

Roadchef Motorway Services



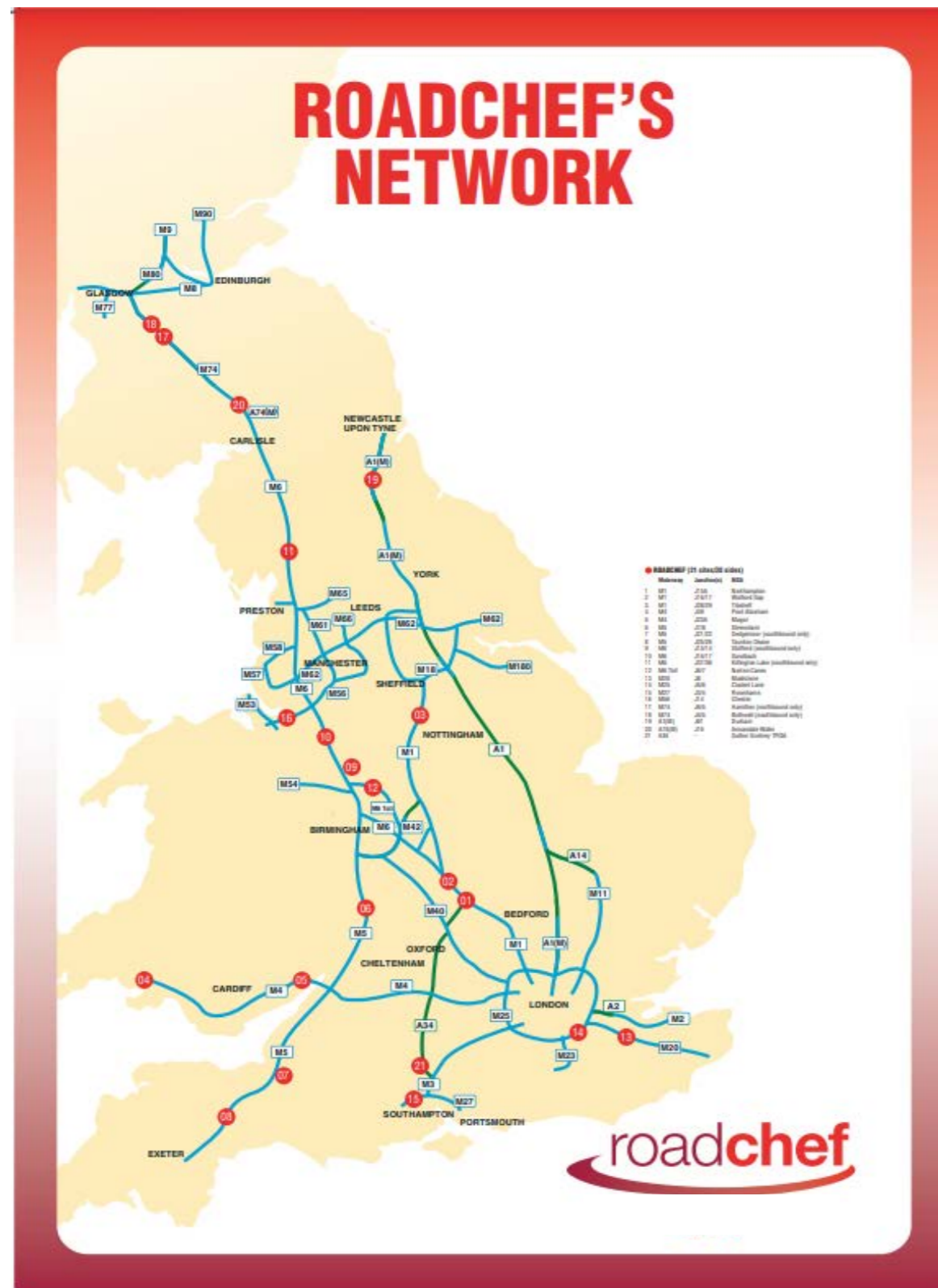
Engaging and motivating a transient workforce across multiple locations



Today's session

- Introduction to Roadchef
- Motivating employees
 - Pay - meeting the hygiene factor
 - Getting creative
- Creating engagement across multiple locations
- Linking values to recognition to embed them in the company culture

Introduction to Roadchef



- 3rd largest motorway service area provider (MSA)
- 3,500 - 4000 employees across 20 locations and 1 Support Office
- Only service area provider with Investors in People Platinum award and Best Companies 2 star accreditation
- Awards for employee wellbeing, reward and recognition, ESG and charity
- Employee turnover average 60%
- Partner with some of the most wellknown brands and have our own internal catering brands

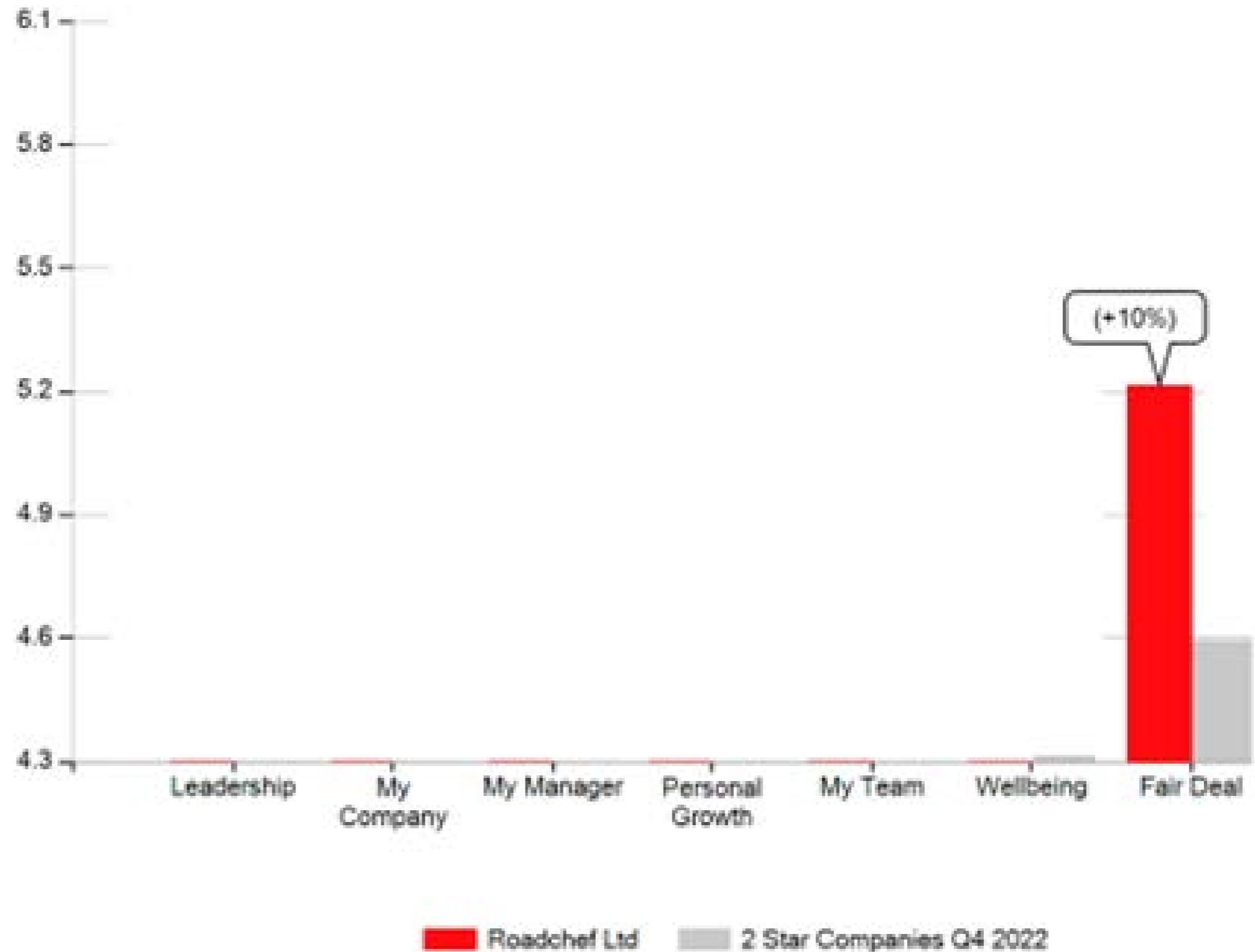


Motivating employees



Pay - meeting the hygiene factor

- We are not the highest payer in the market
- Often our competitors do pay more per hour
- **Fair** pay is critical



Employee engagement - get creative



Free
Food
Friday



Breakfast Club



£1

Employee Hardship Loan Agreement

NORTON CANES
Community pantry
TAKE, SWAP OR DONATE

Times are hard at the moment and some people maybe struggling. This community pantry has been set up to help those in need. Please feel free to take what you need from here. If you have any dried or canned goods at home you may not use, any donations would be greatly appreciated

If you need any help or support, please speak with your Line manager and they will help wherever they can

An illustration of various food items including a bowl of noodles, a jar of pickles, a chocolate bar, two cans of fish, a bag of potato chips, a carton of 100% juice, a jar of jam, and a packet of candy.

People are motivated by more than just money

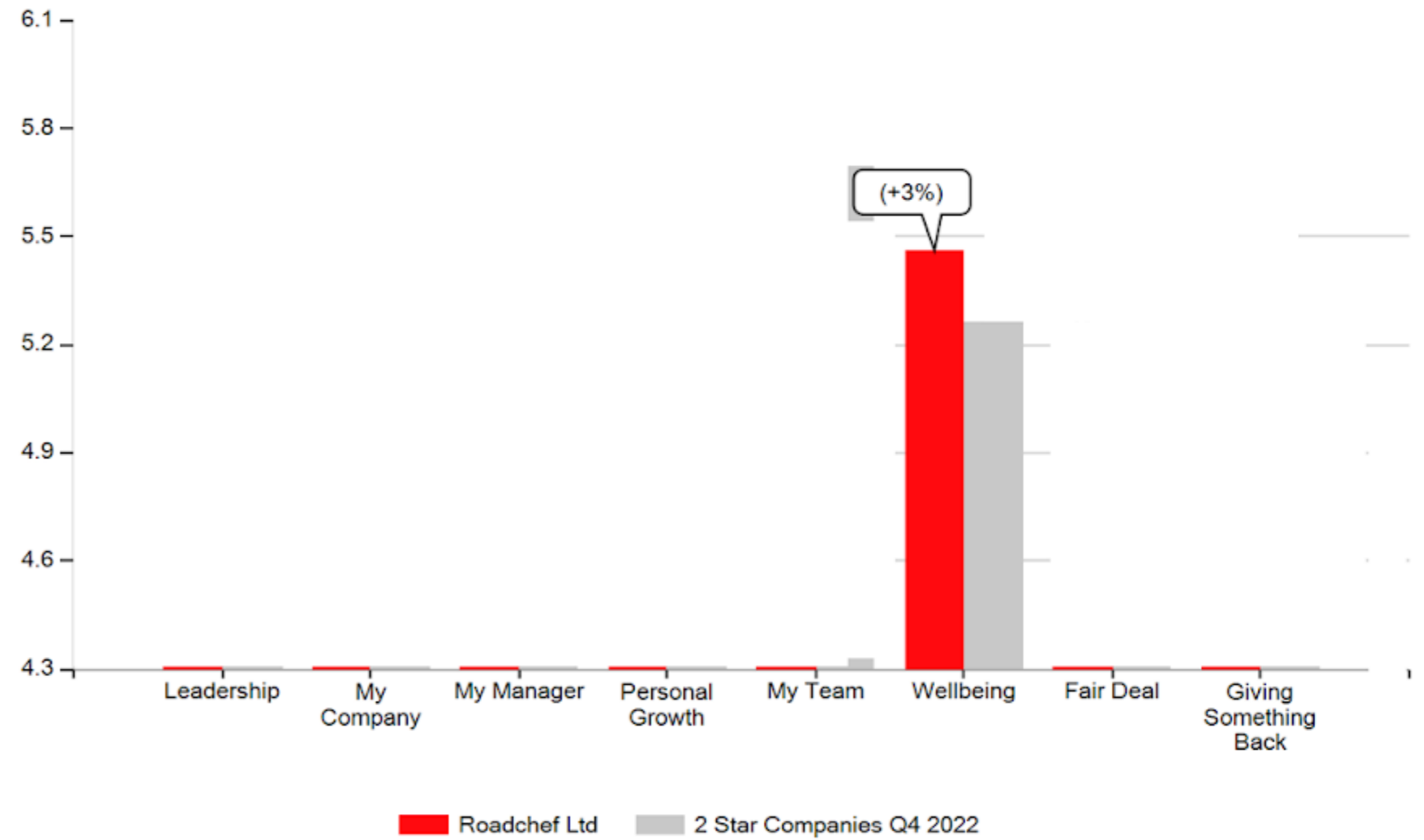
Recognise Achievements

- A thank you really does go a long way
- Employee of the Month
- Instant recognition e.g. scratch cards
- Everyday Heroes
 - Instant cheques
 - Individual awards
 - Team rewards
- Recognition pin badges
- Social events
- Ice cream van treat day
- Superstar sellers
- Wall of Fame
- Shout About - quarterly recognition brochure

People are motivated by more than just money

Support Employee Wellbeing

- Financial wellbeing
 - Wagestream
 - Hardship loans
 - Cost of living support- commur £1 meals, enhanced discounts
- Mental wellbeing
 - Mental Health First Aiders
 - EAP
 - Suite of e-learning programmes
- Flexible approach
 - Flexible working patterns/shift swaps
 - Part time/weekend working
 - Seasonal contracts
 - Guaranteed hours



Creating engagement across multiple locations



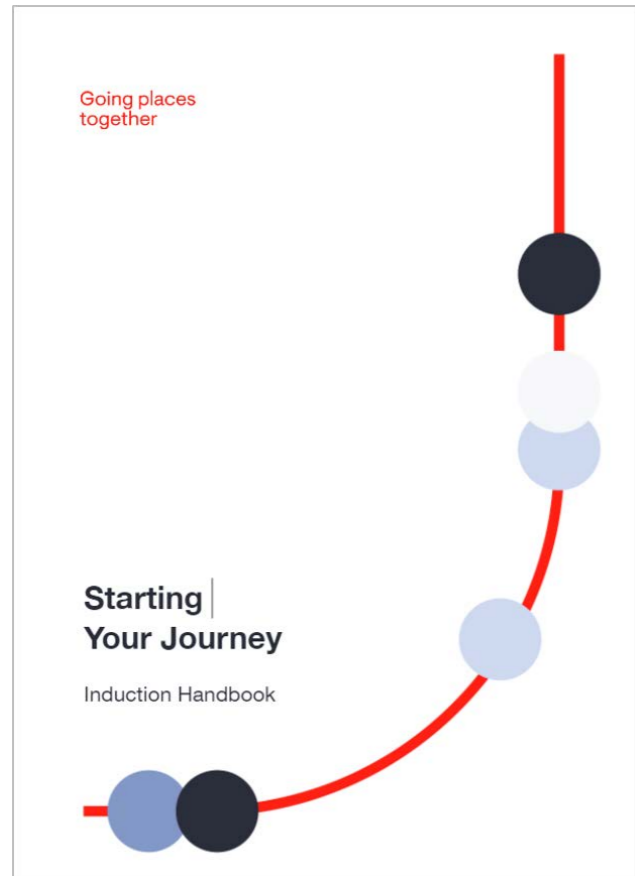
Creating engagement across multiple locations

Provide clarity

- Have a clear and concise Company Vision and Mission
- Live and breathe values that connect to the business
- Have clear goals aligned to the Vision
- Have clear expectations in place e.g. policies, behaviours, work standards and procedures
- Ensure you show employees how they can make a difference and recognise it when they do
- Demonstrate what is available to them e.g. support, training, reward
- Have well defined measures in place e.g. performance levels, BHR
- Ensure consistency in all areas by having set processes in place

Make it visible

To make Britain's roads a safer, happier, and **greener** place by elevating the mood of every road user.



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roadchef

OUTSTANDING TO WORK FOR 2023

Our mission
To de-stress & delight Britain's road users.

Our vision
To make Britain's roads a safer, happier, and greener place by elevating the mood of every road user

Our values
Caring, Uncomplicated & Positively Obsessive.

TEAM MEMBER PERFORMANCE REVIEW RATING GUIDE

BEHAVIOURAL RATINGS				
1 = NO EVIDENCE	2 = BELOW TARGET	3 = ON TARGET	4 = ABOVE ON SOME	5 = ABOVE ON ALL
No indicators achieved	Some of the indicators achieved	All of the indicators achieved	All of the indicators achieved and some exceeded	All of the indicators exceeded
Obsessive about delighting our customers <ul style="list-style-type: none"> Is obsessive about the customer experience and constantly puts self in the customer's shoes Handles difficult customer issues by remaining calm and professional and takes steps to remedy the situation Constantly monitors customer standards and takes immediate steps to make improvements (includes brand standards) Shares best practice customer approaches with others to enhance the levels of service within Roadchef Encourages others to go out of their way to deliver great service Creates a welcoming environment for all customers 			Energetic and adaptable to make things happen <ul style="list-style-type: none"> Is prepared to challenge the status quo to ensure that we are striving for excellence Acts quickly and makes workable decisions using all facts and information available Demonstrates enjoyment and pride in role through day to day activity Has a positive approach and is willing to go the extra mile 	
Communicating for clarity <ul style="list-style-type: none"> Is transparent in approach to communication and uses the necessary methods available to support this Actively listens to the ideas and opinions of others and creates an environment where people are happy to communicate Clear in communication of both positive and difficult messages to ensure they are fully understood Demonstrates an awareness of body language as a means of communication 			Leading and empowering others <ul style="list-style-type: none"> Seeks involvement from all members of the team and works collaboratively to deliver Shares knowledge and experience openly with others Cares about the wellbeing of all colleagues and is inclusive of others 	
Creating an inclusive environment for people to grow <ul style="list-style-type: none"> Appreciates differences in people and adapts style to motivate individuals accordingly Recognises the achievements of others in the business and raises the awareness of this so praise can be given Is willing and eager to learn and acts on feedback to develop Works as an effective member of the team, helping and supporting for the best possible outcome 			Practical and straightforward approach <ul style="list-style-type: none"> Offers own views honestly and openly in a professional manner Takes full ownership of actions and behaviour and the consequences of this Identifies ways to work smarter and/or differently to achieve results Uses own initiative to come up with solutions and recommendations without having to be asked Uses straightforward and practical approaches to ensure that things are easily understood 	



Communication

Have a clear communication plan

- Robust processes in place to cascade communications
- Ensure there are avenues for employee input and feedback into business processes, systems and practices to enable sharing of best practice
- Allow employees to input their ideas on how to do things differently and/or even better
- Systems and processes that follow up to check communication has taken place and is understood
- Utilise multiple methods for communicating to meet differing styles
- Have clear metrics in place that are measured and allows for feedback to be given
- Give employees a voice
- Utilise employee champions to relay messages
- Break down geographical / department challenges by working through issues logically, using the facts

Communication



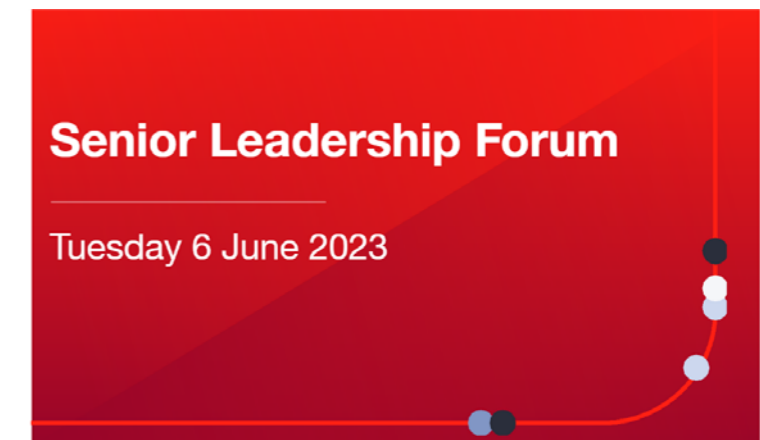
What is covered at the JCC?

Each JCC meeting has a standard structured agenda to ensure consistency across the business. Your JCC Representative folder contains examples of the standard agenda templates for the Site, Area and National JCC. Within each topic area you will see a number of possible agenda items that may be discussed.

THE STANDARD AGENDA TOPICS ARE:

- My Team, Wellbeing and Personal Growth Update
- Team and Customer Safety
- Giving Something Back
- My Company and Leadership Update
- De-stressing and Delighting our Customers
- Additional Matters Arising and AOB

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best companies™ **EMPLOYEE ENGAGEMENT ACTION PLAN** **roadchef**

Area (BC factor)	Actions	Owner	By when / timescales

Linking values to recognition



Linking values to recognition to embed them in the company culture

- Ensure values are clear, concise and meaningful to ensure they are understood
- Utilise a cross functional team to define the values
- **Don't** make them wordy but **do** make them unique to your business
- Posters, visuals and gimmicks don't work if employees don't see it in action
- Lead by example at all levels within the business
- Embed them within all areas and not just HR processes
- Recognise employees demonstrating the values and call out behaviour that doesn't align
- Make it fun!



Celebrate Success

- Link the values to recognition schemes
- Celebrate employees who demonstrate the values
- Publicly recognise individuals who live the values
- Have clear and concise processes to support recognition



How we made a difference

- Employees provided feedback on our values
 - 89% of employees said that we have clear values
 - 88% said that they share those values
 - 82% of employees felt that the values guide the way we and they work
- We have a clear people plan which is structured under the 3 key values
- Employees of Roadchef are proud to wear their CUP badges and can describe why the values are important to them
- CUP branding. The Roadchef red CUP is now appearing in lots of publications and notices, acting as a constant reminder of how everything we do links to these values

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Summary

- Employees are motivated by far more than money
- Create engagement across multiple locations by providing clarity and communication
- Link values to recognition to embed them in the culture

Questions?



Thank you

