

# Our People

All of the people we spotlight in this Report do important jobs for Roxboro and its subsidiary companies but they are only a sample of the total workforce of The Roxboro Group, every one of whom is equally important. Each person in Roxboro knows that they will get all the support we can give them in doing their jobs, but that ultimately it is their own responsibility to achieve their goals and to build a successful career. Roxboro helps by identifying talent through our Management Succession process and then nurturing this talent. The Roxboro Bursary gives financial assistance to members of staff who wish to participate in further education and advance their career in Roxboro. The Roxboro Excellence Award recognises exceptional talent and contribution from any area of the Group, whether it be in manufacturing, sales, engineering or any other department, in any country or any company.

People are the lifeblood of the company and to keep it healthy it has to be tested from time to time. At Roxboro we carry out 360° appraisals across every employee. This gives staff the chance once every year to appraise their boss, their peers, someone else's boss or even the Managing Director. From this exercise people are assessed for development needs, and then given the necessary tuition, counselling or training to help them address any issues arising from the appraisal process. This entire exercise is co-ordinated by Alistair Milne, our Director of Human Resources and his highly proficient team of HR staff at the subsidiary companies. It's a good process, but it's not perfect. We do have failures from time to time, but we do not set out to make failures, we set out to create success for individuals so that they might in turn create success for the Company. It is part of our culture that we believe it is important to create opportunities for people and although we do not always succeed we have had some amazing successes. A young lady who was an assembly operator at one of our businesses clearly had potential and would normally have expected to become a supervisor some day. Through our appraisal process, however, it became clear that she was capable of much more. Supported by Roxboro she went on to take a degree in electronic engineering and has now returned to Roxboro as a development engineer working on new product development.

Some of Roxboro's people visit exciting and interesting places as part of their job while others seldom leave the confines of their department or facility, but all are equally important to the success of the company, and one of Roxboro's key values is the mutual respect we have for one another and the job we do. This is a Company at ease with itself, not hung up on structures and seniorities, not obsessed by titles and scale of responsibility. We are all members of a team.

Although it is impossible to include all 1,600 employees in this report, they all know that by showing a few, we are thanking all of them for their commitment, endeavour and enthusiasm.

Roxboro takes pride, however, not just in the people who work within the Group, we also take pride in what the Company has been able to do to help others outside the Company. We are proud of our sponsorship of Cantate, a youth choir based in Hertfordshire, England, who have just recently celebrated their 10th birthday. They began with one choir and now have three, a starter choir for children under 10, a junior choir and a senior choir which has young people up to the age of 18.

Cantate, with Roxboro's help, has gone from strength to strength. They were the Sainsbury Junior Choir of the Year in 2002, came second in a European-wide competition in 2003 and have sung at St. Paul's Cathedral, the Royal Albert Hall and many other major locations in the UK as well as Italy, Belgium, Holland and Germany. They have produced no fewer than four CDs with a fifth coming off the press soon. All that is impressive, but the primary reason Roxboro began to sponsor the choir was for what it was doing for the young people themselves. These young people were not only learning music but also learning how to achieve. The disciplines they are learning will stand them in very good stead in future life – lessons about hard work, commitment, aspiring to greatness and being part of a team; wonderful social skills that will never desert them.

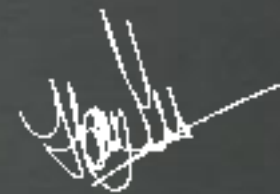
Some of these young people have already gone on to great things – a number of them in music. For example Sata Mitra was awarded a choral scholarship at St. Catherine's College, Cambridge where she became Assistant Director of Chamber Choir. Anne-Marie Helder is now a professional singer, has recorded three albums and tours extensively in Europe and the USA both as a solo artist and guesting with bands, but perhaps Cantate's greatest success to date is Tom Solomon. Tom trained at the Birmingham Conservatoire after leaving Cantate and then the Royal Academy of Music. He has gone on to appear in *Les Miserables* in London's West End and is now starring in the *Phantom of the Opera* at Her Majesty's Theatre, London.

These young people have been given a chance in life by an enthusiastic Choir Master, Michael Kibblewhite, but have gone on to build on that success for themselves. All Roxboro's shareholders can take pride in having played a tiny part in the success of Cantate and its members, past and present.

One of the themes we try to pursue within Roxboro is "building on success". Giving people the opportunity to create success, to over achieve, and to surprise themselves with their achievements. This is what makes a difference.

Roxboro has sales and marketing people who travel extensively to see customers across the world, sometimes sacrificing home life to win an order. We have dedicated engineering and service teams who travel to far-flung places to commission our products. We have committed product development teams in Europe and the USA constantly striving to bring best of breed, state-of-the-art, products with competitive advantage to market. We have clever manufacturing engineers who develop the most cost effective manufacturing processes, we have hardworking purchasing staff who constantly seek out the best suppliers and the best price and quality, we have wonderful assembly operators, machine operators, toolmakers, supervisors and planners who run our plants to world class standards, applying their individual skills to find ways of doing things better and more efficiently. Behind all of those people we have financial professionals, the administrators, the IT specialists, the publications staff, the stores staff, the secretaries, the maintenance men, the cleaners, the security people, the drivers, the kitchen staff – many, many people without whom the whole enterprise would be less efficient. Every one of these people is equally important because every single one is an integral part of the whole.

This Report is dedicated to them.



**Harry Tee**  
Group Chief Executive

