22nd October 2026

Dear Customers and Suppliers,

At BAKO, we believe that great businesses are built on great relationships — and that means relationships based on trust, respect and treating people well.

We are proud of the relationships we have built over many years with our customers, suppliers and partners across the food and drink industry. Every day, our people work alongside colleagues from other businesses, whether that is through commercial meetings, customer visits, supplier interactions, deliveries, events or simply the day-to-day conversations that keep our industry moving. We want those interactions to be positive, professional and respectful for everyone.

That is why, back in 2022, BAKO Group Ltd signed up to the FWD Standards & Dignity at Work Charter. The Charter sets out a shared commitment across the wholesale and convenience sector to improving standards of behaviour between people from different businesses and creating an environment where everyone can feel safe, respected and able to flourish.

The Charter is clear: there is no place for harassment, discrimination, aggression or misconduct in our industry.

We continue to fully support that commitment.

A change in employment legislation

There is now an additional reason for us all to keep this issue firmly on the agenda.

New legislation is strengthening employers' responsibilities around harassment in the workplace, including situations where inappropriate behaviour comes from a third party — such as a customer, supplier, contractor or other business contact.

For BAKO, this reinforces something we already believe strongly: how we treat one another matters, whoever we work for.

We therefore ask everyone who interacts with BAKO colleagues to help us maintain the standards we want to see across our industry.

What does this mean in practice?

We understand that our industry can be fast-paced. Commercial conversations can be challenging, negotiations can be robust and, occasionally, people will disagree. That is all part of doing business.

What should never be part of doing business, however, is behaviour that is abusive, intimidating, discriminatory, threatening, sexually inappropriate or otherwise disrespectful.

This applies whether an interaction takes place:

- face-to-face;
- by telephone or video call;

- by email or other digital communication;
- at a BAKO site or another workplace;
- during a customer or supplier visit; or
- at an industry event or social occasion connected with work.

We also recognise that what one person considers to be “banter” may be uncomfortable or offensive to another. We therefore ask everyone to think about the impact of their words and actions, as well as their intention.

This is about the culture we want to create

Our intention in sharing this message is not to make our relationships more formal or difficult. Quite the opposite. We want BAKO to be a business where our people can build strong, open and successful relationships with customers and suppliers — while knowing that they will be treated with dignity and respect. Equally, we want our customers and suppliers to feel that they are treated in the same way by BAKO.

The FWD Charter describes the ambition particularly well: to create an industry where people feel positive and confident that they can work and flourish. That is an ambition we are proud to share.

Working together

We would ask all our customers, suppliers and partners to support us by ensuring that anyone representing your organisation when dealing with BAKO understands these expectations.

If something does happen that causes concern, we want our people to feel able to raise it and know that it will be taken seriously. Likewise, if you ever feel that a BAKO colleague has not treated you or your team in a way that reflects these principles, we want to hear about it.

Ultimately, this is about continuing to build the kind of industry we all want to work in — one where commercial success and respectful behaviour go hand in hand.

Thank you for your continued partnership with BAKO, and for helping us to make our industry a welcoming, inclusive and respectful place for everyone.

Yours Sincerely

Michael Tully
Group Chief Executive Officer
BAKO Group Ltd