

Tullis Russell Group Ltd

Engaging Co-Owners in Continuous
Improvement

Company Overview

- Independent since 1809
- Papermaking and paper coating
- 730 employees – all shareholders
- Sales £156m/E187m
- 69% exported (52%/£81m to Europe)
- £ 40m Net Assets
- Paper products are made and shipped to over 55 countries world wide
- Subject to “fierce” global competition

Company Purpose 

:

“to operate a sustainable employee-owned business”



Making the Links 

- **Implications of employee ownership**
- **Company Purpose and Values**
- **People Strategy**
- **Sustainability and Continuous Improvement**



Our Approach

Tullis Russell
GROUP 

- **Hearts and minds and Tools and techniques**
- **Routines, processes, and language**
- **Start small and keep it simple**
- **Constancy of purpose and consistency of message**

Leadership

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- **Setting the Tone - Living the Values**
- **Engaging with Co-Owners**
- **Reinforcing Continuous Improvement**

Other Levers

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- Engaging teams
- Engaging individuals
- Encouraging learning and growth
- Recognising success

Summary

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- Culture
- Leadership and Discipline
- Hearts and Minds
- Sharing the Benefits of CI
- Sustainability