



Rewarding Ambition

Attracting and Retaining Skilled Staff

Beau Longmire

Longmire Pty Ltd

S&B Farming Pty Ltd

Corowa NSW

Company Timelines



- 1999: Parents' divorce, form company with my mum. Managing Director of Longmire Pty Ltd. Age 21. Own 540ha, no machinery, no cash in bank. Dad takes block across the road. Purchase 1 x Used tractor & Air seeder.
- 2001: Realisation we don't have a liveable area. Get contractors or go contracting?
- 2003: Purchase neighbour's small farm.
- 2005: Progressive buyout of dad's block initiated.
- 2006: Beginning of the millennial drought. Larger push into contracting.
- 2009: Form Partnership with initial employee – S&B Farming formed. Contract harvesting – 100% financed, with myself as guarantor. The Kiwi effect.
- 2011: We take over a leased farm we had been contracting on.

Company Timelines Cont.



- 2012: Mum passes away from terminal illness. Succession plan finalised with siblings.
- 2012: Transport. The Truck Driver.
- 2013: Lease Land and contracting increase.
- 2015: Fabrication Sideline business. The Boiler Maker.
- 2018: Mechanical Sideline business. The Heavy Diesel Mechanic.
- 2019: Middle Management appointed. “The Toyota Theory - No more than 7”.
- 2020: Covid.
- 2021: Exit Lease land. Purchase neighbouring farm with underground water entitlement. Push into Full Contract Services.

Current Operations

- Ownership: 1,670ha (4,126ac)
- Share farm: 950ha (2,347ac)
- Full-Service Contract: 4,000ha (9,885ac)
- Part Contract: 7,570ha (18,705ac)
- 2023 Sowing: 14,190ha (35,063ac)
- Wheat, Barley, Canola, Hay, Straw & Corn. Del to end user/port if possible.
- 10 Full Time staff.
- 500mm Rainfall. All soil types.
- Acid soil.



THE TEAM



SAM –

Co-owner and Ops Manager of S&B Farming P/L
– 17 years

CRAIG –

Truck Driver – 13 years

JEREMY –

Boiler Maker, Ops Supervisor: Agronomy,
Spraying, Guidance, Fabrication – 11 years

JOHN M –

Machine Operator – 10 years

JOHN R –

Builder, Structure Maintenance & Machine
Operator - 6 years

ANDREW W –

Heavy Diesel Mechanic (Truck), Ops Manager
Longmire Pty Ltd: Logistics, HR – 5 years

SUE –

Office Manager: Payroll, Data Entry, Acc
Payable, Acc Receivable, BAS – 3 years

TEAGAN –

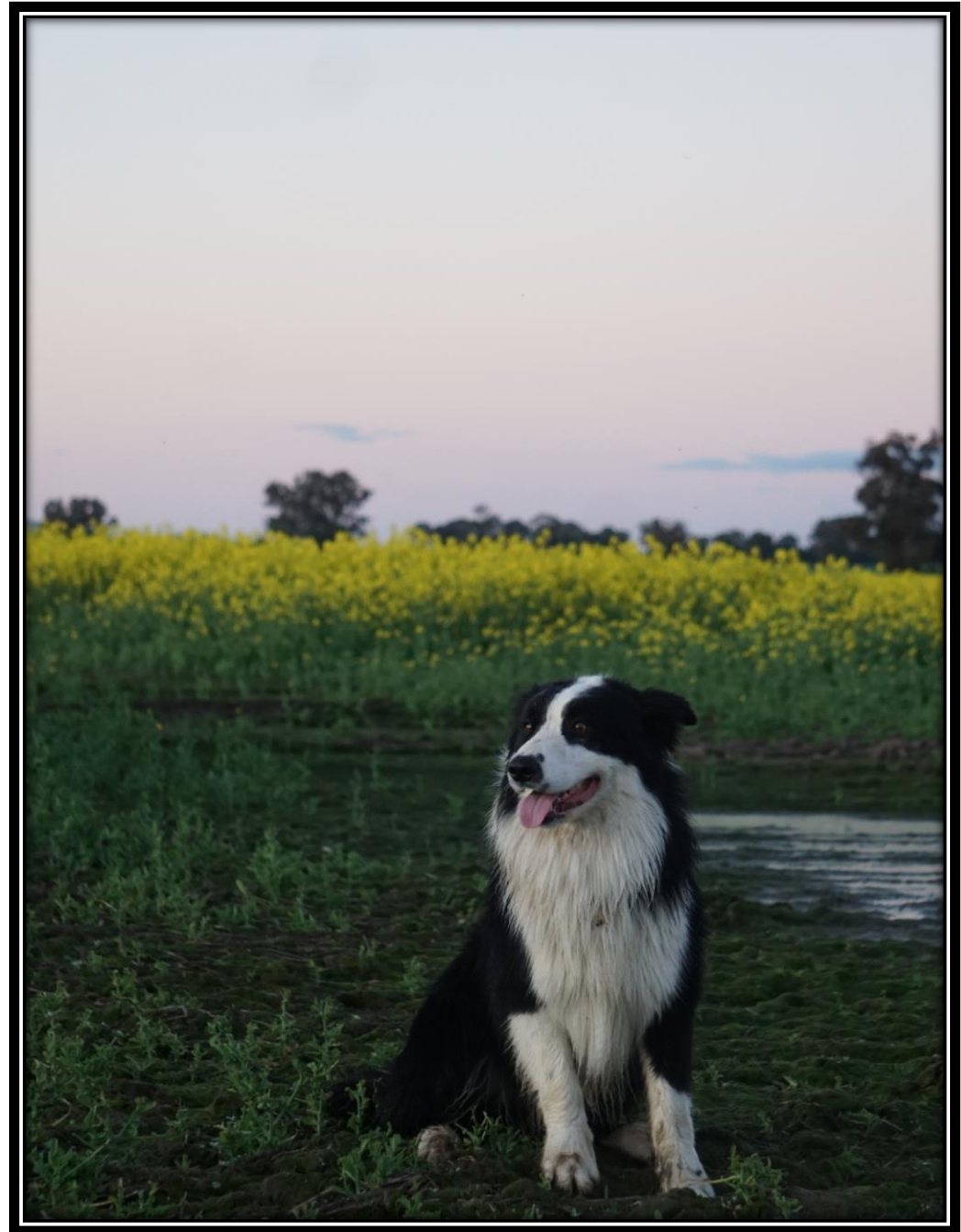
Detailer, Machine Operator – 3 years

ANDREW S –

Heavy Diesel Mechanic (ex JD), Workshop,
R&M including tyres – 2 years

What We Do Well

- ✓ Specialize in grain production
- ✓ Timing is everything
- ✓ Manage our clients
- ✓ Treat their job as if it was our own
- ✓ We attract quality people and work hard to retain them
- ✓ Continually improve
- ✓ Care for our people
- ✓ Pay well





LONG TERM CONTINUOUS
CROPPING – 30+ YEARS



ACIDITY & RESISTANCE
CONTINUE TO BE OUR
BIGGEST AGRONOMIC
CHALLENGE



‘STICKY COSTS’ POST COVID
ARE OUR BIGGEST
CONCERN (INTEREST,
MACHINERY, FERT, CHEM)



IRRIGATION EXPANSION –
STAGED WITH A VIEW TO
300HA UNDER WATER
INITIALLY



DOUBLE CROPPING –
3 CROPS IN 2 YEARS



WE CERTAINLY ARE NOT
PERFECT



Staff – Rewarding Ambition

Definition of Ambition: ‘an earnest desire for some type of achievement or distinction, as **power**, honour, fame, or **wealth**, and the willingness to strive for its attainment’.

Good people are ambitious.
They want money in order to
achieve their goals.

As an industry, what's our
history with wages for both
ourselves and our staff?

Sweet Equity – Pay a family
member a low wage, with the
incentive of a larger share.

Time in Lieu – When can I take
8 weeks off?

What qualities do we want
in our staff?

Great people -
Ethical

Hard working and
resilient

Willing to learn and
grow

Attention to detail

Additional skills.
What can they bring
to our business?

Settled. Retraining
staff is time
consuming and cost
significant money

FINANCIAL

- \$ Rewarding Good People**
- \$ Wage Structures**
- \$ Time Off In Lieu**
- \$ Lunch Breaks**
- \$ Vehicles/Fuel**
- \$ Phones**
- \$ Premium for Non-Traditional Hours**
- \$ Annual Staff Reviews and Pay Rises**



‘Skin In The Game’ Vs High Wages

- Identify High Retention Staff.
- Ask Them What They Prefer
- My Initial Employee
- They all want extra income
- Supporting Them

Language is Important




- ‘Employee’ not a ‘worker’
- When introducing them.....
- Include their family at every opportunity
- Reinforce that family comes first
- We have an open policy on animals
- Check in with your staff regularly
- In times of need go the extra distance
- Roll up your sleeves occasionally

The 'Family entering the Business Cloud'



- **FAMILY MEMBERS ENTERING THE BUSINESS**
- **HARVEST 2023, OUR CHILDREN (M19, F17 & M15) ALL WORKED WITH US AT VARIOUS TIMES**
 - Prior Discussions
 - Management Of
 - Their Responsibilities
- **HOW THEY WOULD ENTER THE BUSINESS**
- **MANAGEMENT POSITIONS**

- Management Reward Strategy linked to Business Performance
- Family Integration
- Family Farm with a more Corporate Structure
- Profit Margins – Continually under pressure, but opportunities to be more profitable always present.
- Geopolitical Opportunity - More consistent now than ever?
- Supply Chains - Reduce risk. Less hand to mouth. Fert storage, freight, closer relationships with suppliers.
- Key Person - Can you step out of your business? My 2017 USA holiday experience.
- Technology - How will automation and AI influence?
- Farming doesn't define me, it's what I choose to do. Could I do other things?
- Transition into retirement and not get divorced doing it! Other interests.



The Future – What's next?

SUMMARY



- ❖ **I'm not perfect!! We all make mistakes every day, both personally and professionally.**
- ❖ **Good people cost money. That's the bottom line for attracting and retaining staff.**
- ❖ **High Staff turnover or missed timing due to low staff numbers costs more.**
- ❖ **It's not a crime to want nice things. Good staff want the same.**
- ❖ **Character above all else. Our policy is 'Own your mistakes and apologise and everyone moves on'.**
- ❖ **It's an individual business' choice. If you want good staff, you'll have to share some of the rewards.**
- ❖ **IMO the measure of your life is how many people come to your funeral. I am yet to see an armoured car follow the hearse into the cemetery and tip all their money in after them.**