

Evolution of a Team

ERIC PALMER – Sexton Group Ltd
Vice President and General Manager



SEXTON
GROUP LTD



CHANGE

Embrace it.

Get involved.

Manage it.



can be unexpected,
but is inevitable.



**Become stronger as a
result of the change**

- **Sexton Group Ltd – How we got to where we are today**
- **The Evolution of a Team: Key Learnings**
- **Expect the Unexpected – The War on Talent**
- **Protecting Our Workforce**



A SOLID FOUNDATION

BUILT OVER 35 YEARS



+300
↑



BUYING GROUP SALES YEAR-OVER-YEAR (\$MILLIONS)	
Year	2018
Building Solutions	12,000
Construction Services	10,000
Other	5,000
Total	27,000



1985
Sexton Group Ltd. founded with 3 GSD members. **Bob Mondy** hired as General Manager



1986
Sexton has **grown to 34** and expands product line to full range of building materials

34
strong

1994
Membership **crosses the border** into BC as the Western expansion continues

2006
Steve Buckle joins Sexton Group and eventually succeeds Bob Mondy as President

2011
Membership grows to over 300 and now includes **Ontario and Atlantic Canada**



2012
Building Solutions for Members Initiated a direct from manufacturer relationship for hardlines.

2018
Sexton Group named Canada's **Fastest Growing Buying Group**

2020
Eric Palmer succeeds Steve Buckle as the Vice President and General Manager.

2021
Strengthens the Team and Records Strong Performance through the COVID-19 Pandemic



2022
Eastern expansion continues with entrance into the Quebec market

+400
and growing

2022
New Majority Shareholders position the Company for continued growth and expansion

STRONG MEMBERS

- Fiercely Independent
- Strong Contractor Based Businesses
- Focused on Growth



VENDOR RELATIONSHIPS

- Competitive Pricing for all Markets
- Reliable Supply to all Members
- Collaborative approach to understanding market conditions and forecasting



Building the Best Programs



Just some of the over 280 recognized brands that we work with

EXPANDING AND GROWING TOGETHER

STRONG MEMBERS



COMMITTED TEAM



Competitive Pricing

Member Advocacy

Transactional Excellence

VENDOR RELATIONSHIPS





TEAM MEMBER #22:
The Evolution of a Team

Connected



Well Connected

SEXTON
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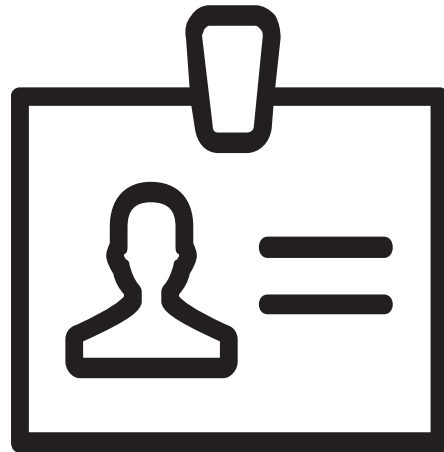
That's
our
promise
to you.

- Innovation
- Professionalism
- Integrity
- Flexibility

A CHANGING ORGANIZATION

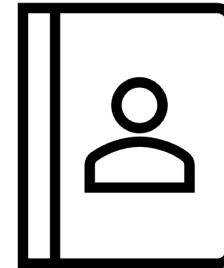


7 YEARS



4

Original
Team Members




7

Retirement or Promotion

1. President
2. Accounting Manager
3. Director of Marketing
4. Bus. Development Mgr-East
5. Bus. Development Mgr-BC
6. Marketing Manager
7. Commodity Wood Specialist

PLANNING FOR SUCCESS-ION

- PLAN WELL IN ADVANCE
- DEVELOP CAREER PLANS
- GRANT OPPORTUNITY
- PRACTICE BALANCED MODELLING
- NEVER FORGET THE PAST

A top-down view of a desk with various office supplies. A white spiral-bound notebook is the central focus, with the text 'ARE YOU READY FOR TOMORROW?' written on it. The words 'YOU' and 'TOMORROW?' are in red, while the others are in black. Surrounding the notebook are a white keyboard, a black calculator, and several yellow pencils. A portion of a white clock is visible on the left side of the notebook.

**ARE YOU
READY FOR
TOMORROW?**

■ PLAN WELL IN ADVANCE

Build a team that believes in their members and customers.

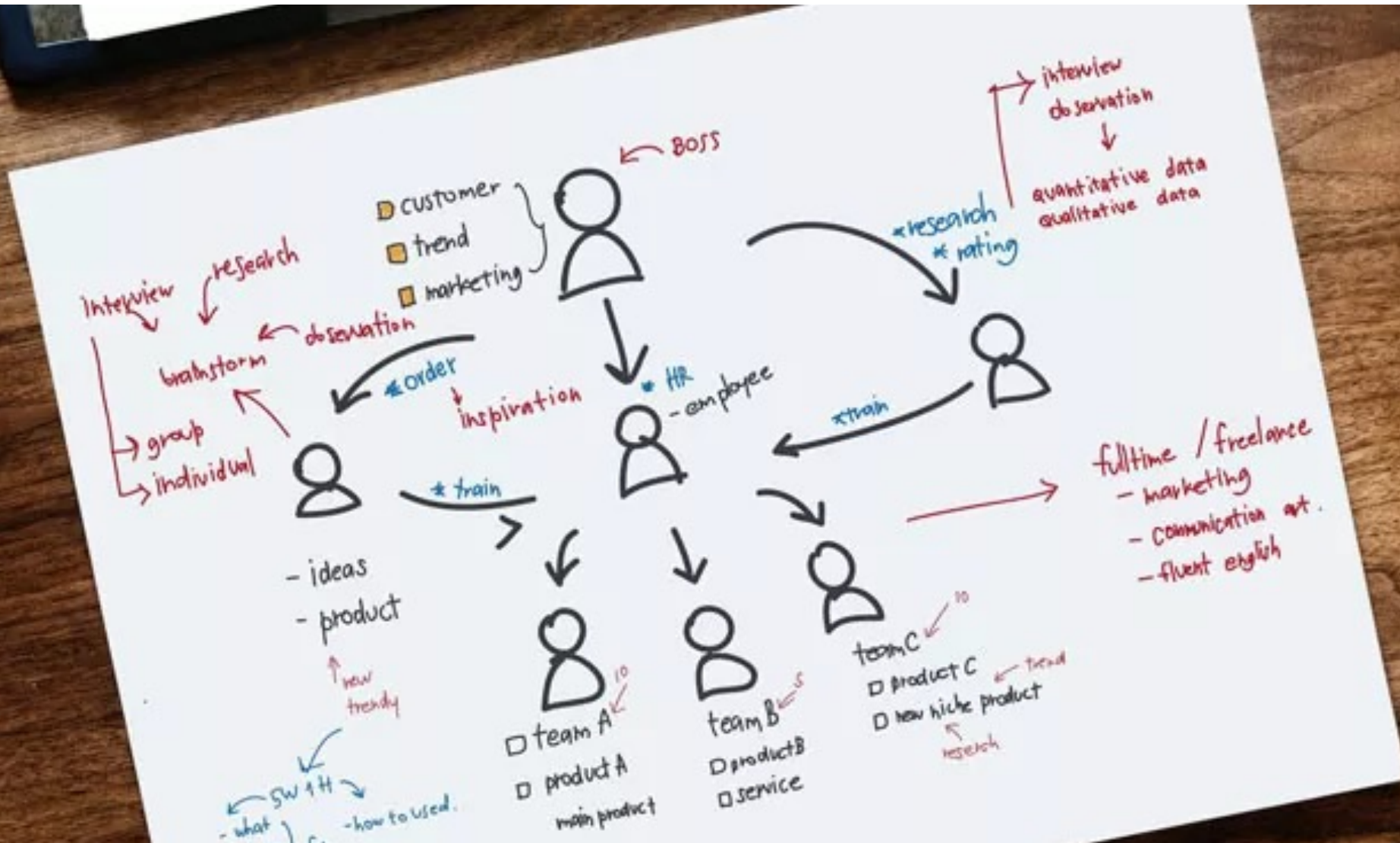
In turn they will want to train their replacement to ensure the members and customers remain in good hands.



DEVELOP CAREER PLANS

Build plans for all employees, including leaders.

This will arm team members with the abilities they need to be part of the succession plan.



GRANT AS MANY OPPORTUNITIES TO TEAM MEMBERS EXPEDIENTLY

Experiential learning in addition to classical training is important to build team members for future learning.



■ THE BALANCED MODEL

In addition to skillset, create your own balance matrix to aid in the succession process.

EXPERIENCE

RUNWAY

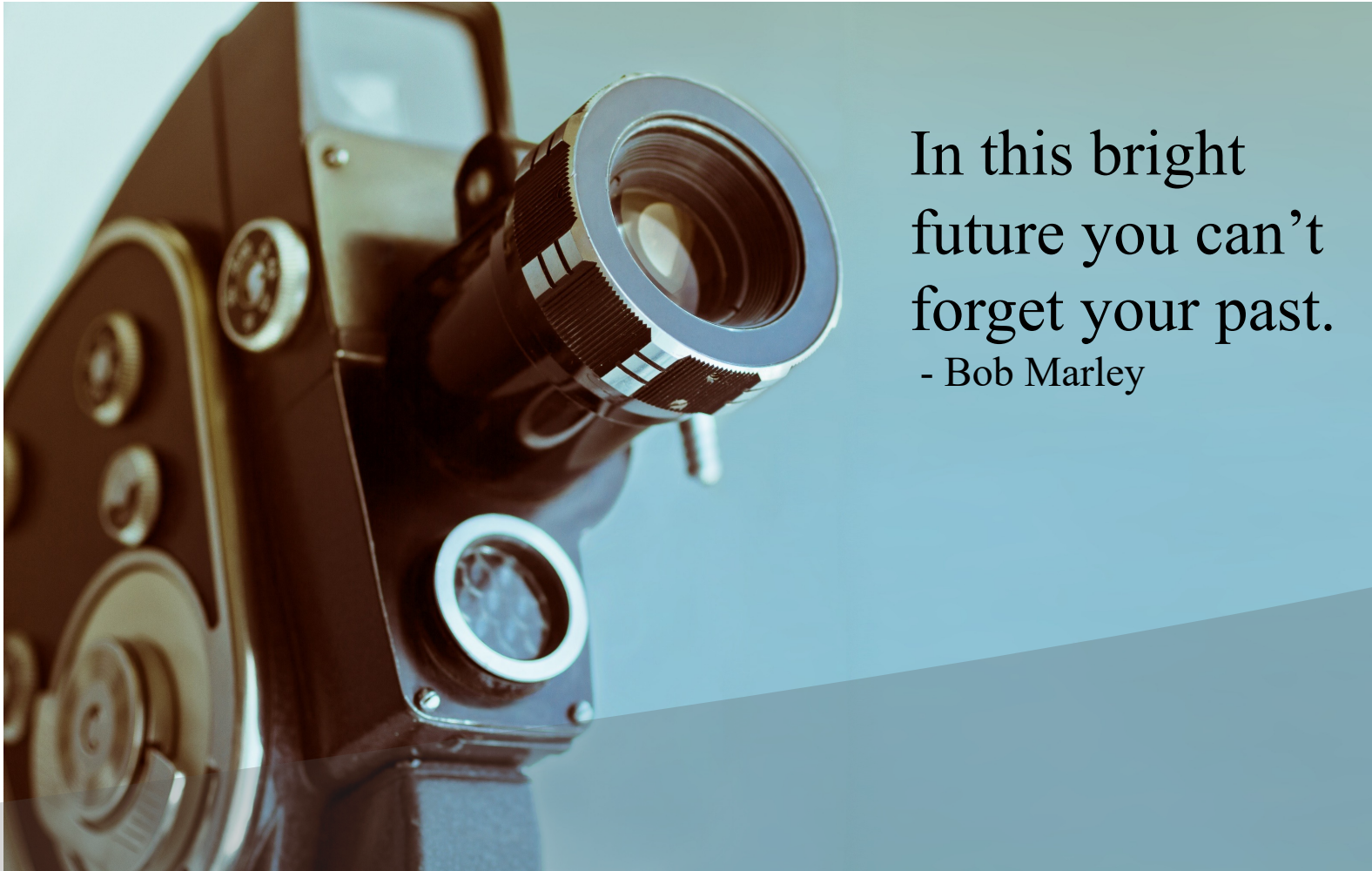
ESSENTIAL
SKILLS

INDUSTRY KNOWLEDGE

OUTSIDE PERSPECTIVE

■ NEVER FORGET YOUR PAST

Remember the past, it is what brought you to today.



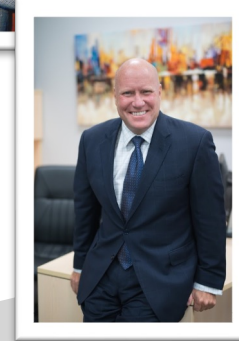
In this bright future you can't forget your past.
- Bob Marley



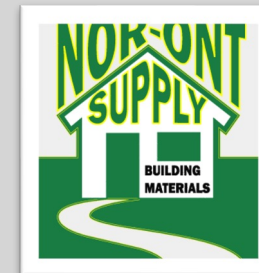
3



34



300 +

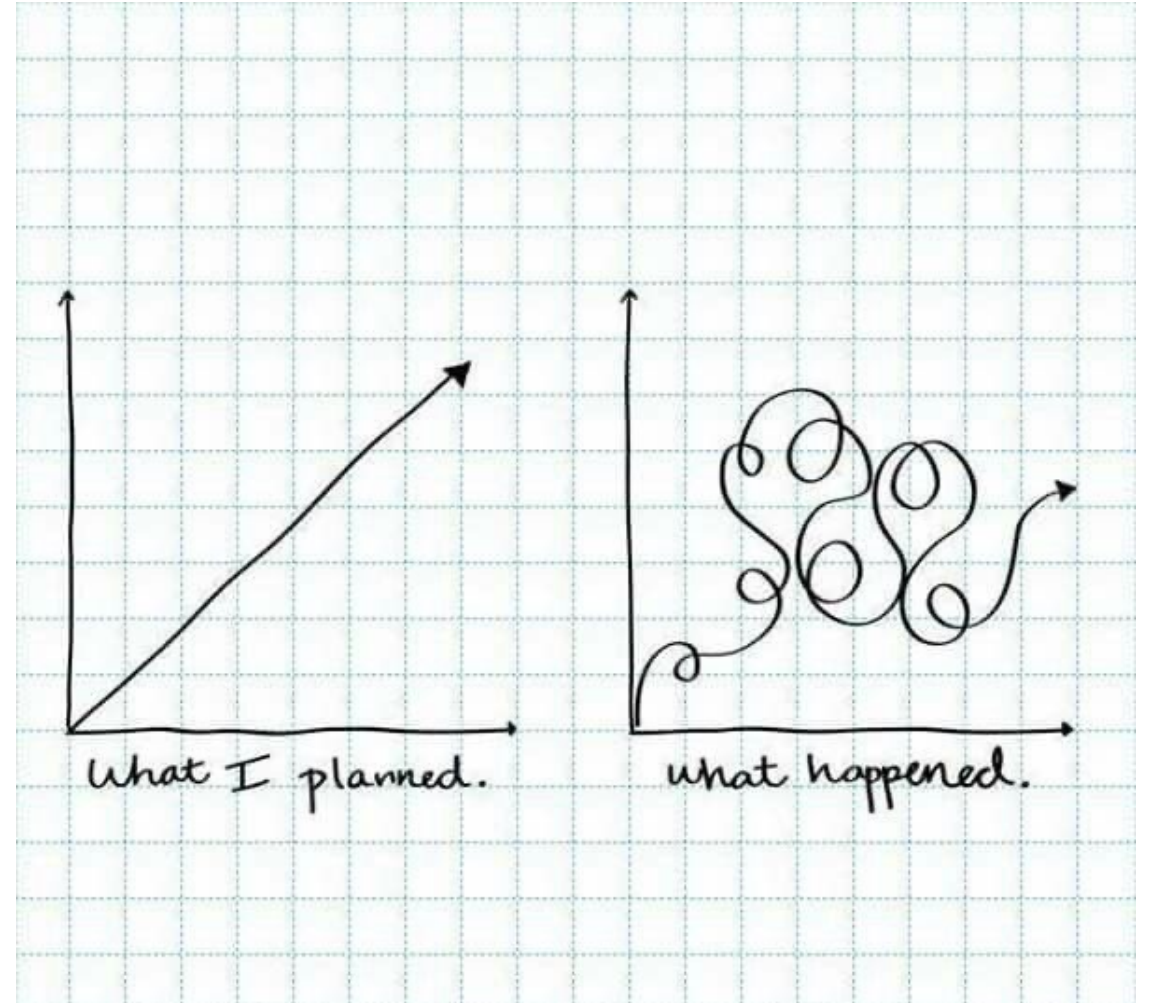




ALWAYS BUILD FOR THE FUTURE



EXPECT THE UNEXPECTED: *The War on Talent*



THE GREAT PAUSE

Staying the Course

limited movement

fear & uncertainty



THE GREAT RESIGNATION

Searching for More



Money

Flexibility

Happiness

THE GREAT RESIGNATION IN NUMBERS

The cost to businesses is significant in both \$ and Disruption

Percentage of Employees at Risk of Quitting

95%

of employees who are not actively job-hunting would still be open to new job opportunities

66%

of employees don't plan on staying at their current company long-term



40% of the workforce are considering leaving their current employer within the next year



Replacing just one employee ranges from one-half to 2X their annual salary

PEOPLE LEAVE FOR MANY REASONS

Lack of.....



Fairness & positive atmosphere



Feedback, autonomy, involvement in decisions



Rewards & benefits

And high.....



Stress



Market Demand

Allow your
bottom
performer
s

to exit

even in times of high
turnover



Nothing will kill a great employee faster than
watching you tolerate a bad one.

-Perry Belcher

Utilize
multiple
recruitment
avenues

to avoid the 5-year
employee cycle



Sources of Recruitment

INTERNAL



- Promotion
- Transfers
- Retired Employees
- Job Boards

EXTERNAL



- Advertisements
- Placement Agencies
- Recruitment Events
- Professional Organizations

Reward Company Referrals

Using your own brand ambassadors



Referred employees stay longer
Retaining employees based on their source of application

70% Longer

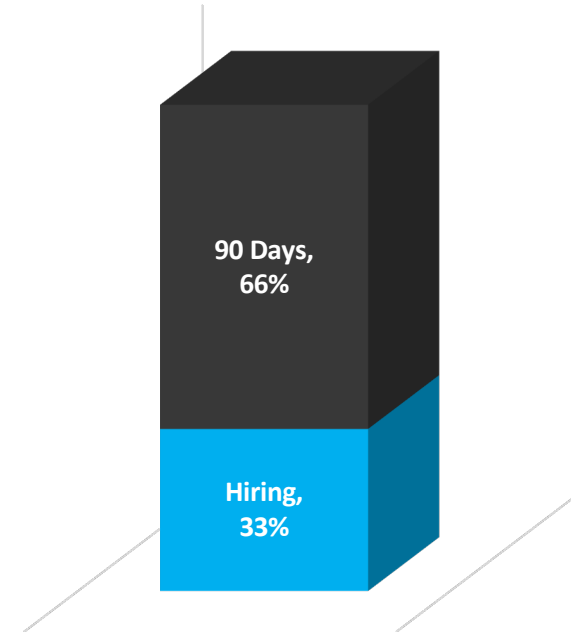
Source: ICMIS

Average Canadian Employee Tenure
8.5 Years

Up to 6 additional years

Tiered Referral Bonus Program

Dollars Paid \$1000



Help Friends (35%)

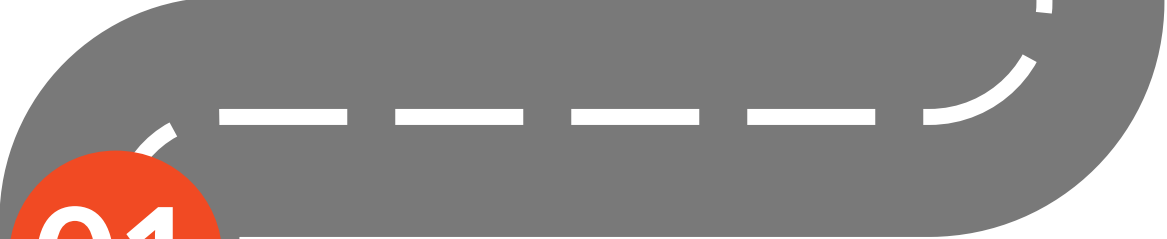
Help Company (32%)

Earn Money (6%)

PROTECT WHAT YOU HAVE BUILT

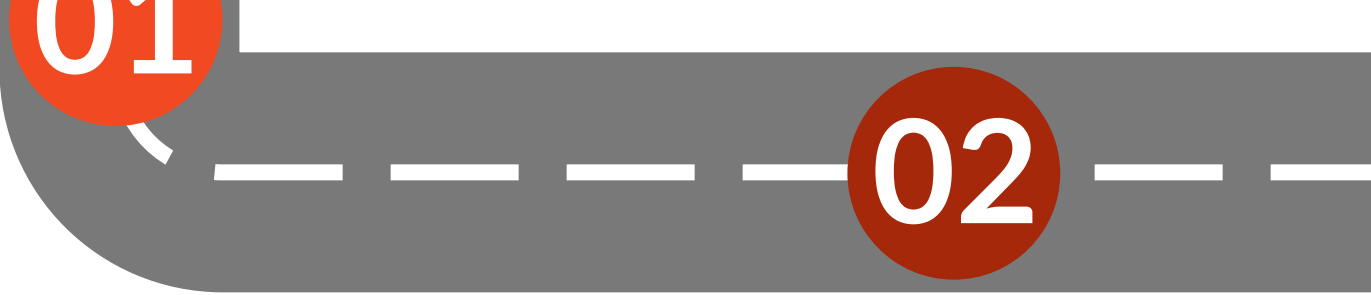


All employees work in the Company office



01

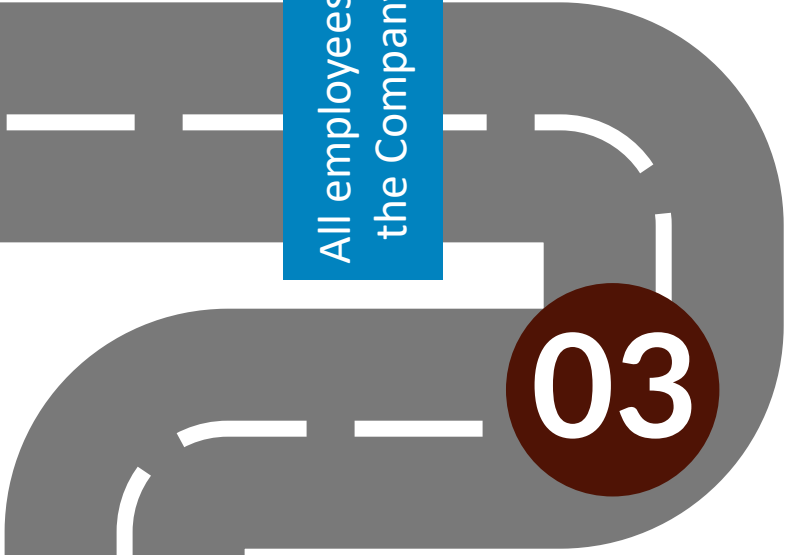
Employees set up to work remotely from home offices



02

Gradual return of employees to the Company Office, ensuring safe COVID workplace achieved

All employees work in the Company office



03

Managed Hybrid Workplace

Creating balanced work opportunity for all employees

Protecting Your Workforce Through Change

Stay Alert > Be Prepared > Take Action

- 
- **LEARN FROM PAST SUCCESS**
 - **BATTLE HARD FOR THE BEST TALENT**
 - **BUILD A TEAM THAT'S DRIVEN TO SUCCEED**
 - **BE PREPARED TO CHANGE AND ADAPT**

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