



INVESTING IN PEOPLE

Our people continue to be the driving force of our business and their length of service, their loyalty, their enthusiasm and their skills and experience form the backbone of our success

We understand how important it is to retain skills and to actively encourage and fairly reward our employees.

Succession planning formed a major part of our activity in 2016 and will continue to be a focus for the coming years. We are very keen to provide development and promotion opportunities for our employees where possible, as well as experiences in areas of the business that they may not be familiar with. With this in mind we are looking to develop a programme of secondments, giving employees the opportunity to work in different locations.

A full resource planning process was carried out within our UK operation during FY2017 allowing us to pull together the number of projects either underway or planned for the future. This process also allows us to manage and co-ordinate our employee activity, as well as being able to identify areas within the business where either additional resource or investment in skills is needed.

Our training and development programmes have been enhanced within the last 12 months to ensure that we are able to provide the relevant skills to those that want to progress within the business. We continue to run our team leader training course, which provides the important training for those who are either about to start, or have just started a supervisory/line management role. We are continually reviewing the training provision to complement our competency framework and we are now enrolling more employees onto professional qualification courses including the Association of Accounting Technicians and the Chartered Institute of Procurement and Supply.

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Following the success of the functional training for Health and Safety and the environment, where we brought together the representatives from each location in Europe and the USA for an update on developments and global policies and procedures, we will be developing similar training programmes for the different functions within the business that would benefit from such a global approach. Learning together has further improved communication between our operating sites.

We have continued with our leadership programme, based on ‘Transactional Analysis’, a theory that allows participants in the programme to identify their own work drivers and to recognise those of others within their team. Through this recognition and understanding, leaders and managers are able to adapt their behaviour and communication styles to more easily interact with and better motivate their teams.

A number of groups, including all of our European and USA heads of location, have attended this training, meaning that we now have a common language and understanding throughout the management level of the Group.

Our performance management system is in the process of being enhanced, which will allow us to break down further the skills for each of the roles within the business, allowing us to quickly analyse training needs as well as being able to more easily identify high performers. The improved system will also enable managers and employees to interact more frequently in a framework that is more flexible.

There are now even closer ties between all of our operating sites through the roll-out across the globe of the HR and IT strategies; these include global policies and procedures that have been implemented within all of our locations, allowing greater understanding and better and consistent application of global processes.

STRATEGY IN ACTION



Helen Toole
HR Director



Rebecca Rutter
HR Representative



Luke Murphy
UK HR Manager

Human resources strategy

The implementation of the global HR strategy is underway. The strategy is entitled 'Working together to manage growth' and covers the following areas:

- Recruitment and selection
- Legal compliance
- Performance management
- Communication
- Systems and technology
- Health and safety
- Environment
- Payroll and benefits
- Corporate social responsibility
- Monitoring and measurement
- Brand management

A new corporate code of conduct is being developed for those policies and procedures that apply to all *Trifast* sites and employees. As far as is reasonably practicable, Group policies and processes will be implemented to improve our ability to monitor and measure employee activity and development.

UK APPRENTICESHIP PROGRAMME

Our apprenticeship programme in the UK continues to be a great recruitment tool as well as a meaningful business training opportunity with apprentices joining many of our UK sites during the year.

Apprentices that started with the Company during the year were:



Nathan Blake
Marketing Apprentice
Uckfield



Alex Hobden
Business Apprentice
Uckfield



Ruth Eastwood
Business Apprentice
Uckfield



Gagandeep Malhi
Quality Administration
Apprentice
Birmingham



Alex Pyle
Warehouse Apprentice
Newton Aycliffe



Casey Scott
Office Apprentice
Newton Aycliffe



Bethany Tomlinson
Sales Office Apprentice
Manchester



Denhom Lewis
Warehouse Apprentice
Manchester