Looking Back At A Productive Year...

The past twelve months have been very busy and vastly productive for ABA. In that time, our association has become “Stronger Together,” as well as strategically aligned to ensure future sustainable growth for the industry.

One of the most significant events this year that boosted ABA membership value was the merger between ABA and the Biscuit & Cracker Manufacturers’ Association (B&CMA); we truly hope that all ABA members are taking advantage of the combined benefits of the enhanced, unified association. The Cookie & Cracker Academy (CCA) offers ABA members a gateway to necessary education and technical training in the cookie/cracker sector, and ABA’s Front Line Leadership program provides leadership and management skills for front line supervisors — ultimately ensuring increased front line worker satisfaction and job retention.

On the legislative and regulatory front, ABA saw several important policy victories for the baking industry thanks to the strong support and active engagement of its members, including:

- Secured harmonization and extension of Nutrition Facts Label and GMO labeling deadline
- Secured decision by FDA to add eight more fiber sources to the dietary fiber regulatory list
- Secured revocation of Obama-era overtime rules
- Helped secure uniform rules for interstate trucking — preventing a patchwork of state transportation regulation
- Successful advocacy for baker needs in tax reform package
- Facilitated ENERGY STAR® certification for over 30 ABA plants in 2017

Looking to the future, the work ABA — under the leadership of the Strategic Plan Task Force — has done on the industry strategic plan will ensure that the association is aligned with the baking industry to support its continued growth and success. ABA is the voice for the industry, and with strategic plan initiatives in place, that voice will be even more effective. We encourage you to learn more in this ABA Return on Investment Report.

We could not have achieved the victories for the industry or developed the strategic plan without the engaged participation and leadership of the members and the ABA Board of Directors. Thank you for your continued investment in the association to ensure that it is a strong voice for the industry and capable of carrying out the initiatives designed to promote and grow the baking industry.

Erin Sharp
ABA Chair
Group Vice President, Manufacturing, The Kroger Co.

Robb MacKie
President & CEO
American Bakers Association
American Bakers Association

**Strategic Plan**

ABA 3-year strategic industry objective:
The Baking Industry is recognized as essential to healthy families and a healthy economy.

**Strategic Initiative 1:**

Collaborative Advocacy for the Baking Industry

**Activity 1:**
Extend ABA Core Strength of Federal Advocacy to Key States
Enriched advocacy to solve industry challenges at the state level in addition to existing federal advocacy.

**Activity 2:**
Supply Chain Advocacy Alignment
Better alignment of policy communications among supply chain organizations to reduce policy cost exposure and optimize support for the industry.

**Activity 3:**
Expand Member Employee Engagement
Stronger member participation to proactively address challenges impacting baking industry growth.

**Strategic Initiative 2:**

Promote and Grow the Baking Industry

**Activity 1:**
Harness Baking Industry Resources
A Baking Industry Council to promote the industry and prevent government overreach.

**Activity 2:**
Leverage Thought Leadership to Attract Skilled Workers
An industry strategic communications plan to promote the value of lifelong baking industry careers.

**Activity 3:**
Leverage Thought Leadership to Promote the Industry’s Value to Consumers, Workers and Elected Officials
A baking industry strategic communications plan to demonstrate the value and economic impact of the industry.

**Industry ROI:**

- Increase protection from costly government overreach
- Maximize members’ investments in the respective industry organizations
- Increase the talent pool of skilled workers
- Create a more receptive environment to grow the baking industry

800K

$44B

$53B
American Bakers Association
Year in Review
2017-2018

June 2017
FDA Extends Compliance Dates for Nutrition Facts Label

July 2017
ABA Welcomes B&CMA Member Companies — Unified Organization, Expanded Resources

August 2017
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September 2017
ABA Hosts 850 Attendees at Bakers' Dozen Awards Reception on Capitol Hill

October 2017
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September 2017
Strong Industry Support Helps Raise $465,000 for Ronald McDonald House

November 2017
Victory! ABA Plays Role in Striking Down Obama DOL's Overtime Rule

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DOL Rolls Back Bulky Joint Employer Standard, Reducing Liability of Businesses

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American Bakers Association

Year in Review

2017-2018

January 2018
With the Passage of the Tax Reform Bill, 2018 Is Off to a Good Start!

February 2018
ABA and 24 Partners Emphasize “Feeding the Economy” Clout at Congressional Reception

March 2018
ABA Testifies, on Behalf of Sodium Coalition, About the Weakness of HHS’s AHRQ Review

April 2018
ABA Recognizes Safety Recognition Award Recipients at ABA Convention

May 2018
ABA Holds Tri-Committee Meeting in Washington. Members Participate in Capitol Hill Visits, White House Tour and Joint Reception/Dinner

June 2018
ABA's Robb MacKie and Kelly Kotche Visit Martin's Famous Pastry Shoppe, Inc.

January 2018
ABA, as Part of the Sodium Coalition, Meets with USDA Team

February 2018
ABA Attends BakeTech and Congratulates 2018 Baking Hall of Fame Inductees

March 2018
ABA Joins Push for #FairSugarPolicy

April 2018
ABA Leads Grain Chain in Submitting Feedback for 2020 Dietary Guidelines Review

May 2018
ABA Confronts Grain Chain in Submitting Feedback for 2020 Dietary Guidelines Review

June 2018
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June 2018
ABA Named by NAM as “One of the Best Manufacturing Associations to Work For”

Food & Beverage ISSUE ALLIANCE

FDA Extends Compliance Date for PHO Labeling

May 2018
Rep. Foxx Visits Salem/Dewey's Bakery to Advocate for Sugar Reform

May 2018
FTIAC Develops ABA GMO Labeling Position

June 2018
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FTIAC Develops ABA GMO Labeling Position
ABA Honors Champions for the Baking Industry at 5th Annual Bakers’ Dozen Reception

ABA members, elected officials and their staffs joined to sample a variety of delicious member products, as ABA thanked Rep. Diane Black (TN-6) and Sen. Jackie Walorski (IN-2) as well as Senators John Hoeven (ND) and Jerry Moran (KS) for being champions of the baking industry over the past year on ABA policy priorities.

ABA provides baking industry executives with direct access to policymakers on Capitol Hill as well as regulatory agencies including OSHA, FDA, EPA and more. When ABA members go on congressional visits with the ABA staff, our message packs a bigger punch.

Helping Elected Officials Get to Know Our Industry

As part of ABA’s Plant Visitation Program, ABA arranges for members of Congress and candidates to visit ABA members at their bakeries or allied facilities. This is a critically important opportunity to network and educate current and potential policymakers on what it means to operate a successful bakery or allied operation.

ABA Goes to Capitol Hill to Discuss Sugar Reform and Labor Issues

ABA’s Online Grassroots Action Center — www.RiseToAction.org

ABA’s grassroots action center — www.RiseToAction.org — is a resource for members that makes it easy to TAKE ACTION with legislators. Our user-friendly program allows ABA members to write members of Congress quickly, engage in the political process, access key voting records and stay on top of the latest political news all in one place.

ABA members visit Rep. Claudia Tenney (R-NY-22) to discuss bakers’ need for sugar reform as well as labor issues.

ABA members visit Rep. Joseph Kennedy (D-MA-4) to discuss how outdated U.S. sugar policy is impacting their companies’ bottom lines.

Harry Kokkinis, President, Table Talk Pies (left), and Bill Rocha, VP, Human Resources/General Counsel of Gold Medal Bakery, Inc. (right) met with Rep. Joseph Kennedy (D-MA-4) to discuss how outdated U.S. sugar policy is impacting their companies’ bottom lines.

Rep. Virginia Foxx (R-NC-5) visits Salem/Dewey’s Bakery to advocate for sugar reform. Rep. Foxx also learned a great deal about the baking process by taking a tour of the facility and talking personally to the front line workers.

Members Involved in the Policy Process Make a Difference

ABA provides baking industry executives with direct access to policymakers on Capitol Hill as well as regulatory agencies including OSHA, FDA, EPA and more. When ABA members go on congressional visits with the ABA staff, our message packs a bigger punch.
American Bakers PAC — Ranked 3rd Among Food Processing PACs

Under the leadership of Chairman Avera, American Bakers PAC has risen to be the third-largest food processing PAC in the nation due to the incredible support from ABA baker and allied members. PAC exceeded its fundraising goals this past year with contributions totaling $390,200 to date, positioning ABA’s political arm to make a significant impact in the November elections, where many races are critical to the baking industry.

ABA Members Play Key Role in Political Events

ABA members often participate in fundraisers and host plant tours or political events for members of Congress and candidates who support the baking industry. For the coming election, more than 150 PAC checks will be sent to ABA members to personally donate to political campaigns.

This spring, AMF hosted Rep. David Brat (R-VA-7) at its facility in Richmond, Va., where he addressed over 60 employees and toured the plant. He discussed the positive impact of tax reform on business, which encourages capital investment.

In March, Bill Quigg, President, Richmond Baking, hosted an “America First” event where U.S. Vice President Mike Pence addressed 500+ employees in its Versailles, Ky. facility. Pence discussed the Administration’s progress on tax reform, job creation and regulatory reform.

Don’t be bashful about getting involved in politics. If you don’t speak up for your interests, who will?
ABA Challenges FDA on Nutrition Facts Panel Revisions

As Co-chair of the Food and Beverage Issue Alliance (FBIA), which is comprised of 44 FDA-regulated trade organizations, ABA championed harmonized compliance dates to efficiently streamline implementation.

ABA has:

• Urged new Administration, OMB, HHS and FDA to extend the implementation timeline to allow a full five years to efficiently harmonize changes for Nutrition Facts Label, Bioengineered Disclosure labeling and vending rules in an effort to streamline costs for bakers
• Addressed new folic acid calculation hurdles
• Led food industry efforts to voice concerns regarding small package formatting change
• Sought a common-sense implementation timeframe to diffuse consumer confusion

Added Sugar Action

FDA announced in the new Nutrition Facts Label guidance its intention to require additional labeling for “added sugars” — a seemingly meaningless distinction with the potential to confuse consumers.

ABA petitioned FDA to reverse course on this burdensome new regulation. ABA pointed out to FDA the double standard across different products utilizing added sugar for palatability. If successful, bakers utilizing sugar in their products will not face unjust prejudice stemming from their use of sweetener.

Dietary Fiber Action

As a result of tenacious advocacy efforts and in response to ABA’s citizens petition request specific to the dietary fiber definition, FDA added eight more fiber sources to the dietary fiber regulatory list, allowing additional approved options as bakers and other food manufacturers move forward with Nutrition Facts Panel revisions to meet the January 1, 2020 compliance deadline.

Although a step forward, the battle is far from over — ABA is continuing the fight for inclusion of other intrinsic and intact fibers on the list. These changes will allow bakers to keep the fibers they use on the Nutrition Facts Label and ensure that consumers recognize baked goods as a crucial source of fiber.

ABA Sets the Table for the 2020 Dietary Guidelines

For the 2020 Dietary Guidelines recommendations, ABA seeks to preserve grains as part of the foundation of a healthy lifestyle, maintaining that the average American should eat six servings of grain foods daily, making at least half of those whole grains and the remainder enriched grains, acknowledging that enriched grains are a good source of folic acid.

ABA continues to proactively lead efforts by the united Grain Chain to improve the outcome for grains in the future as well as to enhance the review process to ensure that there is strong scientific integrity using the nutrition evidence library and diversified expertise within the Dietary Guidelines Advisory Committee.
Commodities and Ag Policy

Making Wheat Quality a Priority — CAPC Works to Connect the Grain Chain and Produce a Better Crop

With the 2017 wheat crop at an extreme low of both protein and yield, the ABA Commodity & Agriculture Policy Committee (CAPC) is working to connect all levels of the grain chain from farmer to baker and start the discussion of reestablishing a better-quality wheat crop that farmers want to grow.

Trade & Tariffs

As trade conditions continue to flare through both the NAFTA renegotiation process and broad-based tariffs, ABA has been vocal in communicating the sourcing and investment concerns of bakers. ABA has communicated with key legislators and written multiple letters calling for a return to free-trade policies that allow bakers to source and distribute free from burdensome taxation.

2018 Farm Bill Strides Toward Modest Reforms

With Congress still working on a possible 2018 Farm Bill, ABA has increased advocacy efforts to work toward reforming the U.S. Sugar Program and bring much needed relief to bakers, who continue to pay twice the world price for sugar.

Logistics

ABA Works with Bakers and EPA to Reduce Energy Intensity

Since 2012, ABA has worked with the U.S. Environmental Protection Agency (EPA) to promote increased energy efficiency for the baking industry through the agency’s ENERGY STAR® program.

Bakeries cross the ENERGY STAR® Challenge finish line by reducing their bakery’s energy intensity by 10 percent in five years or less.

117 & Counting!
The number of bakeries that have taken the challenge

ABA Makes Strides to “S.T.O.P.” Tray Theft

The ABA Logistics Committee has made great headway over the past year in its work to stop the theft of plastic trays. As the leader of the S.T.O.P. (Stop Theft of Plastics) Coalition, ABA is spearheading the creation of a multi-industry web resource to standardize how businesses combat and report instances of reusable plastics theft. ABA plans to launch the site in fall 2018.

Logistics

ABA is looking to build off the success of the last year by seeking further exemptions for the industry during times of inclement weather and during peak production season. If successful, bakers would be given HOS exemptions ahead of potentially damaging weather to ensure those affected by inclement weather have uninterrupted access to food staples.
ABA had another busy year moving the needle on workforce development and the labor policy front. Whether advocating for legislation to roll back the overreaching Joint-Employer standard, or laying the groundwork for development of a Department of Labor Baking Industry Apprenticeship, ABA and the HR and Labor Committee were hard at work in Washington, ensuring that the baking industry was front and center in all discussions around the industry’s workforce.

ABA Advocacy = Legislative Victories

After a successful fly-in that brought the HR and Labor Committee to Capitol Hill, legislators in the House of Representatives passed H.R. 3441 — “The Save Small Business Act.”

This important bill will roll back the Joint Employer standard — keeping ABA members from being unduly considered a Joint Employer. The focus now moves to the Senate, where progress hopefully may be made in the upcoming year, ending the threat for bakers. Bakers also saw progress on the legislative front with the introduction of H.R. 3825 — “The Harmonization of Coverage Act” — protecting ABA members’ use of independent contractors.

2017 Safety Recognition Award Recipients

ABA encourages all ABA members to participate in its Safety Recognition Program. The goal of the program is to recognize individual member sites that excel in safety while increasing workplace safety awareness and emphasizing the importance of employee safety in the baking industry. In its second year, 157 facilities from thirteen companies were recognized for achieving excellence in workplace safety.

Focus on Regulatory Rollback

With the new Administration came a new opportunity for ABA to achieve substantial victories on the labor relations front. An ABA-backed challenge to the Obama overtime regulation ended in judgment against the rule, and vacating the Obama administration’s overtime rule which raised the salary threshold for employee overtime eligibility.

Bakers also received a court victory that led to a permanent injunction nationwide of the Obama-era Persuader rule. Since, President Trump and the Department of Labor have begun the process of rescinding the rule that limited ABA members’ ability to use counsel during labor negotiations and required the sharing of employee rolls and contact information.

Cookie & Cracker Academy

Previously known as B&CMA University, the Cookie & Cracker Academy (CCA) was formed as a result of the merger of the American Bakers Association (ABA) and the Biscuit and Cracker Manufacturers’ Association (B&CMA). CCA serves the education and training needs of cookie and cracker manufacturing professionals of all levels, from employees new to a bakery environment to individuals seeking an advanced understanding of the complete manufacturing process and the science behind it.

Educational Programs Offered:

- Entry Level Training Program
- Intermediate Training Course
- Cookie & Cracker Manufacturing Course
- Onsite Training Program

Hands-On Training Workshop

The Hands-On Training Workshop held annually at ABA’s Technical Conference is an interactive breakout session where the participants will first attend a presentation and then later have the opportunity to complete hands-on experiments related to the subject matter.

Survey responses indicated that the program improved the overall efficiency in the production process and significantly elevated their understanding of the bakery operation.
ABA’s Front Line Leadership Training Program (FLLTP), through a partnership with Hearthside Food Solutions, has produced 100 leaders over the course of three-day workshops held throughout the country.

This past year’s NextGenBaker event was a networking reception held during the 2018 ABA Convention, where the industry’s rising stars had the opportunity to mingle with industry’s most seasoned veterans.

This year’s NextGenBaker event is on October 1-3, 2018, Washington, D.C., George Washington Leadership Institute, Mount Vernon.

Preparing Industry’s Next Great Leaders

ABA’s NextGenBaker is dedicated to developing the future leadership of the wholesale baking industry as well as the association by bringing together executives in a forum that educates participants on industry trends, encourages active engagement in public policy discussions, and develops individual’s personal leadership and management skills. The committee is co-chaired by Brent Bradshaw, Flowers Foods, and Brandon Woods, LeMatic, Inc.

The course develops strong leaders that can overcome challenges and set goals to improve plants through real-world exercises, in-depth discussions and industry experts’ experience-sharing. Students engage in discussions on how to manage difficult employees, tackle performance problems and become better motivational leaders to produce successful work environments.

NextGenBaker facilitator and industry veteran Pat Richards, Vice President of Organizational Development and Recruitment of Hearthside Foods Solutions, leads discussions on communicating effectively, facilitating small groups and meetings, and identifying strengths and weaknesses. In addition, industry experts discuss union and non-union disciplinary actions on handling grievances, problem-solving and root cause analysis. This training program equips the attendees to return to the plant with new approaches for running effective and efficient facilities, leading a team, and managing their time to be a strong supervisor. The next Front Line Leadership Training session takes place Dec. 3-6, 2018, Raleigh, N.C.
Meet the ABA Team

CHAIR
Erin Sharp
Group Vice President, Manufacturing
The Kroger Co.

FIRST VICE CHAIR
Bradley K. Alexander
President Fresh Packaged Bread BU
Flowers Foods

SECOND VICE CHAIR
Cordia Harrington
CEO
The Bakery Cos.

TREASURER
Brian LeComte
Treasurer
Gold Medal Bakery

EXECUTIVE COMMITTEE AT-LARGE MEMBER
William Quigg
President
Richmond Baking

IMMEDIATE PAST CHAIR
Fred Penny
President
Bimbo Bakeries USA

PRESIDENT & CEO
Robb MacKie
American Bakers Association

CORPORATE SECRETARY
Lee Sanders
American Bakers Association

COUNSEL
James Hamilton, Esq.
Morgan Lewis & Bozlak LLP

Teresa Grant
Director of Finance

Kelly Knowles
Senior Director, Political Affairs

Kelly Kotche
Director, Membership and Marketing

Robb Mackie
President & CEO

Samantha Moore, CMP
Director, Meetings & Education

Mike Goscinski
Director, Government Relations

Lauren Alam
Operations Coordinator

Amy-Gabrielle Bartoulec
Marketing & Communications Manager

Jack Deriveaux
Manager, Government Relations

Christina Donnelly
Assistant Director of Executive Office & Strategic Initiatives

Rasma Zvaners
Vice President, Regulatory and Technical Services

Vanessa Vial
Assistant Director of Education & Membership

Pippa O’Shea
Education Manager

Lee Sanders, CAE
Senior Vice President, Government Relations and Public Affairs and Corporate Secretary

Dave Van Laar
Senior Advisor to the President & CEO: B&CMA Transition & Development

Howard R. “Robin” Alton III
President/CEO
Pan-O-Gold Baking Company

John Campbell, II
Vice President
Chattanooga Bakery, Inc.

Chris Foley
SVP & Chief Marketing Officer
Pepperidge Farm, Inc.

Peggy Lewis
Executive Vice President
Lewis Bakeries, Inc.

Larry Marcucci
President
Alpha Baking Company

Paula Marshall
CEO/President
The Bama Companies, Inc.

Tony Martin
Executive Vice President
Martin’s Famous Pastry Shoppe, Inc.

Luc Mongeau
President
Weston Foods

Bill Paterakis
President & CEO
Northeast Foods, Inc.

Rich Scalise
Chairman & CEO
Hearthside Food Solutions

Mario Somoza
President and CEO
Pan Pepin, Inc.

Joe Turano
President
Turano Baking Company

Todd Wallin
President
Ellison Bakery

Chris Wilkins
President
TreeHouse Baked Goods Division

Allied at Large Representative
Vince Tamborello
SVP, Material Handling Group
ProMach

AIB Chair
John Riesch
Director
Lesaffre Yeast Corporation/Red Star Yeast Company, LLC

ATBI President
John Hellman
Managing Partner
McGahee, Lacy & Associates

BEMA Representative
Michael Gude
Director of Publishing
Sosland Publishing Company

2018 ROI REPORT

AMERICAN BAKERS ASSOCIATION