

FUELING PERFORMANCE



In Top Oil our focus is on fuelling performance in everything we do. This permeates right through our approach to everyday tasks, our decision making and our interactions with our customers and each other. This commitment to driving performance starts at the top and takes time, effort and commitment on the part of all our people.

Developing a rewarding and high performing culture within Top Oil involves three pillars of activity

- Alignment of Company, team and individual goals
- Fulfilment of these goals in line with our Company values
- Frequency of our interactions with each other in keeping goals relevant and timely

1. Alignment of Company, Team and Individual Goals

The value of a performance management system has been tried and tested. With clear and simple alignment of the individual and team goals to the company goals we ensure that all our people are invested in meaningful, relevant and value added activities. The benefits that can be found are threefold:

The Performance Management Process has many benefits **for the Company:**

- It is a systematic way of ensuring that the company objectives/plans are linked to team and individual performance
- It clarifies what standard of performance is expected our people
- It provides clarity, consistency and collaboration with our people
- It allows opportunity for discussion and planning around development of our people
- It increases feedback and communication
- It provides an opportunity to recognise achievement
- If managed well it is proven to increase performance and motivation levels

It also benefits your Team:

- It provides an opportunity to set objectives **for their team**
- It provides an opportunity to give feedback to help motivate the team
- It allows for the sharing of plans, commitments and expectations with the team
- It supports the development and the contribution of people within the team
- It allows for giving and receiving feedback
- It helps in achieving better results through all of the above

It has real benefits **for you:**

- It provides clarity on what is expected of you and gives you an opportunity to discuss your own expectations
- It gives you an opportunity to discuss your own personal development
- It provides an opportunity for you to give and receive feedback
- It provides an opportunity for you to discuss future plans



2. Fulfilment of these goals in line with our Company values

The Company's values are the cornerstone of our performance management culture. We believe it is important that we don't just focus on what we need to know and do in our roles but also on how we need to behave to ensure our values are lived every day, whether that is interacting with our customers or each other. Our learning and development programmes focus on technical skills but also interpersonal skills so that we promote development of self-awareness around personal impact and personal brand within the Company.

SIMPLIFY	PROUD	HONESTY/ INTEGRITY	EMPATHETIC	PERSONAL
We don't complicate matters. We keep things simple and straight forward. Our customers are faced with a lot of challenges, buying oil shouldn't be one of them and we work hard to make sure it is as easy as possible.	We are proud of our history, our people, our position in the oil industry and the communities we serve. Our people are our greatest asset and we take pride in the relationships they build with our customers.	Relationships that work for everyone, we need to be honest and up front. We meet challenges with the upmost integrity.	We always listen and aim to understand. We acknowledge all issues and deal with them fairly. We are sensitive to all situations and considered in our manner.	We are people dealing with people. We approach things with openness and warmth. We are close to our customers and responsive to their needs.

Simplify

As a family owned Company, our business has the potential to move at a very fast pace. **Efficiency** is a key skill we look for in our people. We achieve this through simple, straightforward communication, interacting with each other in a meaningful and candid way and avoiding over complicating our policies and processes.

Proud

We take **pride** in the way we run our business. This pride is reflected in the sum of the individual contributions our people make in their approach to work, attention to detail and considered communications with customers and colleagues.

Honesty & Integrity

We run our business with **honesty** and **integrity**. It is the very foundation on which we run our business. We expect everyone to uphold this core value in our dealings with customers and each other. We encourage our people to report any wrong doing and to always carry themselves in a manner that reflects this.

Empathetic

How we interact with our customers and each other is hugely important. Often we put so much emphasis on 'what' we have to achieve we may forget 'how' best to go about this. Good **communication**, a professional approach and an emphasis on understanding can ensure conflict within teams and between individuals is avoided. We encourage our people to be cognisant of this in their daily interactions.

Personal

Each **team** plays a key role in the company achieving its goals. We know we are stronger as a business when we work well within these teams. We **support** individuals and teams to strive for better results and continuous improvements in their daily activities. We encourage our people to act in a supportive, positive and constructive way when interacting with each other and other teams.

3. Frequency of our interactions with each other in keeping goals relevant and timely

Performance is reviewed formally twice per year, however, it is important that it is not forgotten about during the remainder of the year and whilst formal meetings may not be held regularly, the manager/supervisor has a responsibility to manage performance and support all the employees in their team. The performance management system is not meant to take away from the normal relationship between people. It is a tool to support performance management in a more systematic way. Fuelling performance is a continuous process.

With this in mind we believe a three step approach is key to fuelling the best performance with our people

- Stay in touch (weekly)
- Check-in (Monthly)
- Review (twice yearly)

Like any relationship a professional relationship between colleagues is strengthened with time, effort and commitment. This involves continuous interaction with each other.

Stay in touch

On a weekly basis our managers/supervisors should ensure we stay in touch on an informal basis. A phone call, a chat in the office, or popping out to lunch in order to get a head up on the current activity, thereby ensuring everyday work is on track, issues are discussed and managed and deadlines are met.

Check-In

Given the fast pace our business can often move at we know our people are busy with trying to progress daily activities, deal with issues and complete projects. Having monthly meetings between managers and colleagues is therefore a must to ensure performance management is focused on the 'now' not the past. Keeping it current, relevant, meaningful and specific is key to driving performance all year round. That's why we call it SMART!

Review

We carry out formal review twice per year – in May and October. The timing of the review process is aligned to our financial year and the seasonality of our business.

The formal review in May allows time to reflect on the prior year in terms of things we want to encourage our people to do more of and things we would like them to do differently to achieve a different or better result in the year ahead. It also ensures clarity of the role, responsibility and purpose, support needed in terms of training and discussion around potential development for the year ahead. It also ensures clarity in roles and responsibilities, clarity of the purpose, any support needed in terms of training and discussion around potential development for the year ahead.

In October we again encourage performance assessment in a less formal manner after the first six months of the financial year to allow an opportunity for realignment of goals and address issues or concerns if any need to be addressed.

In order to support our people and to fuel better performance management, we have prepared a number of practical guidelines as listed below.

1. Practical Guidelines to Preparing for the Annual Review
2. Practical Guidelines to Conducting the Review
3. Practical Guidelines to Setting Objectives

Advice and support is readily available from the HR department on any or all of the above. We actively engage with our people daily in supporting the delivery of team and business goals. Regular training is also provided so check-in with the HR team for updates.