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# IMF DIARY

#### 11TH JULY 2019

Webinar "ISO 450001: 2018 The New International Occupational Health & Safety Management Standard". Nick Sawyer starts at 14:00

#### **3RD SEPTEMBER 2019**

Webinar "The use of Surface Coatings to Prevent Substrate Failure" Graham Armstrong Starts at 14:00

#### **3RD OCTOBER 2019**

"A Night with Ali" A Southern Branch seminar in conjunction with The Welding institute looking at all aspects of aluminium.

9TH OCTOBER 2019 Webinar "The Hull Cell" John Burgess starts at 14:00

28TH NOVEMBER 2019 AGM Cobden Hotel Birmingham

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## **SECRETARY GENERAL'S COLUMN JUNE 2019**



As usual I am late again in putting this column together and getting chased by Helen! But can someone tell me where the last 6 weeks have gone; what with fighting the incessant rain and avoiding the floods it's been a "very unusual June"!

Institute business has been very brisk, and it's very pleasing to report another record entry of students into our study courses at the last intake at the beginning of June, which only confirms the quality of our offering! A "big" thank you to Karen for her sterling efforts on this!

My own personnel work on behalf of the Institute has occupied a lot of my time during the last six weeks, hence my (usual) delay in writing this!

During these last 6 weeks, there has been a further meeting of the Cross-Sector Group, which you will remember consists of representatives from multiple industries to include JLR, Kingfisher (B&Q) and technical institutes and trade associations. The group is usually joined for lunch discussions by civil servants from DEFRA, BEIS and the HSE.

The big discussion with the civil servants is their view and workload generated from a no-deal Brexit, and the potential implications on UK industry and availability of chemicals. A statutory Instrument (SI) was drawn up in January 2019 and passed through parliament to deal with a UK REACH regulation, which will be policed by the HSE. At the meeting the re-registration of chemicals under this UK law was discussed, and the re-authorisation of chemicals regarded as SVHC's under EU REACH was also considered. Whilst I have been putting these notes together, a revised briefing note has been issued by Dr Cecile Brich of DEFRA, informing that a new Statutory Instrument (SI) has been passed through parliament, which moves the Latest Application Date (LAD) and sunset dates to 18 months after exit day! I understand a copy of this note will be published in this edition of Information.

I am pleased to report that our marketing and membership group are close to finalising the total revision of our web site, and having been granted a viewing of this can only say it presents a much more modern image of our Institute. The web site is, I'm told, also designed to be readily accessed on smart phones and tablets! The amount of extra pressure these rapid changes are putting on our industry frightens me, and this linked with the large uncertainty of what will happen over the rest of 2019 does give me great concern over where the materials finishing/surface engineering industries will be in the future.

In the past I have told you all about my involvement with the Surface Engineering Leadership Forum (SELF). It will be remembered that this grouping has put together a "level 7" apprenticeship standard which covers surface engineering, and that this has been approved by the Institute of Apprenticeships. SELF is now starting to investigate a "level 3" standard, with a first meeting to be held in July. I have agreed to be part of this team which I think will be exciting but challenging.

As we hit our 95th anniversary, the Institute is "showing off" again, by having a stand at the "Advanced Materials Show" to be held on the 10th and 11th July at the Telford International Centre. As usual, thanks go to Helen for the hard work in putting this together. I will be on the stand during the day on the Wednesday 10th, and our President Barry Gay will be there both days. I am sure I speak for both of us when welcoming you to come and have a chat on the stand.

I think the next few months will be very interesting, if not very challenging for all of us concerned with industry and the use of chemicals. One of the remits of the IMF is the dissemination of knowledge, so as we here of any information that it is felt our members need to be aware of, this will be circulated to the membership through Helen.

#### **Graham Armstrong**

June 2019



## THE SOUTHERN BRANCH – "COATINGS – ARE YOU UP FOR IT?"

The Southern Branch of the IMF in conjunction with Fischer Instruments held an afternoon mini symposium entitled "Coatings – Are you up for it?" at Fischer Instruments, Lymington, Hampshire on the afternoon of Tuesday I4th May 2019.

The symposium was designed to be both informative with a Welcome Presentation presented by Darin Enefer of followed by two papers given by Clive Arnold (Lloyds Register) and Alexander Dorodko (Fischer Instruments). Interspersed between the papers were practical demonstrations by Paul Cave on their latest measurement technology.



After the formal "meet and greet" Darin Enefer (Managing Director Fischer (UK) gave a "Welcome to Fischer Instruments" presentation to which he gave an over view of the company from its very beginnings to the present day.

The founder of the Fischer Group was Helmut Fischer who in 1953 at the age of 22 he opened his first business in his hometown of Stuttgart and recognizing the need for industry to measure things accurately devoted his enterprise to the development and optimization of ultrasensitive measurement instruments.

1967 saw the start of a new building construction and relocation from Stuttgart to Sindelfingen-Maichingen with continuous expansion of the corporate premises until 2014. The headquarters now comprises of 6 buildings, employing some 350 people from development to production and Fischer Instruments is now represented by 26 subsidiaries all over the world.

Darin then showed some of the original X-Ray measuring equipment both for thickness and hardness up to the present day modern equipment. The business segments that Fischer cover range from coating thickness, Materials Analysis, Micro-hardness and Materials Testing in a wide range of markets such as Automotive, Solar Industry, Electronics Industry through to the paint industry and recycling to name a few.

Modern day industry is now demanding higher and higher standards and fully in-line automated measuring systems with direct connection to a quality management system is now possible together with world wide support by highly qualified technicians.

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Our next speaker was Clive Arnold from Lloyds Register who gave a talk on "Marine Coatings and Approvals" The Marine Sector (like other sectors such as Aviation, Military etc) has their own class structure, which has its own rules as governed by the International Maritime Organisation.

When a ship is built it is supervised by a classification society and this idea began in a coffee shop owned by Edward Lloyd back in 1760 whereby a group of people such as merchants, marine underwriters etc. got together to form a "Register Society" to examine merchant ships and 'classify' them according to their condition. The first register of Ships was printed in 1764.

It is not good news for ships to be sinking or falling apart so ships are all built under supervision and to a rule book and quality engineers go and look at the building of the ships so that areas can be signed off to say that it is built to the rule book. They also, during the build operation, monitor and check the supply chain in order to ensure that all is correct. For example ships are built from a lot of welded steel plates and all these welds must comply to the rule book before they can get signed off. This happens for all parts of the manufacture such as the painting, metal preparation etc. and so by carrying out these checks it hopes to avoid catastrophes such as the hull cracking and breaking, engine parts failing and also corrosion by the sea water.

There are about 50 ship surveying organisations world wide with 9 major classification societies of which one is Lloyds Register. The International Association of Classification Societies (IACS) was established in 1968, has 12 members and it is their responsibility for ensuring that high standards are maintained thus allowing for the final product to be insurable and also ensuring further periodic surveys. They also set out approvals, which during the manufacture have to be met.

X-ray Fluorescence Analysis was then described.

This has the advantage of measuring multiple layers of different substrates/coatings and also very thin coatings for metallic coatings. The result of the X-ray analysis gives a spectral analysis, which in turn can identify what metals are present, and quantity.

A description of how the X-ray instrument operates was shown, describing all the various parts and their use. Emphasis was on safety to the operator with regards to X-rays and all the interlocks that are in place on the units supplied.

Clive then went on to discuss a typical Marine paint system which consists of a Primer: 20 microns, 2 layer epoxy coat: 320 microns and these have to meet the desired properties of adhesion, cohesion, toughness, flexibility and resistance to sea water. He then went on to talk about the areas for paint coatings such as underwater hulls, seawater ballast tanks and especially the anti fouling coatings that are applied to areas below the water line. These marine

## **THE SOUTHERN BRANCH – Continued**

paint coatings are subject to various approvals that were described and also the different performance standards for protective coatings.

Testing for these coatings were explained together with the different types of primer, their application and approval tests. These approval tests depend upon the application and these were described. Once all the tests are passed, an Approval Certificate is issued to say that all is satisfactory.

Cold metal spraying, laser coating processes and additive manufacture are all future developments in order to meet today's technologies.

Our final speaker was Alexander Dorodko (Business Development Manager) for Fischer Instruments who gave a presentation on Laser Coating Analysis and Measurement Techniques.



Simple Coatings Thickness measurement was explained by means of Magnetic Induction (used for ferrous base) and Eddy Current (non-ferrous). With Magnetic induction this used for electroplated deposits such as chromium, nickel, zinc etc. plated on iron. It also works for painted and plastic coated articles.

Eddy Current tends to be used on aluminium substrates again electroplated, painted or plastic coated and anodize.

The varying types of instrument were shown to suit all the different applications and material shapes as this does reflect which probe is required.

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#### Examples of using X-ray:

**Electroplating:** Zn/Fe, ZnNi/Fe, Ni/Fe etc **PCB industry:** Au/Nip/Cu/PCB, Sn/Cu/PCB, Ag/Cu/PCB **Connector contacts:** Au/Ni/Cu alloys, Sn/Ni/Cu alloys In the case of connectors often very small measurement spots are required and this is easily achievable using this method.

Other applications are for the testing of children's toys to ensure that no dangerous substances are involved, analysis of jewelry for authenticity and cutting edge technology for wafer applications. Mechanical testing of coatings was then discussed. There are two instruments available: The Nano Indenter and the Scratch tester.

The Nano Indenter uses an indenter ball (available in different types such as Vickers Pyramid, Knoop pyramid, Rockwell cone etc.) to produce a tiny indent on the surface, which can then give the elastic modulus and hardness of the material, the scratch tester literally scratches the surface of the coating in order to test the adhesion.

#### Typical Nano Indentation applications are:

Hard chrome, gold coatings, toughness of metal foils, mechanical properties of thin anodised layers, hardness of paint coatings and many more.

#### Typical Scratch Testing applications:

Adhesion of coating to substrate Components for vehicle engines and drivetrains Electroplated layers Characterisation of hard anodized coatings Electronic components



In between the papers, Paul Cave demonstrated the instruments in the laboratory and people were allowed to bring along their samples for testing.



The whole afternoon was very well received and the IMF would like to thank Fischer Instruments for their hospitality and excellent buffet and also to the speakers.

Further information regarding upcoming Southern Branch seminars can be found on the IMF website: www.materialsfinishing.org

John Burgess (FIMF).



## **INDESTRUCTIBLE PAINT | GRAHAM ARMSTRONG**



## INDESTRUCTIBLE PAINT'S GRAHAM ARMSTRONG CELEBRATES A MAJOR MILESTONE AND LOOKS BACK ON THE LAST 50 YEARS



 Graham Armstrong, Sales and Technical Mentor at Indestructible Paint Ltd., who now marks 50 years in the industry. Here, he uses up to date testing technology, which itself replaces an earlier system, also in view.

The fashions and the hairstyles may have changed, but the principles that underpin the surface treatment and finishing industry are as relevant today as they were at the end of the 1960's. That is the view of Indestructible Paint Ltd.'s Sales and Technical Mentor, Graham Armstrong, who has now played an active and leading role in the industry for 50 years.

"Today, just as when I first started, the key motivations are performance, efficiency and now, more than ever before, environmental awareness, with modern coating and painting applications presenting ever greater challenges," he says. "For example, you only have to look at how the aerospace industry has evolved or the way in which product development is driven by factors such as chrome replacement and the requirements of the REACH regulations to understand why the coatings and surface treatment industry has continually had to adapt."

It has been an ongoing challenge which Graham Armstrong is almost uniquely placed to reflect upon. His role today at Indestructible Paint – the Birmingham-based coatings specialist that boasts a leading reputation for its products and expertise worldwide – is the culmination of almost two decades at the company where he started in 2000 as Global Technical Sales Manager. The 30 years prior to that saw him build extensive experience in the industry in roles that ranged from laboratory development and technical services to

## **INDESTRUCTIBLE PAINT | GRAHAM ARMSTRONG**



product management and marketing.Graham Armstrong believes that one of the most important developments that the industry has seen over this time has been the gradual creation of key industry bodies and standards and, by way of illustration, highlights the Institute of Materials Finishing (IMF). With over 500 individual members, I50 'sustaining' member companies and a vast pool of knowledge of the industry – its role encompasses the past, present and, most importantly, vital aims and responsibilities in the future. Indeed, Graham's extensive experience has a direct bearing on this scenario via his roles as Secretary General, immediate past President and Fellow of the Institute.

He adds that the work undertaken by the Oil and Colour Chemists Association (OCCA) and the Surface Engineering Leadership Forum – of which he is Vice Chair – are further important organisations that help to develop the capabilities and standing of the performance paint and coatings sector within a large and growing number of user industries both in the UK and internationally.

"It is almost impossible to over-state Graham's role in our

 Graham Armstrong, Sales and Technical Mentor at Indestructible Paint Ltd., when he first started in the industry.

industry over the last five decades or the importance of his background to our own ongoing success," says Brian Norton, Managing Director at Indestructible Paint, whose own father Doug, proudly points to some 70 years of ongoing involvement in the industry, from his days as the company's founder to his current role as Chairman. "It has always been a dynamic sector with changing customer needs, so adaptation of coating systems has long been central to the industry's growth over the years. Having the involvement of someone who has been part of this process for so long is crucial and I can only congratulate Graham for his commitment and achievements.""Apart from being proud to have achieved 50 years in the industry, and grateful to everyone who has worked with and helped me throughout that time, I can also reflect on many occasions where a sense of humour has perhaps been the most important consideration. Maybe, more wisely, such occasions are better left to the memory - particularly if a simple glance at the image from my early days is sufficient to raise a smile. It seems, after all, that some things do change," concludes Graham Armstrong.

#### Issued on behalf of:

Indestructible Paint Ltd. Contact : John Bourke Tel : 0121 702 2485 Email : johnb@indestructible.co.uk Website : www.indestructible.co.uk

#### Further press enquiries, contact:

ELPR Marketing Ltd. Contact : Ralph Edwards Tel : 02476 540444 Email : ralph@elpr.co.uk Website : www.elpr.co.uk

### **ON UNITS**

When we first thought of starting up in business we nearly went to unit 3 on a somewhat distant trading estate. Luckily, Unit I came up in our home town, saving us a long commute every day. The word unit is used in several different senses and plating units can be particularly troublesome whatever meaning one is considering.

As a student I used the new SI units that had now been adopted, though my old school physics texts were still using things like "poundals", (I am that old!). As a young teacher I tried to explain the rules of the SI system to the pupils; the fundamental units, the preferred multiples and sub-multiples, and the derived units.

## Specialist manufacturers of acid proof equipment



After it was decided that perhaps, my talents lay elsewhere, after some university technician work I got into metal finishing and suddenly back into a world of mixed units, both Imperial and metric.

Current density was always in amps per square foot, (ASF). Analytical results were recorded in grammes

per litre and so tank measurements were recorded in litres to make additions easier to calculate. Specifications were all in "tenths", ie tenths of a "thou" Thus, a thickness range might be quoted as 0.0003" to 0,0005" ; three to five tenths.

Microns were seldom used but we knew the relationship between "tenths" and microns was the same as between inches and centimetres with a conversion factor of 2,54.

The problem with any system of units is that the fundamental unit will always be a compromise, just right for some things but far too big, or small for others. The Si unit for length is the metre so the derived unit for current density should be amperes per square metre, but that would be impractically large hence the move to amps per decimetre squared, a unit I have never got on with, preferring ASF. Luckily the decimetre is about four inches and there are about 9.3 decimetres in a square foot, so call it ten and move the decimal point one place to make the mental adjustment.

The plater knows if he has a plate about 9 by 8 inches then he is plating about a square foot. Many are the half by one inch test pieces I have plated knowing that if I have seventy milliamps through the wire test piece is plating at just over IO ASF.

Even the recording of results in g/l is not the derived unit according to the rules. Oddly, the fundamental unit of mass is not the gramme but the kilogramme, at one time the mass of some platinum in Paris, I believe. Another useful measurement in plating is the quantity of electricity. This is the current flowing for a given period of time. The trouble again is that the fundamental unit of time is the second which makes this unit the amp-second, and named the coulomb. The trouble is you are not going to plate much metal in one amp-second. Platers use the amp hour; far more practical. This makes the Faraday a more friendly sounding 26.8 amp- hours.



I learnt some of my trade from the tables at the back of the Canning handbook. Here there were plenty of Imperial measurements. They had "factors" for calculating plating thicknesses on Imperial sized test pieces, actually metal densities in grammes per cubic inch, a bastard size if ever there was one but I still find them very useful and sometimes even think in such terms.

If that seems all a bit backward the handbook also showed us how things would be if we were across the Atlantic. Here concentrations would be in pounds per gallon. These would not be Imperial measurements, though but American. Old American cars did not just have rotten fuel efficiency because gas was cheap and engines were four litre (244cubic inch)V8s. They got less petrol for their gallons, the gallon being defined as 23I cubic inches(don't ask me why).

A very useful tool in the plating laboratory is the Hull Cell. This odd shaped plastic tank allows a four inch panel to be plated with one end near the anode and the other end at a distance creating a current density gradient. Thus the performance of a solution over a wide plating range can be determined in a single test. There is a line drawn on the side of the tank showing where the solution level should be. It gives a volume of 267ml. Eh? There is method in their madness. A two gramme addition in the Hull Cell equals an addition of one ounce per gallon. At least, it does in America. Funny things units

P Alexander

## **REACH EU EXIT NO-DEAL PROVISIONS UPDATE**



## Department for Environment Food & Rural Affairs

Date: 21/06/2019

Dear Colleague,

Leaving the EU with a deal remains the Government's top priority. This has not changed. However a responsible government must plan for every eventuality, including a 'no deal' scenario. We have therefore continued to work on the issues that would arise when leaving EU REACH.

One question was the status of authorisation applications still in progress at the time of exit. The effect of a recent European Court of Justice judgement against the European Commission which overturned some existing authorisations, combined with the extension of Article 50 to the end of October, means that there is an increasing backlog of EU decisions which will be undecided at the time of exit. Further to extensive discussions with stakeholders, the Government has developed a solution striking a balance between enabling business continuity and maintaining rigorous regulation of chemicals.

Under a 'no-deal' scenario, there will be a number of applications for authorisation for Substances of Very High Concern (SVHCs) which will not have been processed by ECHA and the EU Commission before the day that UK leaves the EU. The sunset date for some of those substances has already passed, or will pass before exit day. Where the latest application date (LAD) or sunset date for a substance passes before exit day, use of the substance in the UK would have to cease from exit day until such time as a UK authorisation is granted following a fresh application under UK REACH. This would have a significant impact on businesses which rely on being able to use substances while awaiting authorisation decisions.

The extension of Article 50 to 3I October has also meant that there will be more UK applicants submitting their applications to ECHA (rather than the UK authorities) to be able to continue to use those substances. After exit, they will need to redirect their applications to the UK authorities but they will not be covered by the provision that enables continued use after the sunset date where a decision is still pending. This is because they will not have been able to make their UK applications before the LAD.

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To prevent supply chains being interrupted and businesses becoming non-compliant due to EU Exit, the Government has laid a Statutory Instrument (SI), which amends the REACH SI laid on 9 January 2019. This SI will set new LAD and sunset dates for those SVHCs which are listed in Annex XIV of UK REACH with current LAD or sunset dates after 29 March 2017. The SI moves the LAD and sunset dates to 18 months after exit day. The amending instrument therefore provides industry with greater business certainty that the substances for which they have applied for authorisation will be attended to by the UK regulatory authorities.

There are two categories of businesses that will benefit from the extension of the LADs and sunset dates. The first is the applicant if they were a UK entity. The second is a UK downstream user that uses the substance on the basis of an application by a UK entity or an EU-27 company. If the application was made by a UK entity, the new transitional provision will not apply if Article 127G applies to the application (i.e. if ECHA's opinion is with the Commission to make a decision), as that already allows for continued use until such time as the UK application is determined. If the application was made by anyone else, the new transitional provision will not apply if the application was determined before exit day.

UK businesses wishing to continue their manufacture or use of the substance beyond the new sunset date will need to apply to the HSE for a UK REACH authorisation within 18 months of the UK leaving the EU. This will ensure a clear process and timescale for transitioning the authorisation procedure into UK REACH and contribute to the effective management of chemicals in the UK.

The extension of Article 50 has also impacted on timeframes set in the REACH SI. The amending SI has made the necessary corrections to reflect the original intention of the SI. As a result, where 'grandfathering' was specified to apply to any substance registered by a UK legal entity within 2 years prior to the UK leaving the EU, grandfathering will now apply to all substances registered by a UK entity at any point on or after 29 March 2017.

This SI also makes some minor amendments to reflect changes being made by another exit SI. Those amendments are to the Medical Devices Regulations 2002, which are cross-referred to in the UK REACH legislation. Furthermore, the SI makes some technical amendments to the REACH SI relating to recent amendments to the EU REACH Regulation in order to make them operable in the domestic context.

The amending SI and explanatory notes are available here. The SI will now make its way through the parliamentary processes, with the intention that it will come into force before the UK leaves the EU. Guidance on the HSE website will be updated to reflect these provisions.

Please do contact us if you have any questions. Kind regards, Cecile

Dr Cecile Brich I EU Exit: Chemicals, Pesticides and Hazardous Waste I Environmental QualityI Department for Environment, Food and Rural Affairs I Defra, Foss House, Kings Pool I-2, Peasholme Green, York YOI 7PX Direct line: +44 (0) 208 565 4122 Email: REACH-IT@defra.qov.ukl



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#### Main Responsibilities

Reporting directly to the Technical Service Manager, your main responsibilities are:

- Provide technical service to our customers in order to maximise efficient use of our products including carrying out electroplating solution sample analysis, plating tests, trouble shooting and reporting of the results.
- Plate samples for customers for their evaluation.
- Manufacture electroplating solutions and chemicals from bulk stocks and raw materials.
- Play a vital role in the control of precious metal stock keeping within the laboratory.
- Procure chemicals, packaging, equipment and laboratory consumables.

#### Required Skills and Qualifications

You must be qualified with A level chemistry or equivalent. A degree in chemistry is not essential but may prove beneficial.

Experience working in a chemical laboratory is essential, preferably with knowledge and experience of electroplating processes although training will be given.

Experience using XRF, AAS, UV/VIS is advantageous.

You will have good interpersonal, organisational and communication skills and must be comfortable managing and prioritising your own workload.

#### Rewards

Competitive salary based upon experience and qualification. Pension.

Private medical healthcare (option to enrol immediate family).

20 days annual holiday (excluding statutory bank holidays) increasing during service up to a maximum of 25 days. Paid public holidays in addition to annual holiday entitlement. Annual performance related bonus.

#### Location

Our offices and laboratory are located in the prestigious Jewellery Quarter in the city of Birmingham. There are excellent bus and train services within walking distance. For road users, we have a secure car park off street.

#### Company

You will be working primarily in the laboratory under the supervision of the Technical Service Manager. You will also be working with a small team from the other departments. You will mostly be working to set methods although at times problem solving will require your own thought and experience. At all times, you will be working in compliance to strict on site health and safety rules.

#### Next Steps

If you are the right candidate to fill the position and have a desire to work with a successful team then please apply in writing with a cover letter and CV to:

Tim Perry Metalor Technologies (UK) Ltd 74 Warstone Lane Birmingham UK BI8 6NG

Or email: tim.perry@metalor.com

South West Metal Finishing, are looking for a Production Manager to join their team based in Exeter. Based in beautiful Devon, with four sites in the West Country, SWMF provide industry leading electroplating and chemical engineering services to marine, automotive, and aerospace manufacturers. We are a family owned business and can offer excellent career possibilities, an attractive package and benefits and a vast amount of new knowledge! Check us out at www.eicgroup.co.uk

As their Production Manager, you will be responsible for all aspects of Production, including Production Planning and Continuous Improvement functions at the Exeter site.

#### About the role:

Ensuring the team are fulfilling their roles and meeting their own individual KPI targets whilst providing guidance and support as required

Reviewing performance and development of all staff under your control and taking appropriate action to ensure the business operates effectively and staff are held accountable for their output.

Liaising with other group site managers to maintain a fast and efficient flow of work between sites as determined by their customer's needs.

Responsible for improving and maximising productivity and efficiency of production output whilst increasing labour utilisation.

Cultivating an atmosphere of continuous improvement and an ethos of open communication that embraces the vision, mission and strategy of the business.

Budgetary control of tooling, raw materials, labour cost and continuous improvement projects, within yearly set budget.

#### Scope of responsibility:

Reporting to the Group Operations Director, you will be responsible for the Planner, 2X Section Leaders, 7X Team Leaders and Production Operatives.

Able to work extended hours when required.

Full, Clean UK Driving Licence.

People-management skills, experience and natural ability as a leader and manager.

Excellent face-to-face and telephone communicator

Ability to communicate and motivate at all levels of the business.

Understanding of special processes and aerospace standards and specifications would be an advantage

Must be proficient in the use of MS Office, particularly Excel, Word and Powerpoint.

Commercially astute.

Ability to have emotional resilience under pressure situations Empathic communicator, able to see things from the other person's point of view.

Ability to present confidently to customers and staff Self-driven, results-oriented with a positive outlook Able to get on with others and be a team-player.

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