SWS...BEST NEWS



The end of a year like no other

Welcome to SWS Best News December 2020. I would like to start by saying thank you to everyone for keeping the flag flying throughout 2020. I know it has required an immense effort to keep optimistic, but you have and that is really appreciated. You have demonstrated how adaptable we can be in the face of seemingly insurmountable obstacles. As we approach Christmas, we will look back on a year that has tested us all to our limits yet there has been much positivity and amazing progress achieved in equal measures. This edition will remind us that, as a business and community, in many respects, life goes on in the same way it has in the past and many of the stories and updates you will read are a testament to this.

This year has been transformational for our business with major investment in IT systems. Once fully developed and deployed our working practices will be much more streamlined, efficient and hopefully, enjoyable. We have taken huge strides towards making our business digital. A colossal amount of work and preparation has been undertaken by our project teams with input from right across the business to ensure that what we develop systems and processes that support everyone in our business. This has not always been easy or straightforward, but I believe we now have a blueprint for our future. In 2021, you will be able to experience the benefits of the new systems and applications that will drive our business. They will help to unify us as we share information and collaborate across branches and regions. Day to day processes will change for the better, from sales to hiring, you will have more guidance and information available to you than ever before. It is truly an exciting time in our history.

One of our core functions that has benefitted from technology is training. Much of the delivery of training courses is now undertaken either online, through purpose developed courses, or through remote sessions in virtual classrooms. One such group that has been able to take advantage of this new approach is our apprentices. We have covered a number of stories that share, not just their successes, but also invaluable feedback on their personal experiences which will help to shape how future course are run.

In other stories, we cover some of your fundraising activities that are making a real difference to local communities and national campaigns. Thank you for your participation in and support for these activities. It is also enjoyable to see that people are still able to pursue their career ambitions with new promotions being awarded for great work and leadership.

I am sad to share with you all that Mike Cooper, my fellowdirector, has decided to take life



Andrew Sweeney

a little easier and is retiring at the end of the year. Mike has been a significant part of the business approaching three decades and will be missed by all those who have worked with him. On behalf of our leadership team and colleagues, we wish Mike a long, happy and healthy retirement.

And finally, I would like to wish you a very Merry Christmas and successful New Year.

Andrew Sweeney

Chief Executive







NEXT ISSUE...

Could you please contact Jan Blann if you have any topics for inclusion in the next issue of SWS Best News or with subjects for future Press Releases.

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CTS move to remote working to protect business

Working remotely has become an effective response to the pandemic that has allowed businesses to function in a dispersed way. At CTS, the initial lockdown period resulted in 20 remotebased staff supporting its entire client base across the UK with vehicles and drivers

The office at 'Hemel One' in Hemel Hempstead was now empty! Sadly, due to a downturn in business, re-structuring of the business resulted in a number of redundancies.

"I was incredibly proud of the team and how everyone reacted so positively during this difficult period," said Mark Gooden, Director.

The initial phase of restructuring saw and finance, sales marketing, administration, operations and IT moving to a remote model with telephone access and on-line reporting systems allowing the team to collaborate harmoniously. From August 2020 CTS re-homed the operations team in the Hemel One offices once again as it was considered safe for people to operate 'socially distanced' with daily temperature checks as well as daily cleaning and sanitizing routines in place. So, seven of the team returned!

When all seemed to be

returning to a new normal, the Government announced a second lock-down, triggering a second phase of remote working across the business. Due to the open plan nature of the office, with a large amount of people operating in a relatively small space, it was considered

"I know that everyone wanted to be back working in the office by now. I am mindful of the impact the lockdown and remote working has on the mental wellbeing of all our people. However, as we move into the second phase of

safer for people to work from home.



Hemel One

lockdown we have no choice but once again to implement our emergency plan to safeguard our people and the business.

"My thanks go to everyone in the business who pulled together to maintain booking volumes and service levels to our clients over the past few months as the initial lockdown was eased. Our teamwork has been incredible and just shows how resourceful we can be during difficult trading periods," added Mark Gooden, Director.

TBC External Partnerships – it makes us different!

The Best Connection plays a vital role in the UK's economy by supplying a significant temporary workforce to the industrial and driving sectors.

The company works diligently to support workers displaced by the Coronavirus pandemic by transferring them to where work is needed to keep the nation running and supplied with essential products. Due to this, our permanent recruitment workforce and a large number of our temporary workers are considered key workers.

Focusing on "Delivering Operational Excellence", TBC follows best practice and complies with legislative requirements and frequently has meetings with important entities that influence Government and regulatory policy. They provide TBC with a range of useful information and services.

Conversations with firms across the UK have unveiled how business can be innovative, agile and resilient, even in the toughest of circumstances. And it's those conversations which have enabled TBC to drive real change on everyone's behalf.

The company is proud to be active members of the Association of Labour Providers (ALP), Confederation of British Industry (CBI) and Recruitment & Employment Confederation (REC).

TBC is also one of the few recruitment companies that have direct communication routes to the Governmental institutions including the GLAA and the Home Office.

Armed with clients' and workers' concerns, their insights and their experiences. The Best Connection has worked closely with the above organisations to encourage responsible recruiting and ensure that our voice makes a difference in improving the labour market and supply for both our workers and our clients. Be proud to share this!













Backline Logistics help to keep shelves stocked

One of the consequences of the ongoing measures against the pandemic has been an increase in purchasing of retail goods, particularly online but also from local supermarkets and stores. The knock-on effect of this has been an increase in demand for logistical support to ensure warehouses are supplied and shelves in the stores are kept well stocked. To do this, companies require transport and drivers to maintain a flexible supply chain. One such company, is our very own Backline Logistics whose team have been working tirelessly to support their customers throughout this testing time. And the net result – they have seen an increase in business culminating in a record month in October, beating the company's highest turnover month recorded in July 2019 by a whopping 18%. Congratulations team Backline – fantastic work.

Throughout the first lock-down the Backline team in Leighton Buzzard worked incredibly hard to ensure all customers were supported with their requirements at a moment's notice. Constant and close communication has allowed the team to respond to customers' fast-paced and changing demands.

"This record month is a testament to the dedication and hard work the team in Leighton Buzzard has put into the business 7days a week, 24-hours per day. Led by Louise Gaunt, everyone has worked tirelessly to build on existing customer relationships



Backline truck with new branding

during this challenging time to cover shifts throughout the day and night. We even managed to bring in new business with big names including Whistl, Amazon and Daily Nationwide Distribution during the pandemic. My thanks go to the whole team; Louise, Chris, Cathy and Liam," said Mark Gooden, Director.

To keep ahead of the game and to ensure supply meets demand Backline has recently taken on several new 2020 registered vehicles to ensure continued reliability and continues to invest in new technology to support its operations. This includes updating forward facing cameras and telematics, driver tachograph and fuel monitoring systems and vehicle damage and insurance claims data analysis – all of which underlines Backline's commitment to safety - improving driver performance and behaviour and reducing CO2 emissions.

The team in Leighton Buzzard are excited to see what 2021 brings and look forward to further expansion of the haulage operation.

Backline Baby Boom

2020 has been a bumper year for Backline Babies! Training and Digital Manager, Sam Hay's second addition to the family arrived in April, then Andover Manager, Dean Matthews, became a father for the very first time in September. Congratulations to you both.

August also happened to be an extra special month, as Emily Cotton, Avonmouth Consultant and Greg Hyams, Avonmouth Manager, welcomed their first child, Harrison, into the world. Despite working as colleagues, we can't claim credit for introducing the couple to each other as Greg and Emily's relationship goes back further than working for Backline, having previously worked together hospitality management. Harrison has got off to a stomping start - weighing in at 8lb 2oz (or as they tell you these days, 3,685 grams!) - and had already reached 13lb 8oz by week seven!

Harrison isn't the only one making progress. His parents too have made great strides with the Avonmouth branch since first taking it on in August 2018. During that time, the branch has gone from strength to strength. Where there had previously been a question mark over its future, the only uncertainty now is the right time to recruit the next consultant to support its continued growth!



Baby Harrison pictured with Greg & Emily

We asked Greg what he thought was the key to success.

"We have found working out of the Avonmouth branch comes with many obstacles on both sides of recruitment. Nonetheless, communication, honesty and drive are the key factors which allow for a smooth operation and transparent resolutions - certainly not for the fainthearted," explained Greg.

The performance of the branch is even more impressive, when taking into account both the toll that COVID has had on economic activity, coupled with the uncertainty surrounding the UK's future relationship with the EU.

Our best wishes go to all of 2020's Backline Babies and their parents and we look forward to welcoming Emily back from maternity leave in 2021, when hopefully there'll have been a return to some modicum of normality.



Fleetmaster's John Boocock

Wins Brake Award



Fleetmaster's very own John Boocock picked up the Kevin Storey Award for Outstanding Commitment to Road Safety, which was sponsored by Arriva. Congratulations John for receiving this prestigious and well-deserved accolade.

Brake's 2020 annual UK Fleet Champions Awards recognise the achievements of organisations and individuals working to prevent crashes and reduce pollution caused by vehicles used for work purposes.

Despite the challenges the industry has faced this year, the quality of entries was incredibly high with more than 40 organisations entered for the 14 awards on offer. Fleetmaster's customer British Gas was the recipient of two awards.

Congratulations John!

Fleetmaster launches its e-Driver Training Programme

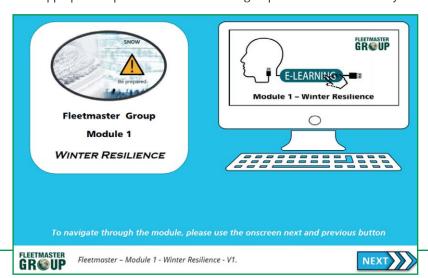
Fleetmaster has launched its e-Driver training programme to help keep drivers safe on the road.

By offering customers a broad range of training modules, the most appropriate topics can be selected to target specific areas of concern or simply address additional driver training as part of a duty of care.

With this flexible approach, drivers can complete all the necessary courses in their own time. The modules are linked

with the interactive safe driver course which the driver works through. This is followed by 'underpinning knowledge questions' that trigger risk modules dependant on their answers. When used in this way, the completion of all subjects will contribute towards improving the overall risk profile of a driver.

The course modules include: Interactive Safe Driver Course, Underpinning Knowledge Questions, Company Specific, Attitude and Behaviour, Highway Code, Legal, Driving Skills, Eco Driving, Hazard, Anticipation, Speed Awareness, Distractions, Breakdown and Collisions and Vulnerable Road Users.





Fleetmaster Top Ten Tips for Winter Driving

Talking about the weather is a national pastime in the UK for the simple reason that it's so unpredictable. One afternoon, you may be driving beneath a crisp autumnal sky and the next morning you'll be digging your car out of the snow. Staying safe on the roads during the winter months is as much about careful planning as it is about careful driving:

Get a service - extreme driving conditions amplify any problems that your vehicle may have, so make sure that your car is fully serviced before the cold sets-in.

Leave more space - if you can remember the Highway Code, you'll know that braking distances are doubled in wet weather. However, you may have forgotten that they are increased tenfold in icy conditions. Leave a gap of at least 10m between yourself and the vehicle in front to ensure that you have enough time to brake safely.

Check your tyre tread - a deep tread will help to prevent skidding in wet and icy conditions. Ideally your tread should be at least 3mm and remember that anything less than 1.6mm is illegal and will cost you 3 penalty points and a fine of up to £2,500 (and that's for each tyre).

Drive more slowly - the best way to avoid accidents, at any time of the year, is to anticipate the road ahead. During winter this means driving slowly, smoothly and steadily. When approaching junctions cut your speed and select a lower gear to prevent sudden braking. If you do feel the car beginning to slide on ice: take your foot off the accelerator and steer gently into the direction of the skid.

Check your tyre pressure - there's an old wives' tale that lower tyre pressure will help with traction on slippery surfaces. Don't believe a word of it and make sure that your tyres are inflated to the recommended PSI.

Plan your route - if it's snowing, plan your route to avoid minor roads and instead stick to major roads which are more likely to have been gritted. Fortunately, the predictive powers of the Met Office have come on a long way since Michael Fish's 1987 "hurricane howler" and you can now find reliable weather forecasts at www.metoffice.gov.uk

Check your antifreeze - make sure that your washer fluid reservoir is topped-up with a 50/50 mixture of antifreeze. Don't confuse windscreen washer antifreeze with engine antifreeze; they're entirely different products and the latter is likely to eat-away at your paintwork. Most modern cars use 'long life' antifreeze in their engines, but it's worth double-checking with your dealer.

Pack practically - an ice scraper and a can of de-icer are winter essentials, but a few extras thrown into your boot could make a roadside breakdown much more bearable. Consider the following: warm clothing, boots and blanket, a high-visibility vest and a warning triangle, a map and a first aid kit. And don't forget to keep your mobile phone fully charged.

Check your wipers - windscreen wipers have a hard job dealing with everything that the British weather throws at them and they get understandably tired. New wiper blades are cheap to buy and easy to replace so, any excuses just won't wash!

Leave more time - If you are driving more slowly (and everyone else is driving more slowly) your journey will obviously take more time. Set-off earlier so that you are not in a rush and give yourself extra time to make sure that all the windows are de-iced and de-misted.



Fleetmaster Group awarded Network Rail Driver Training Contract

Fleetmaster has won the Network Rail Driver Training Contract following a robust procurement process.

The new five-year contract will see Fleetmaster deliver driver training and related services to Network Rail's new and existing drivers, supporting their drivers to become one of the safest fleets in the UK. As part of the contract, Fleetmaster will create tailored courses to meet the needs of Network Rail drivers to ensure targeted training is delivered at the highest quality.

Network Rail owns, operates and develops Britain's railway infrastructure. That's 20,000 miles of track, 30,000 bridges, tunnels and viaducts and the thousands of signals, level crossings and stations. The operation manages 20 of the UK's largest stations while the remaining 2,500 are managed by the country's train operating companies.

Nick Boocock, National Head of Key Accounts at Fleetmaster, said: "We operate a lean and efficient service designed to place resource in the right place at the right time. To achieve this, we have developed a range of processes that will enable us to provide demonstrable efficiencies to Network





The Best Connection Inc. embraces virtual selling

Now that meetings online are a necessity rather than a nicety, The Best Connection Inc. team have become very successful at presenting using Zoom. Prior to the pandemic, few of their interactions were conducted online, now around 80% of client meetings are held virtually. The team have adapted very quickly - although not without a few embarrassing fumbles along the way!

"Preparedness is key when meeting online, have your background ready, have the settings right, aim for a seamless delivery. Your clients will be impressed with your skills," says Elliot Mendoza, Manager.

Using collaboration tools such as Zoom (others are available!) which is a relatively simple tool to navigate, the consultants and managers have found that there are plenty of techniques that can be used to help sell successfully.

Learning how to control the room and when to transition from introduction to business whilst effectively delivering the message, for example, was all new to the team in the beginning, but not now!

Today, as seasoned campaigners of the virtual meeting, The Best Connection Inc. leadership team have successfully secured numerous new clients and their confidence has grown with their results. Elliot Mendoza and Mark Bowley are now putting in place micro-training sessions with all the team to prepare for 2021.

"We are now mirror-sharing mobile devices and using sales collateral effectively to present to our clients. We have noticed the efficiency of using this method to promote the business. Beforehand, we would leave the office, get stuck in traffic, hold the meeting and get stuck in traffic returning to the

office! Now, there is no traffic and meeting times have been reduced - the result is the same!" added Elliot.

In parallel to TBC UK, TBC Inc. has had to evolve the way it engages with customers extremely quickly to ensure it continues to deliver an exceptional service to both our workers and clients.



Any time, any place, anywhere – the now ubiquitous video meeting



Friday 11th December marked this year's Christmas Jumper Day and our competition for the best dressed branch or department.

We received an impressive festive selection of photos from those entering into the Christmas spirit and helping to raise much needed funds for Save the Children.

All entries featured in the Advent Calendar where the winner was announced – cue drum roll - TBC Exeter!

Congratulations!

Thanks to everyone who took part in fundraising for this worthy cause.







New Faces at CPA Canada

Welcome to CPA Canada and the SWS Group Lindsay and Amanda. It is great to have you both on the team! We asked Lindsay and Amanda to share a little of their background and this is what they had to say.

Lindsay Young



"I received an Honours Bachelor of Arts Degree in Psychology from Wilfrid Laurier University and then went on to receive a Post-Graduate Certificate in Human Resources Management from George Brown College. I started my career in recruitment with an internship through the HR program with George Brown and have spent the past two and a half years working in recruitment full-time.

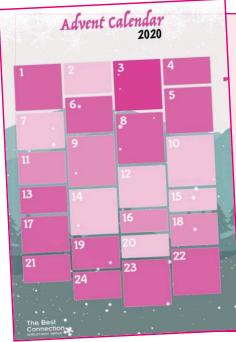
"In my spare time I enjoy staying active by going to spin classes, the gym and most recently trying out kickboxing classes. I also enjoy spending time up north in a cottage in the country where I love going boating, canoeing, kayaking, and hiking," said Lindsay.

Amanda Decker

"I have been in the staffing industry for seven years, focusing on permanent and temporary roles in the Hamilton, Brantford and Stoney Creek area. I partnered with clients in the steel, food and beverage and manufacturing industries. In my spare time I enjoy playing hockey, spending time with my dog, family and friends," said Amanda.







It must be nearly Christmas – it's Advent Calendar time!

Last year we launched our first digital Advent Calendar which provided a looking glass into the year ahead. Such was its success; we have put together a 2020 version which we hope you will all enjoy as we countdown to Christmas day. It is a full multi-media experience with links to animations, videos and information. One of the common themes

running through the content this year is our progression from transformation to business change to continuous improvement as we start to deploy and use the systems and applications we have invested in. As it is Christmas, as you might expect, some hidden treats and prizes will add a little extra festive spirit and excitement!





November is synonymous with autumn, Guy Fawkes and a more recent phenomenon - men growing the most outrageous moustaches in support of the charity, Movember. Despite current circumstances the show must go on and

so it has for a group of TBC volunteers who put down their razors for a few

weeks to raise a bit of cash.

Movember first started back in 2003, when two mates in Australia grew a Moustache in support of a friend's mother, raising funds for breast cancer. The Movember charity quickly became the male equivalent of the Pink Ribbon campaign and now supports Prostate Cancer, Testicular Cancer, Mental Health and Suicide Prevention.

Am wins best in show with Movember dazzler!

"With 2020 being such a tough and uncertain year for many of us, in lots of different ways, I thought it would be a nice idea to add a bit of 'year-end fun' to my branches by raising a bit of cash for such a worthy charity," says Paul Young, Area Manager, TBC.

The rules were simple - donate £10 and Grow a Mo and at the end of the month, everyone involved voted for their favourite moustache. The hairy bunch also received donations from friends, family members and work colleagues. Those taking part included: Paul Young, Lee Bennett, Amarjeet Aulakh, Craig Robertson, Noel Woodley, Scott Ingham, Malcolm Brown, Danny Harlow, Ash Collier, Ajit Rai, Jono Szymankiewicz, Adrian Collin and heavily supported in the fundraising stakes by our Derby Mo Bro's, that included Dan Wood, Matt Smyth, Richard Jarvis and Joe Amsbury.

"In total, the teams have raised over a

thousand pounds so far." added Paul.

And the winner is . . . Amarjeet Aulakh aka Am, with his new Movember face mask and bottle of tequila strawberry liqueur.





Paul Young



Malcolm Brown



Ash Collier

Let's take a look at the Grow a Mo fundraisers



Lee Bennett

Danny Harlow



Amarjeet Aulakh

Ajit Rai



Craig Robertson



Adrian Collin



Scott Ingham



Dan Wood



Richard Jarvis



Joe Amsbury



Matt Smyth

To donate:

Jono Szymankiewicz

uk.movember.com/mospace/14447506

Derby branch fundraising page

uk.movember.com/team/2374817?utm_medium=app&utm_source=android&utm_campaign=share-mospace





Dress-down in lockdown funds 210kgs of much needed food

Although our company-wide Dress Down Fridays efforts have, like many things this year, been adversely affected by the pandemic, we are happy to report on a good cause supported by the TBC Peterborough and Cambridge teams during lockdown.

It is a sad reality that many individuals and families rely on charitable support for some of their necessities – including food. Over recent years the demand placed on foodbanks has increased, making the donations they receive even more critical.

"We made a food donation to the local Peterborough food bank, Care Zone, with the money collected by the Peterborough and Cambridge branches for their participation in dress-down throughout the first lockdown and on Fridays.

"With the £320 raised, we selected bulk items from the 'Urgently Needed' and 'Needed' sections of the Care Zone website which would have the largest impact on the highest number of people in our local community that use the service," explains Liam Berrisford, Divisional Manager.

Due to TBC's recently flourishing relationship with Lidl, supplying staff to the newly opened Peterborough DC, all the selected items, which weighed in at a staggering 210kg, were purchased from the local Lidl store.

A special mention to Tim Skull for

holding the fort in Cambridge and Dipak Patel for helping to make all this happen. Thank you Chris Beal, Tim Skull, Kymm Fletcher and Dipak Patel (not pictured) who donated to the cause - and the team of super shoppers!



L to R (foreground): TBC: Jamie Riley, Alicja Gardocka, Liam Berrisford and Anita Southwell - Foodbank staff members

Jenson is a little legend

Congratulations to Charlee King and her partner Chris on the birth of their beautiful baby boy who they have named, Jenson.

Jenson was born on the 11th March this year and weighed in at 8 pounds 5 ounces.

Charlee, who works in the CMS team at Topaz as a Consultant, returns from maternity leave on 4th January next year.

What a wonderful picture and as the T shirt says, Jenson is definitely a little legend. We look forward to having you back Charlee.



TBC Digital Media Resource Library Launched!

Earlier this month we launched TBC's Digital Media Resource Library and Best Practice Guidelines to provide you with oodles of fantastic content for your social media postings and promotions.

Each branch has its own Facebook page that can be utilised to reach existing and prospective temporary workers and clients and many branches have already benefitted from greater and more targeted engagement that social media can offer.

To help get the best out of using Facebook for business, we have produced best practice guidance and resources including images, icons and logos that you can use in your posts. The How To guide describes how to

create and upload posts and provides examples of where and how to use a variety of graphics contained in the resource library.



Competition Time!

To celebrate the introduction of the Social Media Resource Library we are launching a competition and will be awarding the accolade of 'Branch of the Month' for the most impressive level of activity and performance on Social Media by an individual branch. If your branch is at an early stage of its social media journey, don't worry, you won't be at a disadvantage. Prizes will be awarded!

We hope you will enter into the competitive spirit and make full use of the assets at your disposal. We challenge you to explore new ideas and opportunities, which, if shown to be effective, may even be adopted across the Group. As well as introducing a bit of fun and competition to our social media efforts, on a practical level this will also help us to collectively make more effective use of the opportunities which social media presents that will give us a competitive edge. The winner will be announced in The Best Week!



From Transformation to Business Change to Continuous Improvement

How's it all going then?

In 2018, the company made the strategic decision to undertake a transformation programme that would prepare the business for the future. It was to be a journey that the entire workforce would embark on and now, over two years down the line, much has been accomplished. It has touched upon our technology, our processes our people and our vision. It has led to the introduction of new applications, resources and initiatives such as the company intranet, Best as One, BMS process library and much more.

Due to the scale of the changes and the number of projects we have had running, we have adopted a phased approach to implementation. We are now on the cusp of moving many of the core projects into an operational, live environment, shifting our focus from transformation to business change and then on to continuous improvement as we nurture and develop new systems and processes to get the most from them.

Whilst a great deal has been achieved to date, our journey of change and improvement continues as we plan and execute a range of new and ongoing projects in 2021 covering the End to End system, Recruit, DBP, HR and Marketing. As these systems go live, we will continue to evaluate and improve through our 'plan-do-check-adjust' strategy. Our focus on continuous business improvement will allow us to adapt and respond to future change and keep the business competitive in all our market sectors. It will also help us to achieve the four pillars of best practice as we drive efficiency, improve operational excellence, develop our people and strive to win good business.

End to End System (E2E)

Why did we decide to build and not buy?

The most significant decision this year was to develop our own E2E platform with software company, DCSL, rather than modifying an 'off the shelf' product. Based on the needs of the business and a review of the feedback received from across the Guiding Coalition, we considered this option the best way to create a system more in tune with our sector and specific

operational requirements.



Andy Wilson

You will be pleased to hear that all the good work that had previously been undertaken in respect of the preparation and design of the system has not been wasted. We can now build on this and tailor the solution to meet our exact requirements. Our end goal is to deliver a system that is easy to use, manage and above all, will make work life easier for all staff in the

business.

Moving to a digital platform will revolutionise the way we do business both externally through our engagement with customers and internally via access to information and communication with each other. Of course, there will be a lot to learn and digest, but the benefits will be enormous for all of us. As a starting point we have now equipped the branches with personal computers. Say goodbye to the old, paper-based systems and information stored in people's heads. The future at The Best Connection is well and truly digital!

Sales CRM (sales goes digital)

Will sales ever be the same again?

Hopefully not! Phase 1 of the E2E system includes the introduction of a sales CRM (Customer Relationship Management) application that will centralise all sales data and activities across the branch network. Access to customer information, prospecting activities and reporting will all be available at the click of a button! In addition, the CRM will provide collaboration tools and integration to business processes such as credit control – and other back office applications in the future. The CRM will offer a depth of functionality to support the consultant's day to day work which will reduce the time spent on manual tracking, updates and access to client operational data. Managers will also be able to work closer with their teams to assist with meeting goals and targets and monitoring sales activities and progress.

And this is just the beginning of our digital journey! Once the infrastructure is operational and the sales CRM is up and running, we will be rolling out three further phases that will touch all areas of the business from Onsite and Managed Services to Credit Control, Payroll and Legal Services.

Recruit (our new internal recruitment system)

How will this system help to find and win great candidates?

After much deliberation and analysis of feedback from across the business we made the decision to adopt Recruit as our core internal recruitment application and this is why:

Central to the Recruit system's capabilities is automation. Historically, much of our



Andy Clark

recruitment process has been undertaken manually. Tasks such as posting adverts, tracking responses and managing communication with candidates will now be managed electronically, saving time and guaranteeing consistency across the business. No need for piles of paper or Google Sheets anymore.

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New, streamlined, online processes will ensure both candidates and hiring managers are better informed and prepared prior to and throughout the recruitment cycle. Online access to status information will give hiring managers visibility of vacancies and candidate data. This will help with their initial assessment of candidates prior to face-to-face meetings, interview preparation, questioning and evaluation — creating a professional, market-leading approach to candidate engagement. Candidates will receive a consistent and efficient engagement - no more confusion over interview dates, locations, times, etc.

Recruit will ultimately help the business to attract and onboard the highest calibre of candidates.

Delivering Business Performance (it is all in the detail)

So, how important is performance data?

Very important! Business performance data provides a quantitative view of how well we are progressing against the objectives we set, whether these are financial or operational. Without this information, it is difficult to identify areas that require more attention, change, or potentially further investment.

At the outset of our transformation journey, we referred to these targets as 'aligned objectives' which were more broadly translated into what we all know as the 4 strategic pillars -

winning good business, improving efficiencies, delivering operational excellence and developing best people. This framework has given us a great start and foundation to build on. As we continue through the process of constant review and improvement, we can now begin to create more specific, measurable objectives. To achieve this, we have now moved into a new and exciting phase which we are calling 'Delivering Business Performance' (DBP).



Joe Feesey

As part of this approach, everybody in the business will be aligned to the company's strategic objectives. This will cascade to regional and branch performance, teams and ultimately to every individual in the business. Each and every one of us will have a part to play in achieving these goals; understanding what they are, what is being undertaken, why and what information is being used to assess and interpret performance. At the individual level, we will all have personal objectives that will be clear and mutually agreed. It is the small things that everyone undertakes that can collectively make a huge, positive difference.

Scott flies from Branch Manager to Senior Manager

It is always a great pleasure to announce career moves and on this occasion, we extend our 'well done' to Scott Richmond, TBC Barnsley, who has been promoted from Branch Manager to Senior Manager.

Scott first became known to TBC in 2016 when he was the Account Manager for TBC's competitor at Sports Direct, which is a large onsite account. He gained a credible reputation with Senior Management of TBC, even though he was on 'the other side'. In June 2017, when a vacancy became available for a Branch Manager at TBC's newly opened Barnsley branch, which happened to be close to his home, Scott made the decision to leave his employer and join TBC. He also made the switch

from the onsite world to branch-based recruitment.

In August 2019, Scott was tasked with overseeing the nearby Wakefield Branch. This paved the way for Richard Bentley's promotion to Divisional Manager in Barnsley and enabled Scott to support the Wakefield Branch Manager, Sophie Burrows.

Although the COVID Pandemic significantly affected both branches, resulting in them merging into Barnsley for a short period earlier this year, each branch has since bounced back exceedingly well. Scott and Sophie have formed a formidable partnership, whilst Barnsley has continued its growth under Richard's management. This has

resulted in both branches achieving margin targets set Pre-COVID and has resulted in a well-deserved promotion for Scott to Senior Manager from November 2020.



Scott Richmond



Remote but closer than ever!

TBC's Area Manager, Sheila Eland, places great importance on getting people together on a regular basis to help boost morale and to help each other out. Throughout most of 2020 this has meant jumping on Google Hangouts or a video session using Zoom.

"To keep morale high in these uncertain times I have run weekly Google Hangouts meetings with my branches since Easter. I thought it would be a bit of fun to send out chocolate Easter eggs as a little treat as we were all going through an everchanging situation due to the pandemic.

"I thought it would be beneficial to bring the five branches in my area - Scunthorpe, Hull, Grimsby, Doncaster and Bailey's in Goole - together every Friday afternoon at 3.00pm for a team session. I used this time for everyone to share their positives for the week and any top tips on how we can support each other and our temporary workers and how to reassure our clients that we were there to help them, even though sometimes we weren't too sure ourselves!" explained Sheila.

Sheila says that she is very proud of everyone in the branches for digging deep and remaining positive throughout an incredibly difficult time. Six months on, the remote sessions and activities continue to bring people together for both work and social contact. The most recent virtual gathering was a lighthearted Halloween competition which, judging by the quality of the costumes, was enjoyed by all.

Congratulations to the winning team, TBC Grimsby and Simon Hewson, Branch Manager, for the best in show! We hope you enjoyed your McDonalds breakfast or Pizza lunch spoils! Next stop Christmas – can't wait to see what creative antics they will be getting up to!



TBC Grimsby with Freddie Kruger making a guest appearance



TBC Grimsby's Simon Hewson



Socially-distanced photo of the winners of the Halloween Competition in Grimsby: foreground, Simon Hewson, Anna Lounds, Mike MacDougall, Helen Morris, Santa Gods & Jayme Sephton



Best in Show – Boo owned by Izzy Bullas, BES Goole

Congratulations to Boo (isn't she adorable?!) for a perrrfect Halloween performance. Some cat treats were much appreciated!



Lara Reid achieves a distinction with 93%

We have shared many articles about apprentices that have joined TBC and gone on to become fully fledged members of the team and in this story, we celebrate Lara Reid, TBC Carlisle, who has a few achievements to be proud of including a 93% pass mark in her apprenticeship – which earned her a distinction! Congratulations Lara.

Since joining The Best Connection in February 2018 as an Administrator, Lara has completed two qualifications in business administration and recruitment standards and has moved into a recruitment role.

"The qualification and the support I received from Steph, my tutor, has been invaluable in developing the skills and knowledge I needed to become a successful recruitment consultant," said Lara.

Lara, who joined from the hotel industry, admits that she knew very little about the recruitment industry before joining TBC and had no particular career plan in mind. Now, with some experience under her belt she has grown in confidence and

enjoys the fast-paced nature of the recruitment industry, meeting new clients and helping people find work.

"The in-depth training in topics like legislation and sales helps me to manage clients and temporary staff with confidence," adds Lara.

For her endpoint assessment project Lara completed a project on the recruitment process she follows. Lara explained that it is only when you write it down that you think about all the aspects of the role of a recruitment consultant and how the role is so varied.

The feedback from the end point assessment organisation, commented: "Lara had an excellent understanding of how to resource candidates effectively, manage compliance and develop new and existing clients."

"When Steph contacted me about Lara's results from her end point assessment, whilst I was over the moon with the final result, I can't say I was actually surprised. Lara joined us as a Branch Administrator in Feb 2018 and has always been

looking for ways to support her colleagues.

"These characteristics have helped her to be successful and her career will continue to flourish. When I called Lara to congratulate her and asked what she put her high score down to, she said it was doing the work in her own time away from the branch which allowed her to concentrate. Need I say any more?" said Darren Ainge, Director, TBC.



Lara Reid

Stephen Belton takes the reins at TBC Darlington



Stephen Belton

It is true to say that good things happen even in tough times and one such event we would like to share is Stephen Belton's promotion to Branch Manager at TBC Darlington. Congratulations Stephen and all the very best in your new role.

When Stephen made the decision to join TBC in August 2010, it was his first role in civvy street and in recruitment as prior to joining the company his life was rather different as Commissioned Officer in the RAF

He joined TBC as an HGV consultant and quickly got to grips with the role, taking

the plan to a position of strength in branch. In 2016, Stephen spent some time on an industrial plan which gave him a rounded set of skills and additional experience that would serve him well in the future – and it paid off!

In 2017, Stephen was instrumental in opening TBC Darlington branch and three years later has found himself at the helm after receiving a promotion in November this year.

We wish Stephen and the branch every success in 2021.





Administration qualification delivered by Fleetmaster - shaped by feedback

Earlier in the year, the training and qualifications team asked key stakeholders across the business their thoughts on the design of the Business Administration 3 qualification. As a result, the training team have been busy developing the qualification - taking on-board the feedback - and linking the content to the company's four pillars. Following some final tweaks, the qualification went live in October and is due to have over 20 learners on the course by the end of the year.

Let's see how the feedback helped to shape the course:

Suggestion - each administrator has different learning needs - they have different priorities responsibilities and opportunities. How can this be accommodated?

Response: each learner will now have their own bespoke learning journey, using eLearning, resources and one to one support from a dedicated tutor.

Suggestion – a better understanding of how Facebook can support our branch's growth is required

Response: a module has been developed, dedicated to the responsibilities of managing social media, including understanding company polices, how to produce content and a review of the current social media account to identify where improvements can be made.

Suggestion – would like to understand the different functions in Google

Response: e-learning and Zoom sessions have been included focusing on using Google to plan and organise your time and produce and share documents – providing an opportunity to share best practice with other branches.

Suggestion - it would be useful to understand Excel formulas and how to present data

Response: e-learning and group Zoom sessions are used to help walk you through how you can use Excel in your role and share best practice.

Suggestion - I'd like our administrator to have the skills and confidence to take ownership of the admin department

Response: the learning will provide an understanding of key stakeholders, develop decision-making skills and investigate problem solving techniques. It also covers how to support change in a department and how administrators can implement strategies in their own department to be more effective.

Suggestion - it would be useful if an administrator's mentoring and coaching skills were improved so they could impart some knowledge to other administrators and trainee consultants

Response: learners will be taught how to develop effective mentoring skills to support trainee consultants and new administrators with the use of systems and resources they need to do their job.

Feedback from Participants

It is always refreshing to receive honest feedback from the people who experience the training courses we run. On this occasion, we are grateful to Charlotte Johnson, TBC Telford, Olivier Wellington, TBC Coventry, Laura Smith, TBC Exeter and Chloe Wood, TBC Sutton in Ashfield, for sharing their feedback.

Charlotte Johnson - TBC Telford

What have you learnt since starting your Business Administration Level 3 qualification?

I have learnt a lot about myself and what I am capable of, also what I need to work on. I have also learnt a lot more about TBC's policies and procedures.

How has it helped you in your job role?

It has made me more aware about my time management and how I can focus on the most important things. Using the activity log has helped me get more of an



Charlotte Johnson - TBC Telford

understanding of what I do in my working week.

Why did you want to take this qualification?

I wanted to complete the level 3 in order to progress further. I think it is always important to provide room for improvement and I also feel it will help me in the long run with my career.

Olivia Wellington - TBC Coventry

What have you learnt since you have started your Business Administration Level 3 qualification?

I now have a more in-depth understanding of how my role fits into the organisation and how I can use tools such as PEST and SWOT analysis to identify internal and external factors that affect the business. I am currently learning how to improve the branch social media coverage by adding a variety of activities including an introduction to the team as well as job adverts.

continues on next page





Olivia Wellington - TBC Coventry

How has it helped you in your job role?

Prior to starting my apprenticeship, I had no knowledge of PEST and SWOT analysis but now I can use these tools to support the business. Completing my social media training will allow me to assist the authorised user when posting information on Facebook.

Why did you want to take this qualification?

When I completed my Level 2 qualification, I was really hoping that I would have the opportunity to take the Level 3 as I felt it would be a challenge for me that would be rewarding and worth perusing.

Laura Smith – TBC Exeter

What have you learnt since you started your Business Administration Level 3 qualification?

On completion of the OneFile courses, I have found it very beneficial to refresh my understanding of the British Values and the importance of



Laura Smith - TBC Exeter

equality, diversity and safeguarding within the workplace.

How has it helped you in your job role?

Since starting the training, I have found the courses on OneFile very helpful. It has also improved my knowledge of Google sheets/Drive.

Why did you want to take this qualification?

Being given the opportunity to progress and further my skills was very appealing to me as this will help me with the day to day running of the administration desk in a more efficient manner.

Chloe Wood - TBC Sutton in Ashfield

What have you learnt since you started your Business Administration Level 3 qualification?

Since starting the course in November I have learnt how my job role impacts on the company and how my role is essential to the running of the business. I knew that being an administrator is a key part of the branch but until recently I hadn't appreciated how much



Chloe Wood - TBC Sutton in Ashfield

hadn't appreciated how much my job fits into everything within the branch.

How has it helped you in your job role?

Pursuing this qualification has given me a broader outlook on the company and the clients that we supply. I think by the time I complete this course I will have a better understanding of not just my own job role, but the company's standards and policies.

Why did you want to take this qualification?

When I started with The Best Connection in April 2018, I asked at my interview if there was a possibility of doing the Level 3 Business Administration course as I already had my Level 2 but at this time the company didn't offer this. I think it is a great opportunity to progress into a management role or supervisory role. My ultimate goal is to be an Administration Manager or Mentor which hopefully, by completing this qualification, will bring me closer to achieving this goal.

IT roll-out a great success

One of the critical components of any transformation project is the IT infrastructure. Without this - and a great team of technical experts to support all the users - you are going nowhere! For TBC, the updating of the branches with computers and upgraded network has been a huge logistical challenge but the good news we can report is the IT rollout has been completed!

The installation process, which began on the 1st October, overcame many obstacles including having to request the closure of main roads, digging up cobbled streets and liaising with BT, ISPs, delivery drivers and even traffic wardens! The logistics of deploying 1000's of computer items, amid the chaos of the pandemic, had to be meticulously planned and executed or it was doomed to failure.

Our IT team accomplished 78 branch installs in an astonishing 35 days deploying up to five branches in a single day! The time and effort they put into the planning certainly paid off. What a gargantuan task and a phenomenal result. Congratulations to our unsung IT heroes and a huge thank you!



- 1. David Sumner
- 3. Matt Guise
- 5. Dave Morton
- 7. Abdul Abbasi
- 2. Alex Hudson
- 4. Natalie Floyd
- 6. Jon Pitson
- 8. Utsav Gajjar

And it's goodbye from Mike Cooper

It is with sadness that we announce that company director, Mike Cooper, is to retire from the business at the end of 2020. With a career spanning four decades in the recruitment industry, 28 of which have been with TBC, Mike has been a driving force behind the business and will be missed by us all.

Mike joined the business in February 1992 starting at the company's first branch in Tyseley, Birmingham. He then went on to open TBC Walsall in 1994 where he developed three further branches in the West Midlands region.

Those of you who have worked with Mike will know that he is a 'hands on' person and has always had a clear understanding of the changing nature of the industry and the challenges faced by the business in addressing customer needs at a national and local level. His interest in the evolution of the industry led Mike to be elected to the Council of Directors for the Recruitment & Employment Confederation, where he has been actively involved in shaping policy and strategy.

Mike will no doubt be enjoying a few additional rounds of golf to get his handicap down now he has some free time on his hands.

It is the end of a chapter and on behalf of the entire company, we hope Mike has an enjoyable and fulfilling retirement for many years to come. Thank you for your incredible contribution to the business Mike – you will be missed.



Mike Cooper

TBC Glasgow support The Wee Mobile Food Bank

Christmas can be a difficult occasion for many people even during 'normal' times. With the effects of the pandemic impacting jobs and social interaction, these difficulties have been magnified.

As 2020 has been such a hard year for many, TBC Glasgow wanted to bring a little Christmas cheer to people's lives and what better than to support The Wee Mobile Food Bank charity which works at the heart of the local community.



L to R: Megan Glancey, Marion McLeod, Abbie MacGregor, Emma Ferguson and Heather Spree

"There will be a lot of people this year who would never have thought they would have to use these charitable services to keep going. Because we are in the business of providing employment we can see, first-hand, the effects Covid has had on business in our region and the staff reductions that have been made," said William Miller, Branch Manager.

Marion McLeod, Senior Driving Consultant and her family have been helping Colin and Donna Dickson with their work supporting Help for Struggling Families, Glasgow with collecting and dropping off food donations to families going through hard times in Glasgow and Lanarkshire.

Colin and Donna started up The Wee Mobile Food Bank

appealing for donations of food, clothes and toys to help these families. They have been overwhelmed with the response and have also been able to support local councils, various foodbanks and a number of other charities assisting families who are in desperate need for additional items.

The team at TBC Glasgow helped with filling boxes and bags with food, toys and children's clothes to be passed to the very worthy charities that Colin and Donna support.

A huge thank-you also to Geri Campbell, Abbie MacGregor, Roisin Horne and William Miller who were not available for the team photo.



Food items & shoes collected



Food, clothing and toys



TBC Promotions

Amid all the doom and gloom of recent months, we are delighted to announce two promotions from within the NW RORM area, with Neil Cartwright moving to Divisional Manager and Jason Melia taking on an Area Manager role.

Congratulations to both for your hard work and success. Let's see how they got there.

Neil Cartwright - TBC Dudley

Neil identified an opportunity for progression and transferred as a senior consultant from the Kidderminster branch to Dudley in the latter part of 2019. He has since developed all the skills necessary to manage a branch against arguably the most difficult business backdrop imaginable. Despite most of their manufacturing clients coming to an abrupt halt at the outset of the pandemic, Neil and the team in Dudley have managed to diversify and make the most of the opportunities that continue to exist, whilst still maintaining a healthy margin across both plans. Neil's appetite for progression has been rewarded with a promotion to Divisional Manager. Congratulations Neil.



Neil Cartwright

"I'm sure you will all join me in wishing both Neil and Jason well with their new positions and I look forward to reporting more of the same in the near future as we return to business as usual," said Darren Ainge, TBC Director.

Jason Melia - TBC Manchester

When the NW RORM was established in 2019, Jason found himself with a new reporting structure and in some ways a new way of doing things as he adapted to the existing methods that his RORM colleagues were already working with. Through a number of operational changes, Jason quickly found himself in charge of four branches: Manchester, Bolton. Stockport and Oldham. With a solid team behind him and the right attitude he has been able to navigate through the pandemic and in some cases increase the margins within those locations which is a major achievement. As the third largest city in the UK after Birmingham, Manchester offers huge scope for Jason to establish The Best Connection brand in the Greater Manchester area. In recognition of his achievements to date Jason has been promoted to Area Manager. Congratulations Jason.



Jason Melia

Dress Down on slow down due to lockdown

A regular piece in SWS Best News is Dress Down Fridays and the good causes that are supported by the money raised in this simple but fun way. Sadly, Covid has put a bit of a dampener on the event but we hope to resume normal activities next year.

Up until the lockdown in March, participants have raised over £5,600, which includes £456 from the TBC Christmas Jumper Day arranged by Charlotte Jarvis.

Thank you all for your kind donations and for taking part.



Shaun Walker bags Branch Manager role in Hull

Many congratulations to Shaun Walker who has been promoted to Branch Manager, TBC Hull. We wish you all the very best in your new role Shaun.

Shaun began working on an industrial desk at TBC Hull on 18th July 2005 as an Account Manager, managing up to 80 temporary workers at Jackson's Bakery and AAK, plus up to 350 temporary flower bunchers at Intergreen.

He has since launched an industrial 5 plan securing PSA status at Westland Horticulture, C&D Foods and most recently, Yorkshire Greens, which is a mini version of the Birds Eye Peas contract Shaun had helped to manage over a period of eight years.

It was Shaun's consistent achievement in delivering a margin target which helped him to gain his promotion to Branch Manager earlier this year.

"I would like to wish Shaun continued success in Hull developing his team, future business growth and retaining existing clients during these unprecedented times," said Sheila Eland, Area Manager.



Shaun Walker

Brexit trade deadline looms

Not so long ago, Brexit was the hot topic of the day. We left the European Union on January 1st 2020 and talks continued in haste to agree a trade deal that would shape our future relationship. Well, we all know what happened shortly after our controversial departure and news coverage suddenly switched to events in China and the emerging global pandemic.

Despite this all-consuming event unfolding in front of our eyes, talks continued in earnest with the EU. Twelve months on from our official departure the UK Government is still aiming to reach a resolution to some tricky issues such as fishing rights, level playing field (fair trading), resolving disputes and the big question around Northern Ireland and how the border will work – amongst others. Nevertheless, on 1st January 2021, come what may, the UK will be trading with the EU either with or without a deal!

In preparation for either scenario, the Brexit team has been ramping up its activities and communications. The 'Brexit Working Group' has been expanded to include representatives from Operations, IT, Training, Communications and Sales to raise awareness of the issues that will have a tangible effect on how we undertake our business from day to day.

Full use has been made of internal communications channels including the BORM, The Best Week, Best as One forum, TBC's website and social media channels to share information and updates. In addition, we continue to survey and scrutinise the intentions of our EU colleagues in relation to the EU Settlement Scheme to track and mitigate the influence this may have on our company. More importantly, we also use the feedback to provide support where needed.

Sharing of data with external organisations including the Home Office, ALP and CBI

also continues. This collaboration will help shape the new immigration process and labour supply after December 2020.

At a branch level, to keep our 'front line' consultants up to speed with Brexit, advanced digital training is available. This will equip individuals with the necessary knowledge on the EU Settlement Scheme. The team will continue to keep everyone informed throughout the transition period.

For guidance and further information on Brexit: www.gov.uk/transition





Ryan Heely – an Apprentice in the thick of it



Ryan Heely is an Apprentice Recruitment Consultant at TBC Newcastle. He joined the team in November 2019 after relocating from the Midlands. We asked Ryan a few questions about his background, his training and how he has coped through this challenging period.

What did you do before you joined The Best Connection?

I started with TBC in November 2019 shortly after moving to the North East. Before joining TBC, I worked for an IT Recruitment company for a few months. This was a permanent recruitment role which was hugely different to my current role. Prior to that, I spent a year as HR Apprentice for a housing company in Telford. It was during this time that I decided I wanted to pursue a career in recruitment.

What have you learned from your training and apprenticeship qualification?

The training days and qualification have taught me a range of sales techniques, which is something I had little experience in. I am fortunate that the business invests so much in the training of new starters. The programme has given me the opportunity to learn from experienced consultants who have actively shared their knowledge and experience which has been invaluable.

What have you enjoyed the most about your training?

I've found the online learning lessons to be very informative and engaging. I enjoy how the lessons use different methods such as presentations, quizzes and videos, to add variety to the learning materials. I also find it easier to retain information that is delivered in an interactive manner.

What coping mechanisms did you use throughout lockdown?

Lockdown has been difficult for a lot of people and presented us with many challenges we haven't experienced before. For me personally, I've missed being able to travel back to the West Midlands to visit close family and friends. It's also frustrating not being able to go to the gym or enjoy any nights out. I manage to keep my morale high by making calls home and completing home exercise programmes.

What do you enjoy most about working at TBC?

It is very satisfying to fill a booking for a client or finding a temporary worker a position that they really wanted. Also, if I have been able to help a client when they have been let down by another agency, it's rewarding to hear them say they've found our services to be better. Making sales calls is another aspect of the job I enjoy as it gives me a chance to bring a little bit of my personality into the role.

I really enjoy working at TBC. I'm looking forward to completing my qualification and dedicating more time to making effective sales calls. Over the past year, I feel that I have grown in confidence and I am a lot more comfortable when speaking to clients. This is helping me build lasting relationships that will hopefully lead to growing the plan in the future.

"Ryan is one of the most dedicated, enthusiastic, self-motivated individuals we have had the pleasure of having in our team here in Newcastle. He has a positive outlook towards everything he does and has built up excellent relationships with all his colleagues, temporary workers and clients. He always gives 100% and I can see a very successful career ahead of him here in Newcastle," commented Paula Cherry, Branch Manager, TBC Newcastle.

Fantasy Football!

This year's football season has been a bit of an odd fantasy itself having closed its doors to spectators due to Covid. Thankfully for the thousands of fans, at least play has continued and so too our Fantasy league.

Competition is hotting-up as we get into the season with Shirlies Girlies showing the boys how to manage a football team. She currently has a 23-point lead over Fred West Ham from Gloucester.

Some of the usual suspects seem to be struggling this year, but there is still a long way to go and good use of their wild card, treble captain, bench boost and free hit will become critical in the up-and-coming weeks, especially when some teams will play twice in a game week.

Well done Shirley for setting the bar high and "come on the rest of you" - time to roll out those winning tactics to avoid virtual relegation!

Here's the top 10:

1 .			
1	Shirlies Girlies	729	Clin
2	Fred West Ham	_	Shirley Martin
3		706	Ben Moloney
4	Choppers Lillywhites	681	Steve Harris
4	Dunk Kane Donuts	666	
5	Show Me Da Mane	_	Steve Harris
6		665	Chris Glover
7	Dial Square 1886	652	Kevin Neale
/	Larry's Heroes	649	
8	Dunder Mifflin		Jacob Leeming
9		648	Matthew Smyth
40	Lew Mar Facilities	641	Mr T/Lewis Stylianou
10	Kante Fit	639	
		039	Ashford Driving





Paper from sustainable forestry