

## Corporate Responsibility

### HIGHLIGHTS

We are supporting the implementation of minimum unit pricing in Scotland, the Republic of Ireland and Northern Ireland.

We display calorie information on our packaging in the UK and Ireland.

We became the first and are currently the only drinks company in the UK to communicate the Chief Medical Officer's new responsible drinking guidelines on packaging.

We are working with Governmental bodies, Drinkaware and police forces on initiatives to improve the safety of the night time economy.

The Tennent's Training Academy provides high quality hospitality industry training, now having trained over 34,000 people.

We have made significant charitable contributions at local and national level.

Efficiencies at our manufacturing sites have meant that our energy consumption per hectolitre fell by 3%.

Our two largest production sites, Clonmel and Wellpark, sent zero waste to landfill.

Health and Safety programmes have delivered a significant reduction in the number of injuries resulting in lost-work days.

Our commitment to the environment and agriculture is extremely high. During the last 12 months we pressed over 83,000 tonnes of fruit.

We pay the appropriate and required level of tax in the different countries we operate in and remit substantial amounts of alcohol duty.



## INTRODUCTION

Ensuring that the Group operates in an environmentally and socially responsible way is one of our key values. We operate a range of policies that ensure we deliver the demands of our stakeholders.

## COMMUNITY ENGAGEMENT

It is important to us that we operate as good citizens in our communities. We focus our efforts on activities that benefit our local areas. We work hard to ensure we have a positive impact on the communities in which we operate. A significant part of this is our approach to charitable activities where we support a wide range of charities particularly those that have a local impact in relation to our operating facilities.

The Group takes its responsibilities as a corporate citizen seriously. This includes respecting and complying with local tax laws and paying the required levels of tax in the different countries where we operate. We claim the allowances and deductions that we are properly entitled to, for instance, on the investment and employment that we bring to our communities. We benefit from having always been an Irish company, established in the Republic of Ireland's low tax environment, with our major cider production unit located in Clonmel and the Group headquartered in Dublin. The majority of the Group's profits are earned in the Republic of Ireland and the UK, which both have competitive corporation tax rates compared with the European average. In the Republic of Ireland and the UK we remit substantial amounts of duty on alcohol production.



## IRELAND

We support a diverse range of sporting and live music events as well as charities and community projects across Ireland.

Our partnerships with sporting events include horse racing, endurance events and the city marathons in Dublin and Cork. In 2016, we also became the sponsor of the Tipperary hurling and football championships, covering all adult grades.

In the Republic of Ireland, our presence at music festivals is widespread including the Bulmers Forbidden Fruit Festival, Body & Soul and Metropolis along with more local events such as Beatyard, the Kilkenny Trad Festival, the Junction Festival in Clonmel and Bulmers Live at Leopardstown.

Tennent's has also partnered with the Irish Football Association in Northern Ireland supporting football at both a national and local level. We also support a number of live music events including Belsonic and Vital, which is Northern Ireland's biggest music festival. The annual sponsorship of this and other live music events by Tennent's helps bring world-class musicians to Northern Ireland.

In the Republic of Ireland, we continue to use our brands to raise money for local charities. Tipperary Kidz water has partnered with the ISPCC (the Irish Society

for the Prevention of Cruelty to Children), Ireland's national child protection charity. Tipperary Kidz water is providing a crucial platform for the ISPCC, putting the ISPCC Childline phone number into the hands of children by incorporating it on our Tipperary Kidz water bottles. We will donate €20,000 to the charity this year to support their freephone number, text number, online chat system, school outreach programme and their campaigning for children's rights, all run by professionally trained ISPCC staff and volunteers.

In Northern Ireland, we have partnered with CLIC Sargent (Cancer & Leukemia in Children). CLIC Sargent is the UK's leading cancer charity for children, young people and their families. Their care teams have been providing specialist support across the UK for many years. This partnership runs until August 2017 with a targeted fundraising amount of £20,000. We have organised numerous activities throughout the year including donating 2,000 of our limited edition Irish Football Association glasses to CLIC Sargent to sell on their charity eBay shop. To date, the glasses have raised over £12,000 for the charity. Other revenue streams include our drinks fridge in the office and numerous raffles over the Christmas period. There will be more activity coming through the year, including a charity sky dive.

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A key charitable initiative is the Goals for Charity campaign between Glasgow Celtic FC and Magners Irish cider where we donated £150 to the Celtic Charity Foundation for every goal scored by Celtic, which raised approximately £18,500 in the 2016/2017 season.

We are extremely proud to support the Tony O'Brien scholarship in honour of our late Chairman, Tony O'Brien. This scholarship helps young people from Tony's home county of Kilkenny to attend the Quinn School of Business in University College Dublin and has been an outstanding success with the tenth Tony O'Brien scholarship having been awarded in September 2016.

We support a number of local schools by providing student work experience opportunities at our Clonmel production site for students in technical and manufacturing subjects as well as places in our marketing, finance and customer service departments in Dublin and Belfast.

### SCOTLAND

We have a broad range of charitable activities including KidsOut Scotland where we organised a charitable dinner that raised over £50,000 and our support of PUBAID which highlights the charitable work carried out by UK pubs and which sees £100m raised annually. A key charitable initiative is the Goals for Charity campaign between Glasgow Celtic FC and Magners Irish cider where we donated £150 to the Celtic Charity Foundation for every goal scored by Celtic, which raised approximately £18,500 in the 2016/2017 season. This donation enabled Magners, the Tennent's Training Academy and the Celtic Charity Foundation to develop a programme to support 12 long-term unemployed adults to take part in a 10-week course focussed on developing skills in the hospitality industry as a gateway to securing future employment.

In conjunction with the Celtic Charity Foundation, we also have selected schools from disadvantaged areas in Glasgow, such as St. Mungo's Primary School in Glasgow's East End, to help encourage learning with outside activities. Through the Celtic Foundation, we funded a trim trail for their playground to help children interact during their school breaks. Working with KidsOut Scotland, we also helped fund a school trip for the children this summer to visit Blair Drummond Safari Park. Our intention is to develop this programme further with other schools across Glasgow. We also assisted local parishes in the East End of Glasgow,

with funding for a visit to a Christmas pantomime for children in the parishes and a dinner for the elderly including supplying soft drinks.

We recently pledged support to a charity called "Voice-Over", based in Glasgow, which supports immigrants by embarking upon the social enterprise of providing translation services. We are helping this charity with funding, advice and translation requests. Our work with "Voice-Over" is an example of how we aim to use our charitable activity to help those affected by poverty and inequality in the local community.

We provide valuable support to those setting out on a career in the pub and hospitality industry. The Tennent's Training Academy, which offers a wide range of training programmes with nationally recognised qualifications in all aspects of the hospitality industry, has now trained over 35,000 people. The Tennent's Training Academy has expanded its operations and now provides a wider range of courses than ever before. We also have four modern apprentices currently working at Wellpark.

The Tennent's Training Academy also supports dozens of initiatives that underpin Tennent's ongoing commitment to benefit the community in which we operate. Examples include: the Yes Chef programme training six ex-offenders to become chefs; and Chefs For Christmas, which is a two week training programme in the Cookery School to help unemployed people access jobs as chefs and also to help address the shortage of chefs in the industry. We also supported the Together with Assisted Support Needs Schools Programme, which is a 35 week programme focusing on cooking and food safety, and provided front of house and customer service to Wellpark Picnic where we hosted local families at the Wellpark Brewery for a free picnic.

### ENGLAND

While we ceased operation at the cider mill in Shepton Mallet during the last 12 months, we arranged for the sale of the facility as a going concern safeguarding the jobs of 24 employees. Our commitment to the agricultural environment and apple growers

of England is undiminished and we support Somerset Orchards by participating in the “Keep Somerset Orchards Alive” project.

**NORTH AMERICA**

In FY2017, we donated over \$20,000 to local charities and provided in-kind services to several non-profit industry associations. Survivorship NOW, a cancer survivor and supporter organisation, received our largest contribution at \$10,000. We also donated \$5,000 to the Vermont Foodbank by participating in a “pick for your neighbour” event, where our staff pick apples for the Foodbank and we reimbursed the orchard to cover the cost of the apples. Additionally we contributed \$3,000 to the apples to iPods campaign which encourages Vermont children to search Vermont orchards for a chance to find an iPod, encouraging both healthy outdoor activities and healthy eating.

We have also upheld our commitment to our local orchard partners as well as the State and National Cider Associations. We sit and volunteer on the board of directors for the Vermont Tree Fruit Growers Association, the Vermont Cider Makers Association and the United States Association of Cider Makers. We host annual meetings for the University of Vermont’s outreach to apple growers, and provide in-kind donations of marketing materials, digital marketing, consumer education and technical expertise to promote overall cider awareness.

We have a long term commitment to sourcing local apples. We are two years into a three year study to promote the sustainable growth of cider specific apples in Vermont by using less inputs and sprays on the orchard and paying a fair price to farmers to grow cider specific apples. The study involves 40 acres of orchard that is managed using cider specific techniques. We have provided funding for this initiative through \$200,000 in payments per year for these specialty cider apples and through a \$200,000 loan to the orchard to purchase additional cider acreage.

**BUSINESS SUPPORT**

When it comes to obtaining finance as a licensed trade operator, going through the traditional avenues of banks and building societies is becoming increasingly difficult.

Nurturing and maintaining the on-trade is a key priority in particular for our business and we offer a range of financial supports in this regard. We can provide everything from small loans for repairs all the way up to larger sums for major refurbishments or to purchase new premises. Over the last six years, we have invested over £45m into the Scottish on-trade and over £31m into the on-trade in Northern Ireland.

Over the last five years, the Group has also demonstrated its willingness to support local entrepreneurs and job creation through the provision of seed capital for a number of small breweries and businesses such as the Whitewater Brewery and Five Lamps.

**HEVERLEE**

Heverlee is created in association with the Abbey of the Order of Premontre (known as Park Abbey) and is inspired by the beers first brewed by the monks in medieval times. The Abbey lies just outside Leuven and is the largest of its kind in Belgium, founded in 1129. Today, every pint of Heverlee sold supports the major multi-million Euro restoration of Park Abbey ensuring Heverlee is as bound to the Abbey’s future as we are indebted to its past.

**RESPONSIBLE DRINKING**

**Public Policy Leadership**

For a relatively small drinks company, we punch well above our weight in terms of leading public policy on responsible drinking. We have influenced at a local, national and international level in relation to minimum unit pricing. We are currently the only drinks organisation carrying the UK Chief Medical Officer’s new responsible drinking guidelines on our packaging in the UK. We also offer zero alcohol alternatives to all our main brands in the UK. The need to ensure that communities are well educated and protected in terms of their relationship with our products is central to our business.

We are members of the National Association of Cider Makers (NACM), which works closely with apple growers and the agricultural communities in cider regions in the UK, and we have a seat on the board of the organisation. This working relationship puts us at the heart of many

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UK Government discussions relating to the responsible use of alcohol. The NACM is also engaged with tax and regulatory departments and opinion-forming bodies having an interest in cider and alcohol generally.

Within Europe, we are corporate members and key influencers within the European Cider and Fruit Wine Association (AICV). Working with these and other organisations enables us to press for consistency in cider definitions across the world, which is important for our global expansion aspirations.

### UK Chief Medical Officer Drinking Guidelines

In January 2016, the Chief Medical Officer of the UK published new responsible drinking guidelines. To date, we are the only drinks company in the UK to include the new guidelines on our packaging. It is one of our key principles that consumers should be given information about alcohol products at the time of consumption in order to help manage their relationship with alcohol. We launched the new responsible drinking guidelines on our packaging in a joint announcement with the Scottish Chief Medical Officer.

### Nutrition

Stemming from our belief that consumers should be given information about what they are consuming in order to make their own informed choices, we took the decision to voluntarily display calorie information on our packaging in the UK and Ireland.

Our products are relatively low in sugar content with our leading cider brands containing less sugar than their key competitors and with Tennent's lager only containing trace levels of sugar. In Australia, Magners Blonde, a low carb version of Magners, has 85% lower carbohydrates than other ciders and no added sugar.

These pioneering initiatives are further proof of our commitment to ensuring a sustainable relationship between ourselves, our products and our communities.

### Drinkaware

We are funders of Drinkaware, which performs the valuable role of equipping consumers with information about their drinking. We also promote Drinkaware on our packaging and advertising materials. For the last 12 months, we have been leading Drinkaware's "devolved nations group" in order to ensure that Drinkaware messaging remains relevant to the differing health agenda of the devolved parts of the UK.

### Best Bar None

As part of our strategy of focusing on local customers and consumers with responsible drinking messages and activity, we are a member of the Best Bar None scheme. The aim of this scheme is to improve the night time economy of many Scottish high streets, making them safer and more enjoyable places to be.

### Business Rates

Our Scottish business has entered into a partnership with one of Scotland's leading chartered surveyors to seek to protect, as much as possible, the licensed trade from the impact of the recent rating revaluation in the UK. We have secured a preferential fee scale from the consultancy to assist any customers who wish to pursue an appeal against a rates increase. The feedback from our customers has been very positive and they welcome the support Tennent's has facilitated for them.

### Minimum Unit Pricing

The Scottish Government has passed legislation to introduce minimum pricing for alcohol. During 2016, this legislation was the subject of a Scottish Court of Session ruling whereby the judges confirmed that the introduction of minimum unit pricing was compatible with EU law. However, following an appeal by the Scotch Whisky Association to the High Court in London, the implementation of this legislation has been delayed. We believe that minimum unit pricing is an important step in tackling irresponsible consumption of alcohol and, as such, we remain highly supportive of its implementation.

We are also supporting the Republic of Ireland and Northern Ireland Governments in their plans to implement minimum unit pricing.

### Brexit

Over the next couple of years, we will play a role in influencing UK, Irish and Scottish Governments and the EU to help ensure a manageable outcome for our businesses resulting from Brexit. In FY2017, we contributed to a House of Lords study on the implications of Brexit for UK and Irish relations and are also working closely with the Food and Drink Federation in Ireland and the European Cider Association in relation to the implications of Brexit for our businesses.

### Responsible Drinking Initiatives

We are committed to promoting responsible drinking in all the markets in which we operate. In addition to adhering to the relevant guidelines and legislation, we have also implemented a number of additional programmes to promote responsible drinking.

The Irish Government is finalising its new Alcohol Bill, which includes many far-reaching initiatives to tackle the harm created by the misuse of alcohol in Ireland. This includes the introduction of minimum unit pricing, restrictions on advertising and improvements in health labelling. We have welcomed these initiatives as we believe that it is important to balance consumers' relationships with alcohol in order to maintain a sustainable business.



We also expanded the distribution for our 0% version of Tennent's, Hee Haw, and, as part of our plan to have a wide range of alcohol free alternatives, we launched Magners 0% alcohol cider during the year.

We have further developed our non-alcoholic product range, with increased marketing and promotion behind the Finches, Tipperary and JWV+ brands in Ireland.

**ENVIRONMENTAL IMPACT & ENERGY**

Our operations teams in each of the Group’s manufacturing facilities continue to actively work on reducing our impact on the environment. Their focus is to reduce the consumption of energy, water and other raw materials as well as the amount of waste going to landfill and greenhouse gas (GHG) emissions. We also actively continue to review mechanisms whereby we can increase transportation efficiency.

FY2017 was a year of major restructuring of our manufacturing facilities and footprint. The rationalisation of our manufacturing footprint brought increased activity in both Wellpark and Clonmel during the peak production season. The process of commissioning across multiple production lines did impact the overall level of energy consumption in our Clonmel facility but this must be viewed in the light of the increased level of activity.

Despite these challenges, the total electricity used per hectolitre of product produced in our manufacturing sites reduced by a further 3% from FY2016, and similarly water consumption reduced by 10% year-on-year. This was as a result of the continuing benefits from our significant investment in the cooling plant vessels at Wellpark, the upgrading of the lighting in a number of areas to more energy efficient units and the consolidation of production within our two main production sites. The consumption of natural gas per hl produced did increase by 10% in the year. This was despite improvements in performance at Clonmel, Wellpark and Borrisoleigh with the rundown of production activities at Shepton Mallet negatively impacting the overall Group performance.

Our manufacturing site at Clonmel continues to be accredited with the Environmental Management Standard ISO 14001; and to the Irish Energy Management Standard IS EN 16001:2009, the ISO 50001:2011 Energy Management Standard and works closely with the Sustainable Energy Authority of Ireland (SEAI). These standards require us to demonstrate the systematic management of energy leading to a decline in GHG emissions. Our environmental management systems at Wellpark are aligned with



Clonmel and continued to meet their regulatory targets in FY2017. In the UK, we continue to avail of the Government’s small emitters opt out scheme. This resulted in the site receiving a silver award from Keep Scotland Beautiful, who audit public and private sector sites on their impact on the environment and contribution to the local community.

**CARBON CONSUMPTION**

The Group continuously monitors the impact of its operations on the climate and we look to reduce our GHG emissions. We assess and manage climate change related risks and opportunities, including the impact on the availability and security of our sources of raw materials, such as aquifers, orchards and maltings.

The Group has participated in the Carbon Disclosure Project (CDP) Supply Chain Programme for a number of years, and CO<sub>2</sub> emissions for the Group are evaluated annually. The Group has historically scored highly in the CDP Ireland Report, showing disclosure scores which are amongst the best in its sector. Scope 1 and 2 CO<sub>2</sub> emissions in FY2017 are broken down across our manufacturing sites as follows:

Clonmel:	9,191 tonnes
Shepton Mallet:	5,022 tonnes
Wellpark:	17,204 tonnes
Vermont:	3,182 tonnes
Others:	6,629 tonnes

These emissions figures include the impact of the increased production volumes at our Wellpark and Clonmel facilities in FY2017.

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In Ireland and the UK, through our commitment to rural development, we support orchard growers who manage over 2,000 hectares of orchards for apples used directly in the production of our cider.

We ensure compliance with national packaging regulations for our products placed into the marketplace. In Ireland, we also continue to recover and recycle CO<sub>2</sub> produced by the cider fermentation process and use it to carbonate our products.

**WASTE**

We have systems in place across all manufacturing sites working towards maximising the recycling of waste we produce and hence minimise what we send to landfill.

In FY2017, both Clonmel and Wellpark sent zero process waste to landfill. This was due to general waste reduction, increased waste stream segregation allowing more recycling, manual sorting of residual general waste to remove any recyclable materials and then sending the residue to a Refuse Derived Fuel (RDF) facility where electricity is generated.

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In particular, we work with all of our growers to ensure that appropriate methods are used to harvest apples. In FY2017, we commenced the process of repeated annualised audits of our contracted growers to ensure standards are being applied.

### WATER

At all the Group's manufacturing sites, water preservation and management is an important business consideration and we continue to monitor the usage of water per hectolitre of finished product from each manufacturing facility and across our supply chain. Each year the Group participates in the CDP Water Disclosure initiative in the Republic of Ireland and the UK.

In FY2017, our total water usage at our Clonmel, Shepton Mallet and Wellpark sites reduced by 10% compared with FY2016. This is equivalent to 3.2 hectolitres of water used per hectolitre (hl/hl) of product produced, which is significantly better than the recognised industry benchmark of 4 hl/hl. In Clonmel, a number of initiatives were implemented during the year resulting in a 40% improvement in water usage per hectolitre of product produced.

Across the Group, we continue with our projects on brewery condensate recovery, reclaiming pasteuriser and bottle rinse water, fruit processing, and minimising plant and process cleaning systems. We also recover biogas from our anaerobic waste water treatment plant in Clonmel for use as fuel in our boilers.

### PROCUREMENT

Our procurement and technical services teams actively review and assess our suppliers' track record in environmental management, health and safety, sustainability and corporate social responsibility through our tendering processes and ongoing supplier reviews. This ensures that corporate social responsibility is part of sourcing decisions and sourcing strategies for new suppliers. This also allows us to develop a consistent approach to relationship management and supplier segmentation on supplier diversity, with an open dialogue encouraging best practice sharing and innovation that can be applied more widely.

We do not condone and will not knowingly participate in any form of human exploitation, including slavery and people trafficking. We refuse to work with any suppliers or service providers who knowingly participate in such practices or who cannot demonstrate to us sufficient

controls to ensure that such practices are not taking place in their supply chains. Our approach is reflected in our Sustainable and Ethical Procurement Policy, which we circulate to suppliers. We also carry out diligence audits and checks on our suppliers to ensure that they have in place and adhere to appropriate ethical policies.

In particular, we work with all of our growers to ensure that appropriate methods are used to harvest apples. In FY2017, we commenced the process of repeated annualised audits of our contracted growers to ensure standards are being applied.

We seek to support suppliers of our key raw materials such as barley and wheat through entering into long-term supply arrangements with them. We take account of broader outputs such as the impact on sustainability, profit, cash flow, reputation, environmental and social impacts in order to create shared value across the supply chain.

We also leverage the expertise and capabilities of our suppliers to ensure C&C optimises the materials we use and reduces our impact on the environment.

### GREEN PRODUCTION

During the year, we processed 80,000 tonnes of apples and 3,600 tonnes of pears in our milling operations across the Group, which level of production was in line with the previous year.

We have long term contractual arrangements to continue to process fruit in the UK at the Shepton Mallet facility. During the year, the last phase of our five year orchard planting scheme was concluded.

We encourage sustainable agricultural practices and the preservation of biodiversity. In the UK, we are actively involved in the NACM which takes the lead in adopting and working to sustainable principles both in the physical and social environment, and carries out annual climate change assessments. The NACM is the first drinks trade body to work with Business in the Community (BITC) to address sustainability, and we have worked with the pomology and technical experts in the NACM to develop our sustainability agenda.

At our cider mill in Vermont we take part in “cow power” which means that we pay a premium on the electricity used and this premium is used to help dairy farmers install methane digesters turning manure into power. We also use a “solar orchard” which is a 26 array solar project providing sustainable electricity and diversification for local farmers. Both of these projects are good examples of how we are working in an innovative manner to safeguard energy supply.

### EMPLOYEES

Developing, engaging and rewarding employees fairly is fundamental to the success of our business and also to the relationships that we have with the local communities in which we work.

We are an equal opportunities employer. We aim to create a working environment in which all individuals are able to make the best use of their skills, free from discrimination or harassment, and in which all decisions are based on merit. We have a formal equal opportunities policy that commits us to promoting equality of opportunity for all our staff and job applicants. For our operations in Northern Ireland this includes adherence to the MacBride Principles. Our policy states that we do not discriminate on the basis of age, disability, marital status, ethnicity, creed, sex or sexual orientation. The policy also requires our staff to treat customers, suppliers and the wider community in accordance with these principles as well.

### Health and wellbeing of employees

While, in comparison to FY2016, the total number of lost time accidents increased during FY2017, the trend demonstrates a positive reduction over a longer timeframe.

The consolidation of our operating facilities brought increased activity to our facilities at Wellpark and Clonmel during the peak production season. During the year, we undertook major expansion at our Clonmel site, with a 35,000 man hour construction project being successfully achieved with no lost time accidents reported. The site achieved zero lost time accidents for the last five months of FY2017. Safety performance, training in safe manual handling and fork lift

truck refresher training was also maintained at Borrisoleigh and Shepton Mallet during a challenging period at these sites.

At Wellpark, we re-launched our safety programme, which encourages safety interventions and resulted in a net improvement in safety behaviours overall. Our team manager safety training programme was recognised by the accrediting body (REHIS) as being best in Scotland for the second year running. Wellpark also commenced a programme of improving the working environment by fitting new technology lighting into the small pack warehouse and improving equipment access using bespoke platforms in the bottling hall. These developments will bring increased benefits in terms of safety, hygiene and a reduction in energy use.

The continuation of our health and safety days has had a significant impact regarding the engagement of employees. The key driver for this initiative is to ensure that employees are aware of the extent to which they can positively contribute to manufacturing health and safety and that they also have responsibility in this regard. This has partly been driven through the use of external health and safety consultants whose lives have all unfortunately been materially impacted by significant health and safety incidents. These sessions are being followed up at local level with interventions to keep this key message front of mind.

This increased level of engagement is also resulting in many more hazards being identified (and hence remedied) within the workplace, which helps with longer term performance improvements.

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There has been a focus on the continued development of management capability within the commercial and operations areas where various programmes have been undertaken to develop both people management and leadership skills.

### Employee Support

We aim to develop and lead highly motivated teams who have relevant and up to date skills. In FY2017, we undertook a range of activities to support the continued development of our employees.

As part of our continuing commitment to leadership development, during the year we arranged for a small number of high performing managers from across the Group to undertake the London Business School's accelerated development programme.

In our C&C Gleeson business in Ireland, there were a number of areas of focus. An employee communications forum was established and meets quarterly. This forum facilitates two way communication and dialogue on key messages, strategy and performance as well as creating an opportunity for ideas and suggestions from employees to be heard. Feedback from our employees is positive and they believe it has resulted in an improvement in communications in the business. In addition, we have sought to establish a high performance culture through increased emphasis on the line of sight between business objectives and individual KPIs and targets for our employees with appropriate rewards for achievement. This is supported by the provision of training to our people managers. We also encourage our employees to realise their full potential and have created various advancement opportunities, in particular within our sales team where a number of our sales

representatives have advanced to become key account managers.

On the Operations side of our business in Ireland, FY2017 was a period of transition in relation to the movement of product and people from the Borrisoleigh site to the Clonmel manufacturing facility. All affected employees in Borrisoleigh were given the opportunity to transfer to our Clonmel site and a significant investment has been made in training those who wished to transfer for their new roles in our state of the art manufacturing facility.

In the UK, there have been a range of training and development activities across the business over the past 12 months. There has been a focus on the continued development of management capability within the commercial and operations areas where various programmes have been undertaken to develop both people management and leadership skills. There has also been investment in various industry relevant training initiatives for sales, marketing and our operations population. In addition, the business has supported the development of graduates through the CIMA accountancy qualification as well as a number of apprenticeship programmes.