dällikon                   |
| <b>Armin Keller</b> • 31 July, Bell Switzerland, Gossau                                   |
| <b>Martin Krutzler</b> • 31 July, Hügli, Marchtrenk                                       |
| <b>Pius Rüegg</b> • 31 July, Eisberg, Dällikon  |
| <b>Josef Fischer</b> • 31 August, Bell Switzerland, Zell                                  |
| <b>Beatrice Spring</b> • 31 August, Bell Switzerland, Oensingen                           |
| <b>Manfred Hofer</b> • 30 September, Hügli, Marchtrenk                                    |
| <b>Suzan Imeri</b> • 30 September, Bell Switzerland, Zell                                 |
| <b>Somsuk Inäbnit-Ruenpraphat</b> • 30 September, Bell Switzerland, Oensingen             |
| <b>Sabine Pircher</b> • 30 September, Hügli, Marchtrenk                                   |
| <b>Daljit Singh</b> • 30 September, Bell Switzerland, Basel                               |

## We bid farewell to

|  |
|--|
| <b>Herbert Lagler</b> • 3 April, Hügli, Marchtrenk   |
| <b>Oliver Hedt</b> • 6 April, Bell Germany, Seevetal |

Our deepest condolences to the families and friends of the deceased.



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