

Welcome to  
**Employee Ownership Association**  
Annual Conference 2018

Where employee ownership meets

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# Welcome to : Leadership Succession in an Employee Owned Business

Facilitated by : Jacqui Martin

Presented by

- Stephen Pennington – Highland Home Carers
- Campbell Mair – Highland Home Carers

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## Highland Home Carers : Leadership Succession

- 1994 Founded as Family Owned Business
- 2003 Stephen invited to join as Manager by Owner
- 2004 Employees Buy the Company from Owner
- 2007 Stephen assumes position of MD
- 2018 Campbell recruited as new MD

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## Highland Home Carers : Leadership Succession



- 3 Elected Directors
- Employee Benefit Trust
- Share Incentive Plan
- Bonus Payments

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## Highland Home Carers : Leadership Succession



- Geography
- Domiciliary Care & Support
- 500 Employees

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## Highland Home Carers : Leadership Succession

- Stephen notice of Retirement Date
- Board discussions around recruitment process
- How to involve Trustees and Employees
- Use of External Recruitment Consultant

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## Highland Home Carers : Leadership Succession

- Advertising widely
- 3 stage interviews
- Handover Period

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## Highland Home Carers : Leadership Succession

- Successor's Perspective :
  - How did the process feel ?
    - Recruitment
    - Appointment and Selection
    - Overlap and Joint Roles

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## Highland Home Carers : Leadership Succession

- Successor's Perspective :
  - How does it all feel now (7 months) ?
  - Employee Ownership : How do we differ ?

## Highland Home Carers : Leadership Succession

- Successor's Perspective :
  - What might we do differently, what have we learned ?
    - Scrapping of default retirement age : Impact
    - Sensible open conversations
    - Start early

## Highland Home Carers : Leadership Succession

- Successor's Perspective :
  - What might we do differently, what have we learned ?
    - Explore all options (“like for like” challenge ; ? divisionalise) ; involvement in recruitment / PRIs
    - Be flexible : An evolving conversation, not a binding contract

# Questions and Discussions

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**Thank you.** Please make your way to the  
Exhibition Hall for Refreshments & Networking

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