

# Strategy in action



## INVESTING IN OUR PEOPLE



*Trifast is an organisation that is lucky to have a mixture of cultures spanning 33 locations in 18 countries”*

### Global HR team



**Helen Toole**  
Global HR Director



**Rebecca Rutter**  
Global HR Data and  
Process Manager



**Luke Murphy**  
UK HR Manager



**Julie Fry**  
UK Payroll & Benefits  
Manager



**Lydia Ball**  
HR Administrator

### Global HR transformation strategy

Last year we reported that a new global HR transformation strategy would be presented to the *Trifast* Board. The strategy was presented and is in the process of being delivered – the main elements of the strategy are detailed below.

### New HR management system

As part of the wider business transformation programme, we have invested in a new global HR management system - Microsoft Dynamics 365 Human Resources. During the past year we have undertaken all of the analysis work and have built a modern, fit-for purpose system that will be rolled out globally during calendar year 2020. The analysis phase included the implementation of global HR rules and processes that have been agreed by all Entity Directors and HR business partners across all of our locations. All employees will be fully trained in the use of the system and our first location went live in July 2020.

The system comprises employee self-service where employees can request holiday and update their personal information, a new modern performance review system allowing all employees to update journals as often as they would like to. Requests can be made by managers or employees at any time to have a performance meeting, making the system much more dynamic and flexible.

The self-service system will enable us to have all of our employee information in one place with a robust reporting facility giving us the ability to proactively respond to any emerging issues in a more timely and appropriate manner.

We will also have a skills analysis capability that will enable us to become a much more agile organisation where we easily know where specific skills are located within the Group. This will allow us to quickly pull together teams for particular projects and allow training activity to be focused in the right areas. Employees will be able to rate their skills, with their managers using the skills rating structure that is embedded within the system.

One part of the HR strategy is to work closely with colleagues across the world to enable us to implement global best practice policies and procedures, as well as being able to talk with them about enhancements to the software system.

In October 2019, two three-day conferences were held – one with all UK, European and USA HR business partners and one with all of our Asian HR business partners. The conferences were a method of being able to inform all partners about the role that we are looking for them to fulfil as well as to set out the HR strategy to ensure that they can help with the implementation.

Both conferences were very successful and we now have a very strong network representing all of our locations and virtual meetings are held every fortnight with both groups. The meetings are used to update the Group on the progress of the roll-out of the HR system as well as to inform them of other HR related changes and hot topics. It is also an opportunity for all partners to raise any issues they may have in their locations that we can assist with. They allow the Group team to be able to react in a timely, efficient and effective way.

### Training and development

As part of the continued investment in the Group HR function, a new learning and development strategy will be produced for the Group ensuring that we drive organisational learning and development in line with the overall business strategy. This will include the management of all employee development activity across all of our locations, starting with onboarding a new employee. Working with senior management teams, we will be assisting managers and our employees to advance their skills and knowledge through the introduction of learning strategies, performance measures and e-learning courses.

The new performance review system will provide a comprehensive overview of both training provision and training needs.

A lot of the training activity over the last 12 months and upcoming year will be based around the training needs for the roll-out of the Atlas programme. Training remains a priority for the Group and the introduction of a new learning and development strategy will help all of our employees to undertake relevant learning.

### Health, safety and environmental management system

As reported in last year's Annual Report, we have invested in a new health, safety and environmental management system. The system has been rolled out to all of our UK sites and the roll-out will continue through Europe, USA and then to Asia.

The system effectively and efficiently replaces our existing risk assessment tracker and audit non-conformance tracker and facilitates the reporting of hazards, incidents, positive incidents, audits and risk assessments. It is an all-inclusive system that all employees can use - reinforcing the important message that good health, safety and environmental practice is the responsibility of all employees, wherever they may work.

The system will assist us in our aim to achieve accreditation against the ISO 45001 Standard (Health and Safety Management). It allows us to have all of our management documentation in one place and in the same format, ensuring that there is a consistent process of reporting. It will also give us true, real time data about any accidents, incidents or hazards and allow us to respond quickly and appropriately. We will also be able to show where our improvements have been made and allow us to share best practice more easily.

It also strengthens our existing ISO 14001 (Environmental Management) system through the ease of completing environmental risk assessments, environmental incidents and the completion of audits and management reviews.

**Employee engagement**

We continue to communicate regularly with all of our employees. Many of the updates are Project Atlas programme and COVID-19 related as these are the areas of most change that will affect all of our employees. Business readiness assessments and surveys are carried out at various stages. The results of these surveys allow us to carry out relevant and timely interventions to ensure that all of our employees are prepared for the changes ahead.

We are currently researching new methods of carrying out global employee surveys as well as finalising research for a new global employee assistance programme. Both of these initiatives will be reported upon next year.

 Read about our **Designated NED** on pages 84 and 92

**Wellbeing of employees**

The wellbeing of employees is paramount. This includes not only their physical health but also their mental health. A number of managers have been trained in mental health awareness and we have introduced our first mental health first aiders.

As part of the review of our benefit provision we have sourced an Employee Assistance Programme (EAP) providing mental health support for those who may be struggling with stress, anxiety or depression.

We have been acutely aware that some employees have struggled with being away from the workplace during the COVID-19 pandemic. A SharePoint site has been set up as part of our response and includes a number of hints, tips and guidance to assist employees in coping with these uncertain times.

Over the coming months, we will be reviewing our benefit provision globally to ensure that we have the most appropriate support for all of our employees.

**Equality and diversity**

*Trifast* is an organisation that is lucky to have a mixture of cultures spanning 33 locations in 18 countries. It continues to be important that we value those different cultures and spend time understanding each of them. The vision to bring the Group closer together is working effectively. An example of this has been the setting up of the Global HR Business Partner network and has also been realised in the responses to COVID-19. Colleagues are working very closely on a daily basis to ensure that good and best practice are shared allowing us to learn from each other and mitigate as many risks as we can.

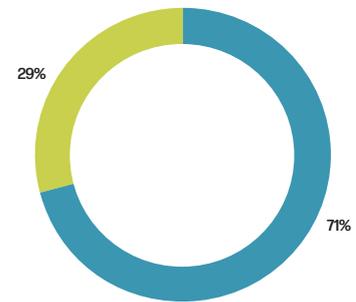
Equality and diversity are important parts of our culture. We recognise the strengths that a diverse workforce can bring. Our aim is to continue to make equality part of our every day work and ensure that we remain focused on providing a workplace where employees feel comfortable to be themselves. As an organisation we make every effort to eliminate discrimination, create equal opportunities and develop good working relationships between our teams.

Throughout the employment relationship, from recruitment to retirement, we do not discriminate against any characteristic. Our Corporate Code of Conduct makes reference to the *Trifast* values and links to the relevant Group-wide policies.

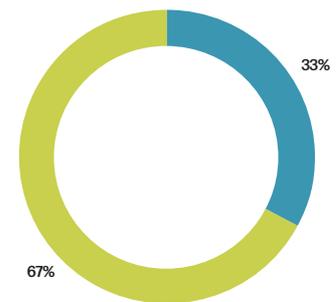
**Composition of Group FY2020**

 Read more about our **new FY2021 team** on pages 78 to 79

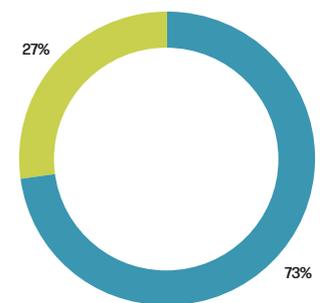
**Trifast plc Board**



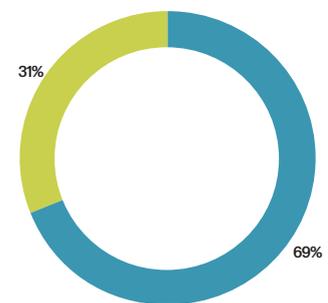
**Trifast plc Executive Board**



**Executive and Senior Managers**



**All other employees**



 Male  
 Female

# Strategy in action



## INVESTING IN OUR PEOPLE

### Student opportunities

We remain committed to providing opportunities for young people to understand how a global organisation operates. For the 12 months being reported on we have had two university placement students based in the UK. One has been working in the Sales department and one within the HR department. Both departments have reaped the benefit of having such enthusiastic students working with them for 12 months. We hope to be able to offer the same to other students in the coming year.



**Rosalind Manning**  
Student Placement –  
HR Support



**Dan Occomore**  
Student Placement –  
Sales Support

We are increasing our activity within the Enterprise Adviser network. Both Helen Toole, Global HR Director, and Luke Murphy, UK HR Manager, are Enterprise Advisers providing a connection between schools and the local business community.

The particular area of the school curriculum of interest to us, based on our industry is STEM (Science, Technology, Engineering and Mathematics). Our in-house Head of Web Development, Keith Gibb, has developed a presentation about 3D imagery and printing and computer generated output that is hoped can be distributed to schools around the country. The video will show students the type of work that they can get involved in and provide advice as to how to find a career within that field.



**Keith Gibb**  
Head of Web Development



### Apprenticeships

We are proud that we continue to provide apprenticeships throughout our locations. Apprenticeships are located in:

#### TR Fastenings, UK

- **Brian McCord**  
Sales
- **Ben Rees-Webbe**  
Sales
- **Lydia Ball**  
Human Resources
- **Emily Haigh**  
Warehouse
- **Lucas James**  
Warehouse
- **Shani Coker**  
Administration
- **Henry Hague-Jones**  
Sourcing
- **Patrick Deane**  
New Product Introduction
- **McKenna Longstaff**  
Business

#### TR Kuhlmann, Germany

- **Yasin Akbulut**  
Warehouse
- **Tolunay Öztürk**  
Warehouse
- **Isabella Piergies**  
Administration

## Apprentice Q&amp;As

**Emily Cowens**

Former Business Administrator Apprentice based in the North East

**What did you do before you joined TR Fastenings as an Apprentice?**

Before I started working at TR Fastenings, I worked at River Island as a Sales Assistant for a year, before that I went to college to study for my Level 2 beauty qualification.

**What is your role at TR Fastenings?**

I am a Business Administrator Apprentice.

**How did you get your Apprenticeship?**

I got my Apprenticeship through enrolling at a college called ITEC who help you find a suitable Apprenticeship. Once you've found the right Apprenticeship you study your business qualification with them.

**What does your typical day involve?**

My typical day involves confirming all of the delivery notes, updating text in works orders, communicating with our kitting companies, filing and scanning, placing purchase orders and assisting the sales team on a daily basis.

**What takes up most of your time?**

Updating the text in the works orders at the moment, as I can get hundreds at a time and going into each order and updating the text is very time consuming.

**What is the best aspect of your role?**

Communicating with different people over the phone on a daily basis as I enjoy speaking to people. I love being constantly busy and always having jobs/work to do every day.

**And the most challenging?**

Being given a job with a tight time frame to work to when I already have a lot of other jobs that need doing.

**What is your greatest achievement at TR Fastenings so far, i.e. what are you most proud of?**

I am the main point of contact for our kitting companies, which I am really proud of, as I have full control of checking what is going out to them on a weekly basis and what we are receiving back. Another achievement is that I have never had a sickness day in the time that I have worked here.

**How do you wind down after a hard day?**

After a hard day I usually go straight to the gym and then come home and have a nice hot bath then relax watching telly (Love Island).

**What does the future hold?**

Having now passed my Level 3 Business Administration qualification. I am now working as an Office Administrator at TR Fastenings (UK).

**Shani Coker**

Administration Apprentice based in Uckfield

**What did you do before you joined TR Fastenings as an Apprentice?**

I worked with horses for 6 years until I sustained a knee injury which meant it was too dangerous for me to carry on. With no experience of working in an office I thought it would be best for me to apply for an Apprenticeship so I could receive the training I needed to gain skills to allow me to progress within a successful company.

**What is your role at TR Fastenings?**

I am an Administration Apprentice.

**How did you get your Apprenticeship?**

I saw the position advertised online and after researching TR I could see they would be a good company to work for, so I applied for the job and was accepted for an interview. It was very informative and I was given a tour of the office and warehouse where I would spend a lot of my time. From this visit, I got a nice feel of the people I would be working with and the environment I would be working in and shortly after my interview I was offered the Apprenticeship role and happily accepted it.

**What does your typical day involve?**

My role is varied but typically I start off by making sure meeting rooms are set up for the day and turning the TV on in reception! I will then confirm the delivery notes stock transfers and re-works. I answer the phone, check my emails and deal with any travel requirements that people need such as booking flights, airport transfers and hotels and order food for any meetings. I also sort the post out in the mornings, ensuring the right post goes to the right people/departments. I also sort the post in the afternoon; putting labels on envelopes ready for the postman to collect.

**What takes up most of your time?**

Confirming delivery notes and answering the phone. (The phone rings a lot!)

**What is the best aspect of your role?**

The variety of work I get to do. Every day is different! Apart from the day to day jobs I have to do, every day brings something different.

**And the most challenging?**

Sitting still! After working with horses and being on the move all day I definitely struggle sitting still for most of the day. However, I do have to walk out to the warehouse to collect the delivery notes before I can confirm them so this helps me be less restless.

**What is your greatest achievement at TR Fastenings so far, i.e. what are you most proud of?**

Remembering people's names in the office! There is a lot of people in the office to remember and building a relationship with my customers.

**How do you wind down after a hard day?**

I have 2 dogs at home so I quite like to take them for a walk after work which helps me to relax after a hard day. The other thing I like to do is have a glass of wine and watch a comedy programme or film.

**What does the future hold?**

I would like to use my Apprenticeship to progress within the company and to develop my skills further. I love learning new things and this is a very exciting opportunity for me.



## INVESTING IN OUR PEOPLE

### Gender pay gap

The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 brought into effect a requirement for large UK employers, such as our main UK trading subsidiary TR Fastenings Ltd, to report publicly each year on the differences in the aggregate pay and bonuses for men and women. The Regulations mandate how organisations in England, Scotland and Wales with 250 or more employees must calculate a standard set of key metrics on their gender pay and gender bonus gaps and the format and medium in which they must report them.

Our gender pay reporting continues to provide reassuring data that supports our reward and recruitment strategies.

The full gender pay gap statement for the reporting period is included below.

### In brief

The table below shows our overall median and mean gender pay and bonus gap based on hourly rates of pay, and bonuses paid, as at the snapshot date - 5 April 2019.

### Pay and bonus

(Female compared to Male):

	Median	Mean
Hourly pay	+7.0%	-4.7%
Bonus pay	0.0%	-7.9%

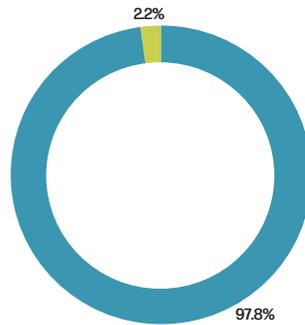
The table above shows that based on a median average, our female employees are paid 7.0% more than our male employees. The mean average displays our male employees as being 4.7% higher paid than our female employees. This result represents a change in the mean average from 0.9% in FY2018 and a change in the median average from 8.6% in FY2018.

These results compare very favourably when compared with the pay gap average of male employees being paid 9.6% more than female employees.

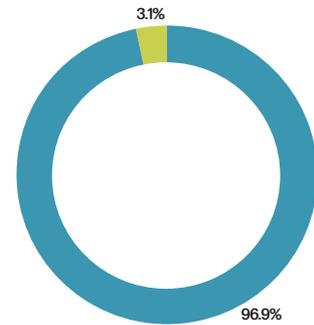
The bonus difference mean figure highlights a 7.9% difference in favour of male employees - this represents a reduction on the previous year (FY2018 -14.8% in favour of male employees).

### Proportion of colleagues awarded a bonus in FY2019

#### Proportion of males who received a bonus



#### Proportion of females who received a bonus



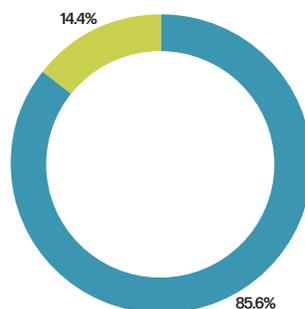
■ Received a bonus ■ Did not receive a bonus

These charts illustrate that the numbers of men and women paid a bonus are in line. As a Company we continue to reward all of our employees. The only reason the statistics do not show 100% is due to eligibility criteria based on start and finish dates.

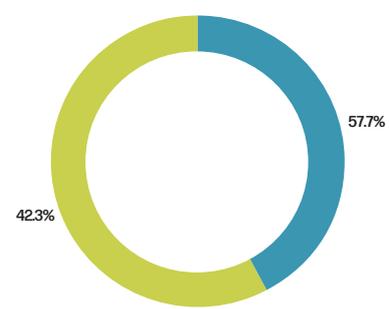
### Quartiles

The following charts illustrate the construction of each quartile.

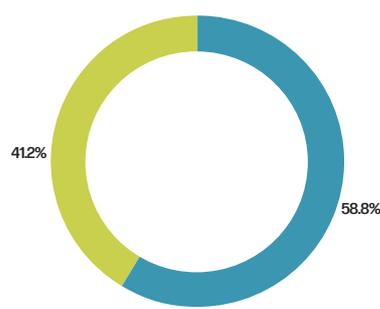
#### Lower quartile



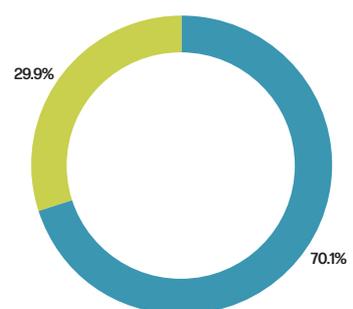
#### Lower Middle quartile



#### Upper Middle quartile



#### Upper quartile



■ Male ■ Female

This is our third year of reporting and we are pleased to again provide positive news. All of our decisions about recruitment, promotion, training and development are made within our framework of equality. Going forward we will continue to ensure that all our employees reflect our Company values, especially those of integrity and fairness.

The results demonstrate our continued commitment to equality, and we continue to celebrate them.



### Code of business conduct

Last year we produced a Corporate Code of Conduct ('Code') that was distributed in hard copy to all our locations and is also available on our website. All our employees have been asked to read and fully understand the Code which contains our vision, our mission and our core values, together with our policies for ensuring ethical business practice. The Code not only helps our employees but also helps our customers, our suppliers, our distributors, contractors and other suppliers of goods and services all around the globe to understand our requirements to observe all relevant laws and regulations.

The policies and documents that are applicable to the Code of Business Conduct are as follows:

- Business Ethics and Responsible Behaviour Policy
- Anti-Bribery Statement and Policy
- Modern Slavery Statement
- Environmental Policy
- Health and Safety Policy
- Product Quality Procedures
- Equal Opportunities Policy
- Equal Pay Policy
- Dignity at Work Policy
- Whistleblowing Policy

All employees are aware of the global Whistleblowing Hotline that is available to them in their own language. The hotline is hosted by a third-party company and is available for employees to report any activity or behaviour that they do not feel is appropriate. No reports have been submitted to the Hotline within the last 12 months.

Adherence to the policies within the Code are audited as part of the Group HR Audit process.

 Read more about our **KPIs** on pages 68 to 69