



Developing young people in a large business

Beverly Dixon
Group HR Director

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Trust | Efficiency | Quality | Expertise | Can do



G's Fast Facts

- Family farming business established 1952 by Guy Shropshire
- £500 m turnover
- 7,000 employees
- 24 farmers and growers
- 13,142 hectares
- c £20 m invested p.a.
- Supplying all major UK retailers
- Supplying major supermarkets across the EU and USA



The G's Group

- A group of marketing led family farming businesses
- Growing across 13,142 hectares in Europe and Africa



UK
6,201 ha



Spain
5,853 ha



Czech
330 ha



Senegal
384 ha



Poland
374 ha

- Dedicated to quality and service; underpinned by strong values

Full Vertical Integration

Crop Establishment &
Plant Raising



Farming



Further Process
& Packing



Sales & Marketing



Crop Portfolio



Lettuce



Baby Leaf



Celery



Radish



Beetroot



Mushrooms



Onions



Garlic



Spring Onions



Brassicas



Asparagus & Legumes



Melons



Tomatoes



Citrus



Flowers

Year Round Supply



With over 13,100 hectares farmed across Europe, G's products are grown in the UK, Czech Republic & Poland in the Summer, and Spain & Senegal in the Winter



G's UK



7

... | Efficiency | Quality | Expertise | Can do



G's España



Senegal Radish and Spring Onions



Czech Republic

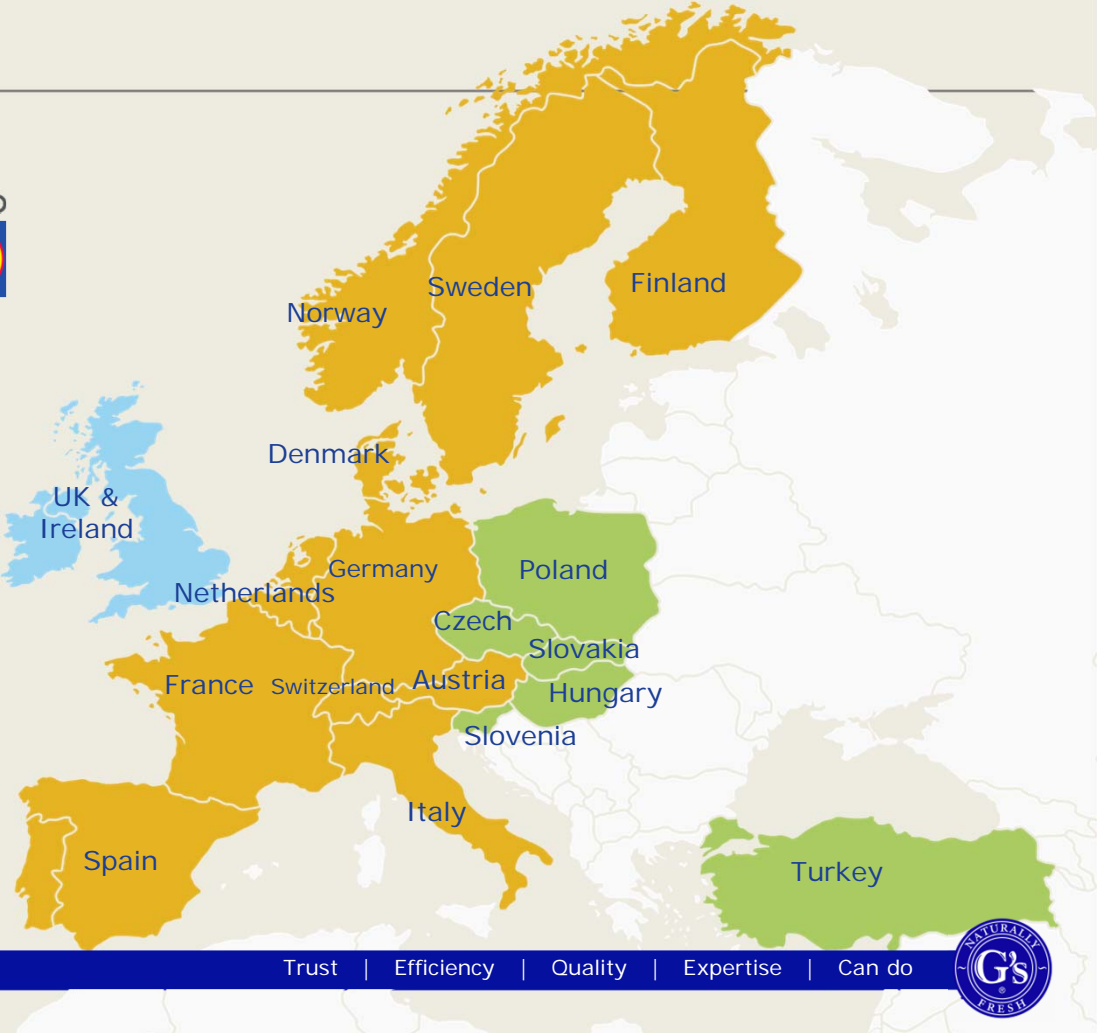
Salads, Onions, Flowers



G's Poland



Customer Base



Customer Base - USA

Canada

United States

WHOLE FOODS MARKET

Kroger

Wegmans

COSTCO WHOLESALE

Ahold

Albertsons

SAFeway

Price Chopper

HyVee

shaws

Hannaford

KINGS WHERE INSPIRATION STRIKES

freshdirect

BJ's

TRADER JOE'S

ShopRite

GIANT EAGLE

TARGET

weis

Stop&Shop

King Kullen America's First Supermarket

G's NATURAL FRESH

Careers at G's



Corporate Social Responsibility

To operate an environmentally sustainable business, minimising our environmental impact by effectively managing our resources whilst remaining profitable and competitive

To have a positive impact on our local communities, forging mutually beneficial long-term relationships

To source product ethically and responsibly, supporting our growers, suppliers and customers to promote sustainability throughout the supply chain

Working together safely with a sense of well-being whilst treating each other with dignity and respect and supporting everyone to reach their full potential



KEY TARGETS

30% reduction in CARBON EMISSIONS by 2020*

20% reduction in WATER USAGE by 2020

10% year on year reduction in WASTE TO LANDFILL

*Having achieved our target of 30% reduction in Carbon Emissions by 2020, based on 2006/07 data, our new target is 20 by 2020

This means a further 20% reduction in our carbon emissions by 2020 from the 2013/14 base



Environment

Wildlife monitoring & advice

- RSPB
 - GCT
 - FWAG
 - ADAS
 - Wildlife Trust
 - English Nature
 - Cambs Bird Club
 - G's
- Volunteer & Farmer Alliance
Bird Counts
Biodiversity Action Plan
Habitat improvement, energy efficiency, waste management
Water vole surveys
Advice on Fen Ragwort & Cam Washes SSSI
Bird Surveys
Wildlife Records



Innovation and Investment £196m in 10 years



Plant Raising



**Laser Land
Levelling**



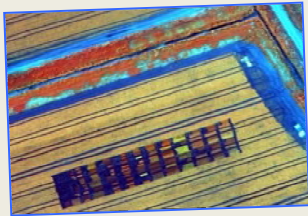
**Investment in
soil preparation**



**Planter
Technology**



In-field Rig Packing

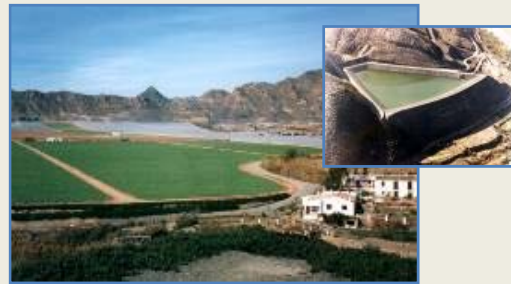


**Crop Monitoring using
Multi-Spectral UAV's**



**Mushroom Farm & AD
Plant**

**Investment in the UK business is replicated in
Spain and Czech Republic**



Reservoir Development



**90 ha of state-of-the-art
Greenhouses**

UK Fresh Produce Industry

LARGEST
SECTOR OF
UK RETAIL
MARKET

EMPLOYING
100,000
PEOPLE



Key Challenges



- Elimination of free movement of people
 - Labour shortages
- Increased wage costs, ethical working responsibilities



- Keeping pace with the demand from consumers



- High turnover of millennials



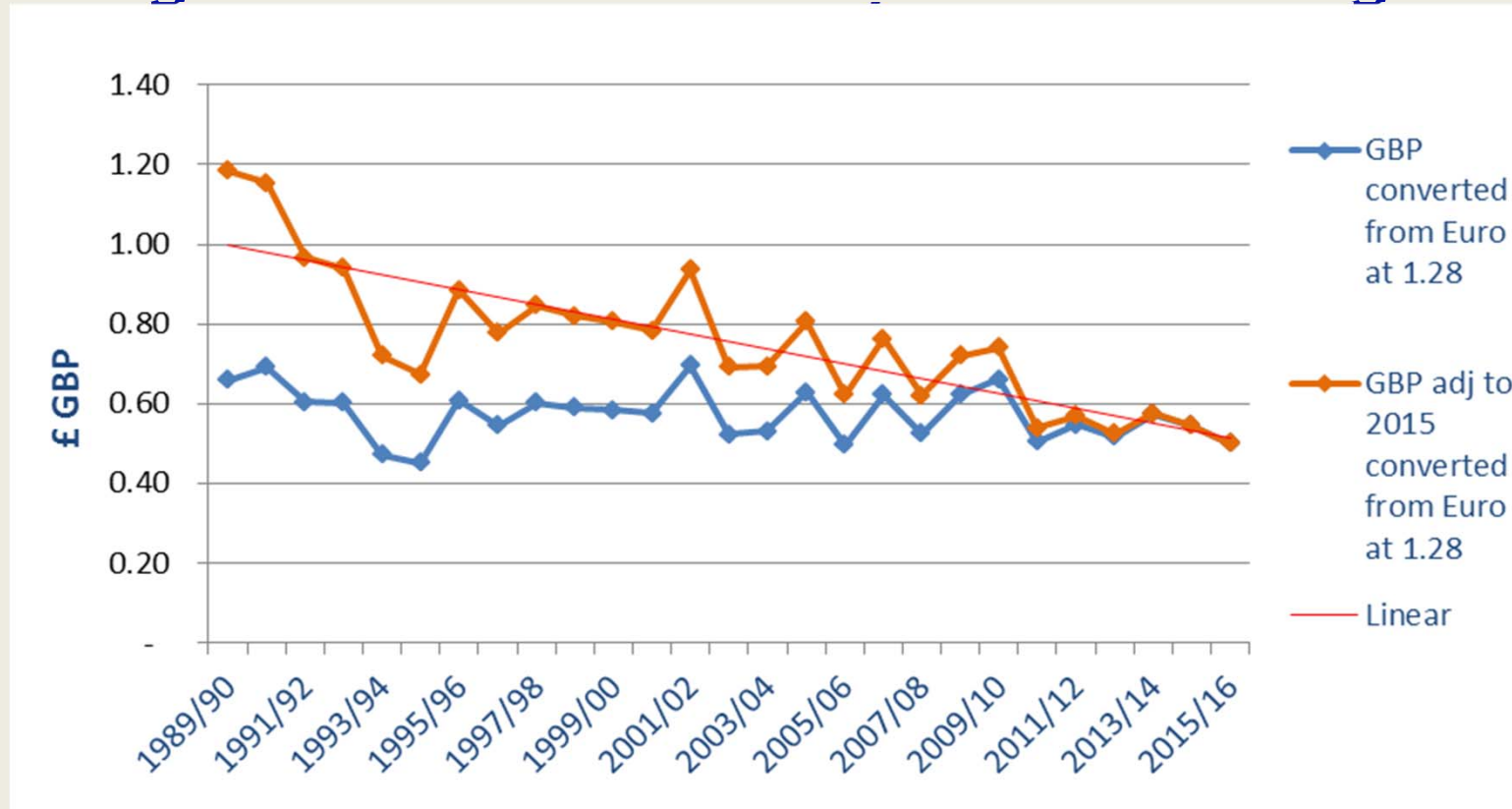
- Impact on responsibilities and costs of balancing factors

- Access to accurate people management data

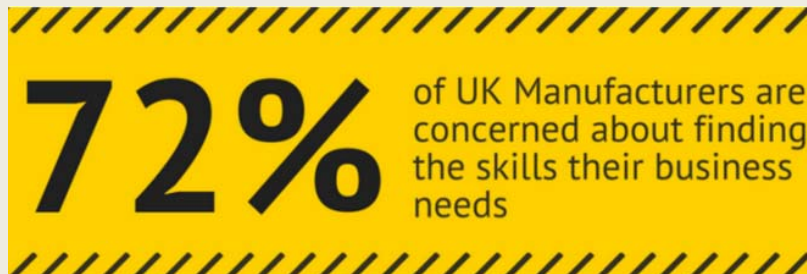


- Dependence natural resources

UK Iceberg price adjusted for annual average inflation and GBP/Euro exchange



People



Survey EEF, January 2017

‘...global survey of 6 million employees found that 65 percent of UK employees are engaged... is below average worldwide’

The Hay Group (2013)



‘...a lack of specialist skills or knowledge was still an issue’

Farmers Weekly, November 2017



‘...worker-to-worker productivity basis, the UK is 20 percentage points lower than the average of the G7 industrialised nations.’

Office for National Statistics (2011)

How we are dealing with the challenges we face?

INVESTMENT IN
INNOVATION

PRECISION
FARMING

IMPROVE
EFFIECEINCY

LEAN
MANUFACTURING

DEVELOPING
OUR PEOPLE

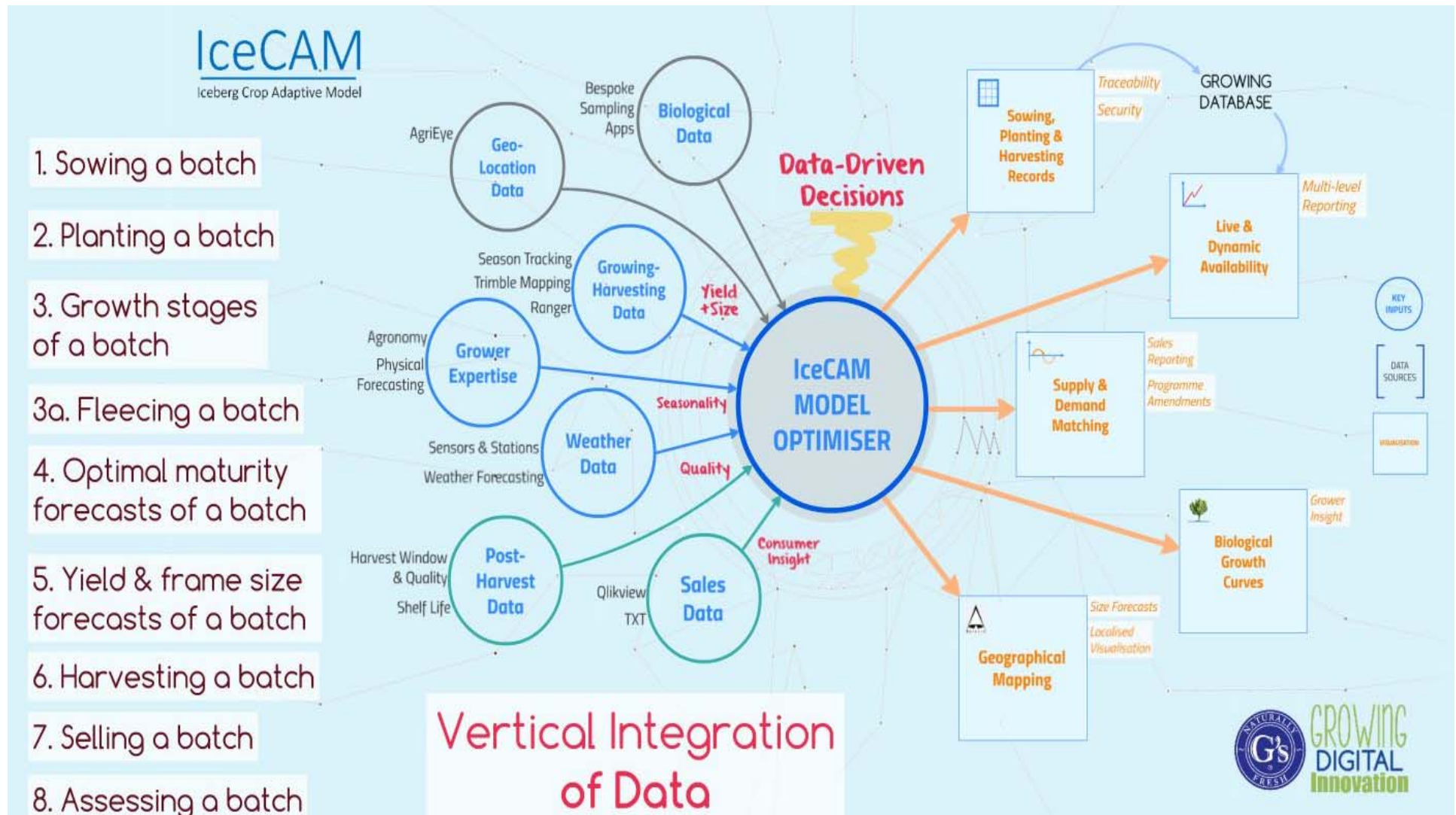
SOIL
AND
WATER
MANAGEMENT





Reducing Waste in Iceberg Lettuce





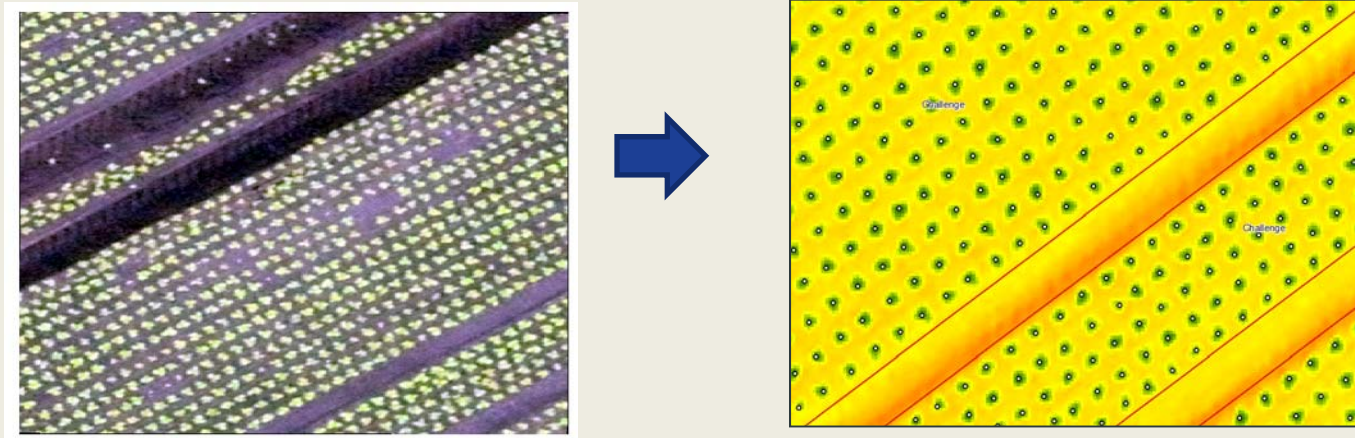
AgriEye Project





Plant counting leafy crops from aerial imagery

- Spatial location of each of the plants determining **Number of surviving plants**
- From localized surviving plants, extract **Ground Area Covered** and assess **greenness index range**



Algorithm development for plant count and size (%crop cover). RGB (left) and Counting + NDVI (right)

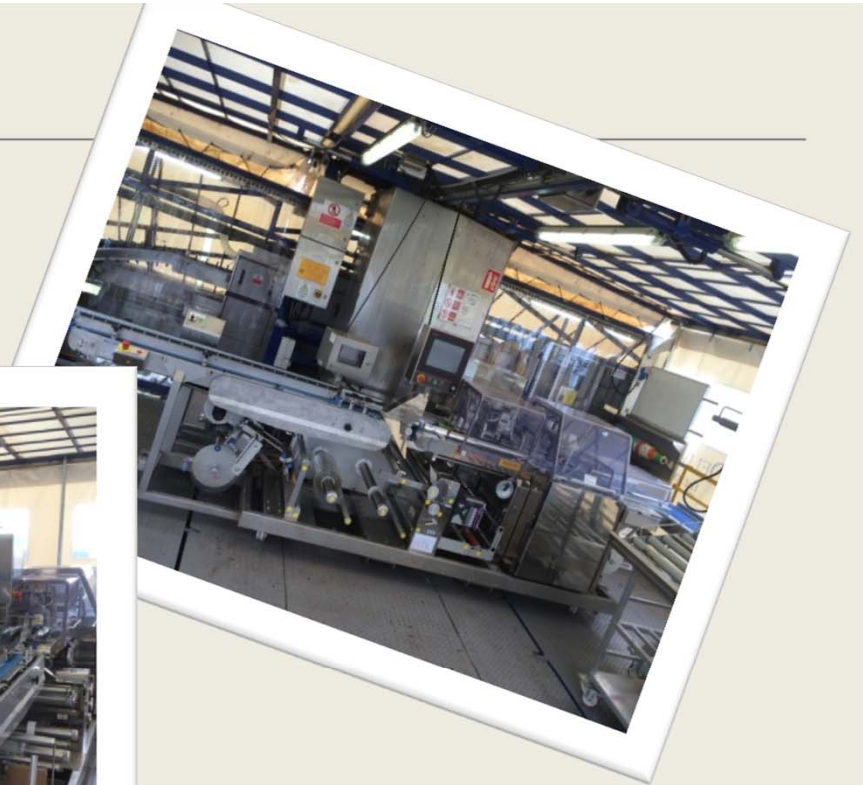


Field Name								
Batch No.	Planted	Counted	Lost	Under-size	Unmarketable	KPI_1	KPI_2	
28627	206,003	199,101	6,902	4,210	265	96.65%	94.5%	
28628	162,491	160,054	2,437	2,604	180	98.50%	96.8%	
28629	189,749	189,112	2,645	3,082	245	99.66%	96.9%	

Automation in the field



Automation in the field





Are YOU
looking for
a *CAREER*
in a *fast-paced*
agricultural business ?

Why not join us?

DEVELOP YOUR
FARMING
EXPERTISE

YOUNG
& VIBRANT
TEAM

UK SPAIN
CZECH REPUBLIC
SENEGAL
POLAND USA

COMPETITIVE
SALARY

..... and be at the *forefront* of
FARMING TECHNOLOGY
INNOVATION

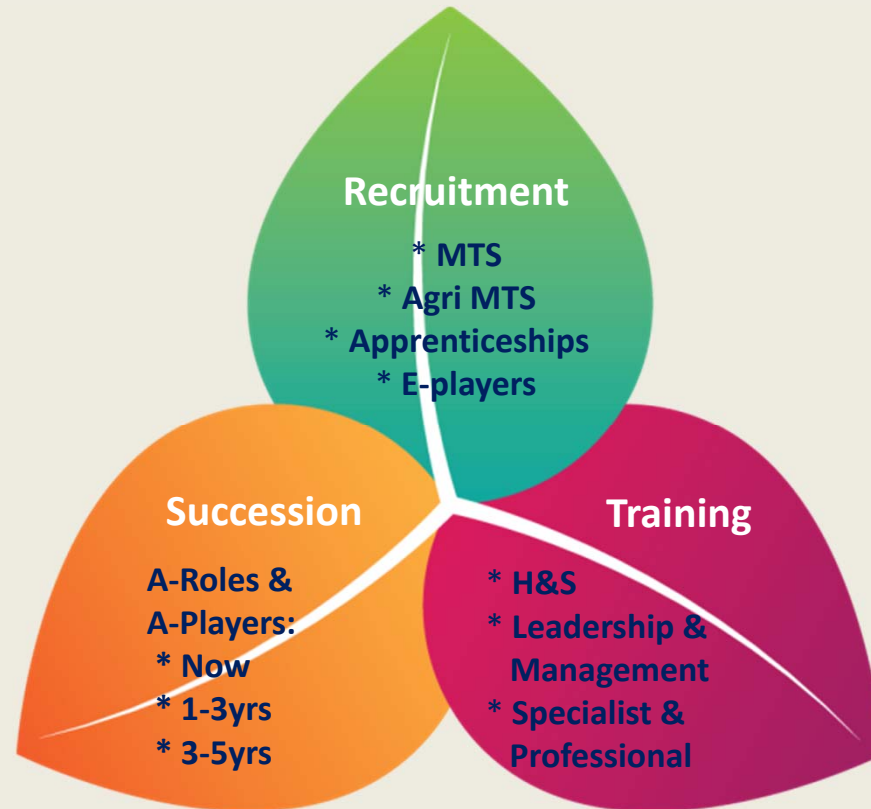




Trust | Efficiency | Quality | Expertise | Can do



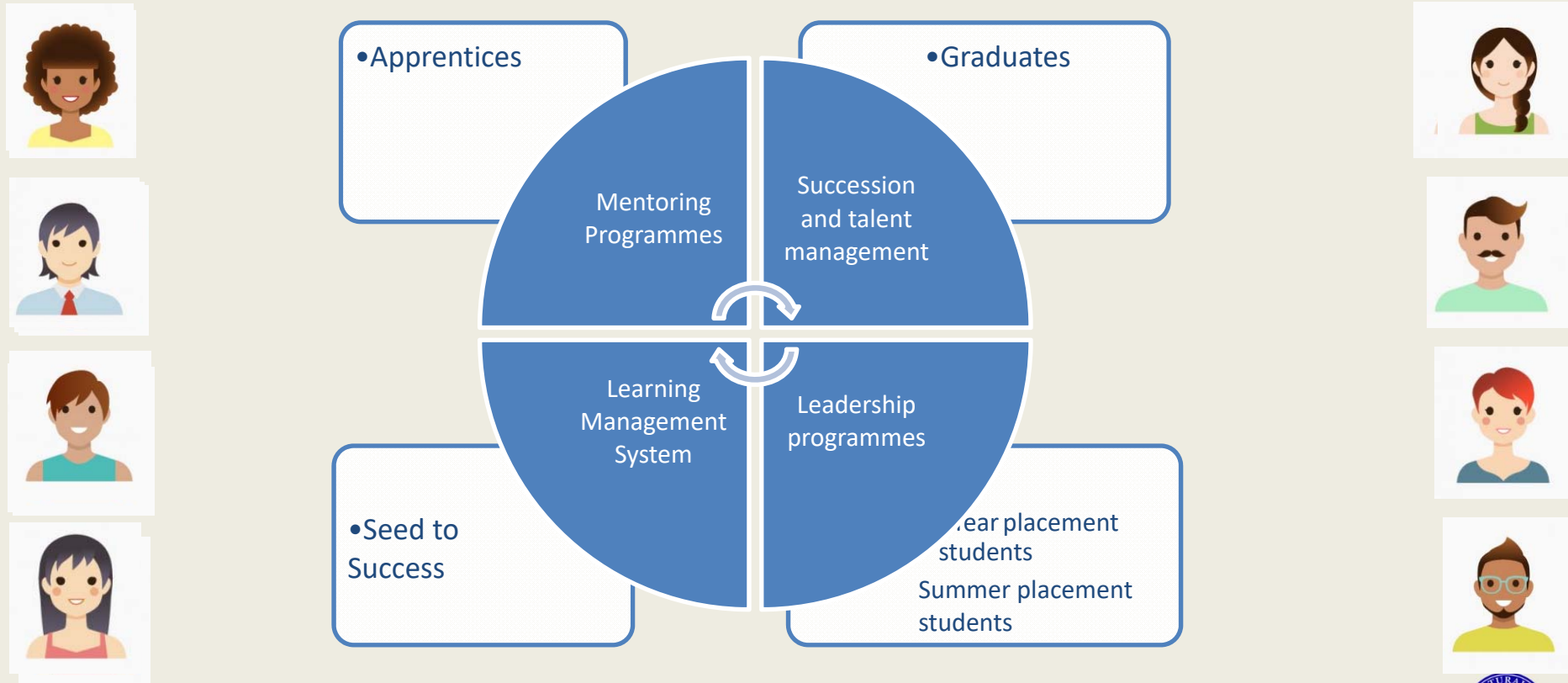
G's Training & Talent Management



Trust | Efficiency | Quality | Expertise | Can do



Young person story line





Why G's Farm Management Training Scheme

- ➔ 2 years comprising four six month placements
- ➔ Accredited leadership training
- ➔ Hands on training
- ➔ Learn from industry experts
- ➔ Soil and water management training
- ➔ Train to take on a Farm Management role within G's



Graduates - Management Training Scheme

Quick facts:

- 2 year programme comprising four 6 month placements
- Placements tailored to you, with international opportunities
- Dedicated mentor to guide you in your career
- Group Training Scheme Manager to plan your placements
- Leadership and Management Qualification



Seed to Success Programme

- ❖ Aimed at 18-24 year olds (NEETS)
- ❖ Open to anybody of any ability
- ❖ 10 people maximum in each group
- ❖ 6 weeks work experience
- ❖ Employment with G's for successful applicants after the programme
- ❖ 6 days with external training to gain qualifications



Top Attractors






Where the World Wants to Work Now








'...analysed literally *billions* of actions taken by our 433+ million members to come up with a blended score'

Rankings 2016

Global

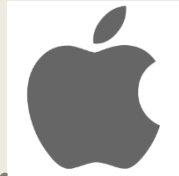
1.		Apple Consumer electronics
2.		Salesforce Internet
3.		Facebook Internet
4.		Google Internet
5.		Amazon Internet

UK

1.		John Lewis Retail
2.		Virgin Media Telecommunications
3.		Harrods Retail
4.		Google Internet
5.		PA Consulting Group Management Consulting



Best strategy for Talent Management and Succession?



Employees “own” their learning, training and development



✓ PDP for all + more detailed for HiPos

Management driving decisions



✓ Managers score HiPos & conduct EPR's

Product focused



✓ Internal opportunities
✓ Product strategy annually drives strategy

Passionate leadership



✓ Family owned and family feel



Training



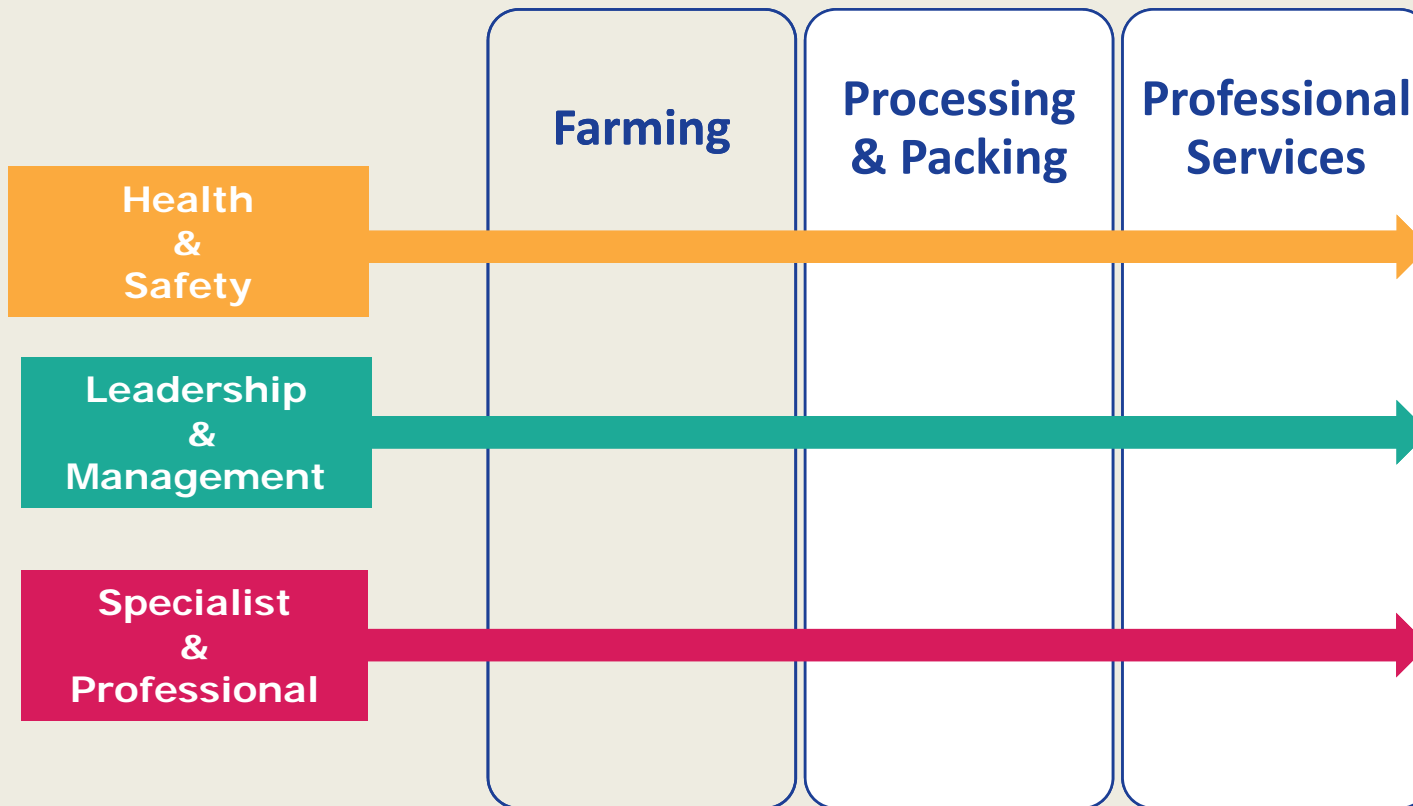
Developing leadership management skills is critical to support business growth and ability to fulfil commercial opportunities

- Co-ordinate specialist PDP's starting with 'A' roles such as Farm Manager/Crop Manager, Technical Manager, Commercial Manager...



Apprenticeship levy in the UK - enable as much training as possible to be delivered under the banner of apprenticeships

The Training Framework



Example – soils courses for root veg staff



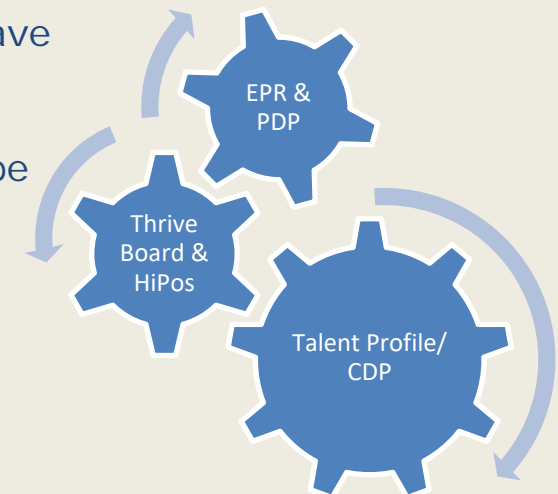
BAND 1 – SUPERVISOR SKILLED OPERATOR **BAND 2 - ASSISTANT CROP MANAGER** **BAND 3 - CROP MANAGER** **BAND 4 - SENIOR MANAGER** **BAND 5 - DIRECTOR**

COURSE TITLE	DESCRIPTION	BAND 1 – SUPERVISOR SKILLED OPERATOR	BAND 2 - ASSISTANT CROP MANAGER	BAND 3 - CROP MANAGER	BAND 4 - SENIOR MANAGER	BAND 5 - DIRECTOR
Principles of soil management for better crops	<i>Understand the essentials of good soil management and improve on-farm cultivation decisions.</i>	X				
Preventing and alleviation of soil compaction	<i>Avoid soil compaction and implement management strategies to alleviate compaction in the sub-soil layers.</i>		X	X		
Best practice in water management and irrigation	<i>Best manage irrigation of potato, field veg and salad crops to improve yields and quality</i>	X	X	X		
Scheduling irrigation to optimise yield and quality in potatoes	<i>Improve the performance of potato crops</i>		X	X		
Building profitable and resilient soils (non-irrigated crops)	<i>Manage soil quality, cultivations, land drainage and field margins to achieve optimum and sustainable crop yields and quality.</i>	X	X			
Improving soil biology for better yields	<i>Improve management and monitoring of soil biology and soil organic matter to improve yields</i>			X	X	X
Maximising the benefits of cover crops	<i>Deploy cover crops in arable and vegetable systems using best practice agronomic strategies</i>			X	X	X



Succession Planning

- Big growth areas are Chilled and Europe - Europe being supported by skills and people from the UK, Chilled as a new business hasn't got sufficient capacity as of yet
- Growing our own in each region and in each division is the sustainable way forward
- Within the MTS scheme students and business placements have proven to be a successful investments
- Apprentices, school leavers, & specialist area trainees could be other areas to explore
- Developing our people, for the next generation of leaders



<https://www.youtube.com/watch?v=GxaLeep00g0>

Mentoring Programme

For mentees:

- More exposure to senior people in our business
- A different perspective
- Raising the profile of MTS and our trainees- mentors sharing their mentees success and potential
- Improving retention – another way of picking up on issues
- Active enhancement of interpersonal and communication skills

For mentors:

- Intrinsic rewards, including feelings of meaningful contribution and accomplishment
- Leadership skill development
- Increased sense of challenge by being stimulated to offer creative and valuable suggestions
- Increased self-awareness and confidence from explaining their own thoughts and actions to others
- Improved problem-solving capabilities by helping others analyse causes and evaluate solution options



Business Skills Networking Events

For all GYPD colleagues

When:

❖ **30/06/16- Evening**

BBQ- Barway

❖ **29/09/16- Day**

Tour- AD plant & Second Willow tours + Burger & Pint

❖ **15/12/16- Evening**

Speaker and Debate

Dr Jim Monaghan

❖ **30/03/17- Evening**

Speaker and Debate

Dr David Hughes, The future of fresh produce

Who: *All GYPD colleagues



The screenshot displays the AgriSkills user dashboard. At the top left is the AgriSkills logo with the tagline 'TOWARDS A NEW PROFESSIONALISM'. The top right shows a user profile icon, the text 'You are logged in as: ann', and a 'Sign Out' button. A breadcrumb trail shows 'Home'. The main content area is titled 'Home' and contains six feature cards: 'My Documents' (Access all my documents, View all my file and document attachments), 'CV Builder' (Construct your CV, Use your skills effectively), 'My Skills' (Skills and procedures, Training and competence), 'Course Finder' (Search Lantra database, Find relevant courses), 'My Achievements' (View/Update my achievements, View my job-based endorsements, View my CPD points), and 'My Review' (Follow 3 simple, automatic steps to prepare for my review, Comment to my manager). A left-hand navigation menu includes 'Home', 'Navigation' (About Agriskills, About Skills+, Seek Assistance), 'Personal Records', '3rd Parties', 'Course Finder', and 'Personal Details'. The footer contains the page number '48', the slogan 'Trust | Efficiency | Quality | Expertise | Can do', and the 'G's FRESH' logo.

ARTIS provides professional programmes to leading growers



Soil and Water

Building profitable and resilient soils

- Soast y/ield and quality
- Save money and improve moorths
- Build resilience into your farming system

Designed for: Individuals who wish to understand how to manage soil quality, soil fertility, land drainage and field margins to achieve optimum and sustainable crop yields and quality in non-irrigated arable crops and break crops.

Duration: One day classroom and field-based course

CPD points: 12 B/AGS points, 1 HRSDO points **Syllabus:** [2](#) [B/104.pdf](#)

Preventing and alleviating soil compaction

- Reduce yield loss due to compaction
- Save time, improve profits and soil
- Save money, nutrients and fuel

Designed for: Individuals who wish to understand the impact of soil compaction on crop performance, the cost implications and the options available to prevent and alleviate compaction in the sub-soil layers.

Duration: A full day classroom-based course

CPD points: 12 B/AGS points, 1 HRSDO points **Syllabus:** [2](#) [B/104.pdf](#)

Building soil fertility through better rotations in combinable crops

- Improve y/ield and reduce costs
- Improve farm profitability
- Reduce input and build long term resilience

Designed for: Individuals who wish to understand how to manage rotations and build soil fertility to optimise crop y/ield, cost and margin.

Duration: A one day classroom-based course

CPD points: 12 B/AGS points, 1 HRSDO points **Syllabus:** [2](#) [B/105.pdf](#)

Crop Protection

Better control and avoidance of disease in oilseed rape

- Protect y/ield and quality
- Maximize effectiveness of control
- Save on product, time and applications

Designed for: Individuals who wish to understand how the technical aspects of oilseed rape disease control affect the success of crop production.

Duration: A half-day classroom-based course

CPD points: 2 B/AGS points, 4 HRSDO points **Syllabus:** [2](#) [CP/3.pdf](#)

Better control and avoidance of disease in wheat

- Protect y/ield and quality
- Maximize effectiveness of control
- Save on product, time and applications

Designed for: Individuals who wish to understand the more technical aspects of disease control and how this can affect the success of wheat production.

Duration: A one day classroom-based course

CPD points: 2 B/AGS applied for, 2 HRSDO points **Syllabus:** [2](#) [CP/4.pdf](#)

- Access to world class experts and the latest knowledge
- Programmes built to suit technical level and job requirements
- We help develop your own training matrix

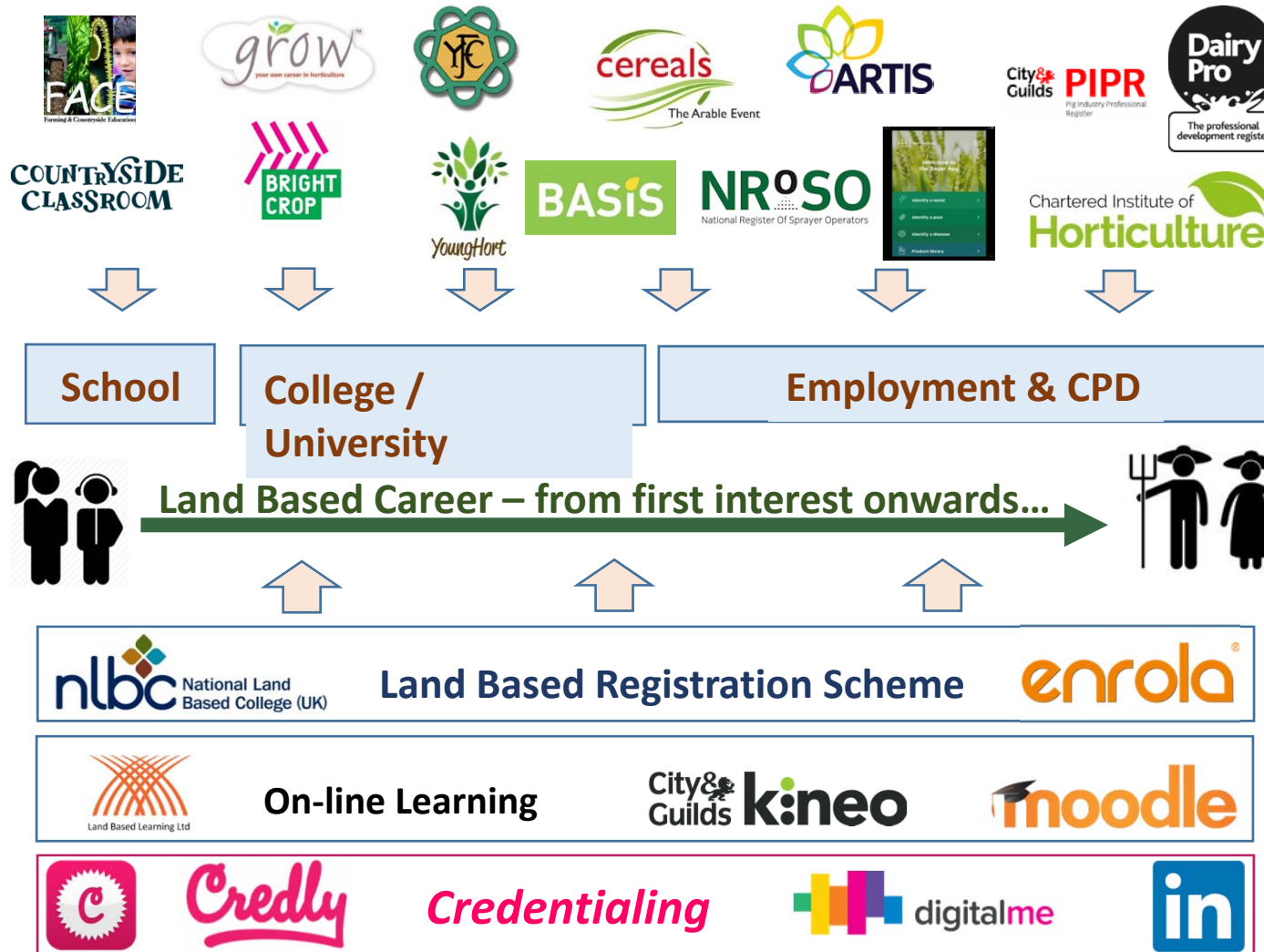


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