

CREATING CULTURE OF CARE IN A TOUGH ENVIRONMENT

OUR CHANGE STORY

Viv Bull

Culture & Capability Manager

NAPIER^o
PORT



WHO WE ARE

- Regional gateway
- High risk operation
- Large employer
- Third largest container terminal
- 51% of region's GDP
- 5 Million Tonne Record
- 600+ ships a year



OUR STARTING POINT

- Disconnects and distrust
- Low focus on communication
- Adversarial union relationships
- Low diversity
- Entrenched attitudes
- Passionate workforce

OUR GOAL

We needed a culture that was:

- Innovative and agile
- Engaged
- Leading
- Safety-driven
- Representative of our community



OUR CHANGE JOURNEY



HOLISTIC APPROACH

- Human Resources
- Health and Safety
- Communications
- Each sticking to their lane
- Leveraging the synergies



○ DEVELOPING PEOPLE

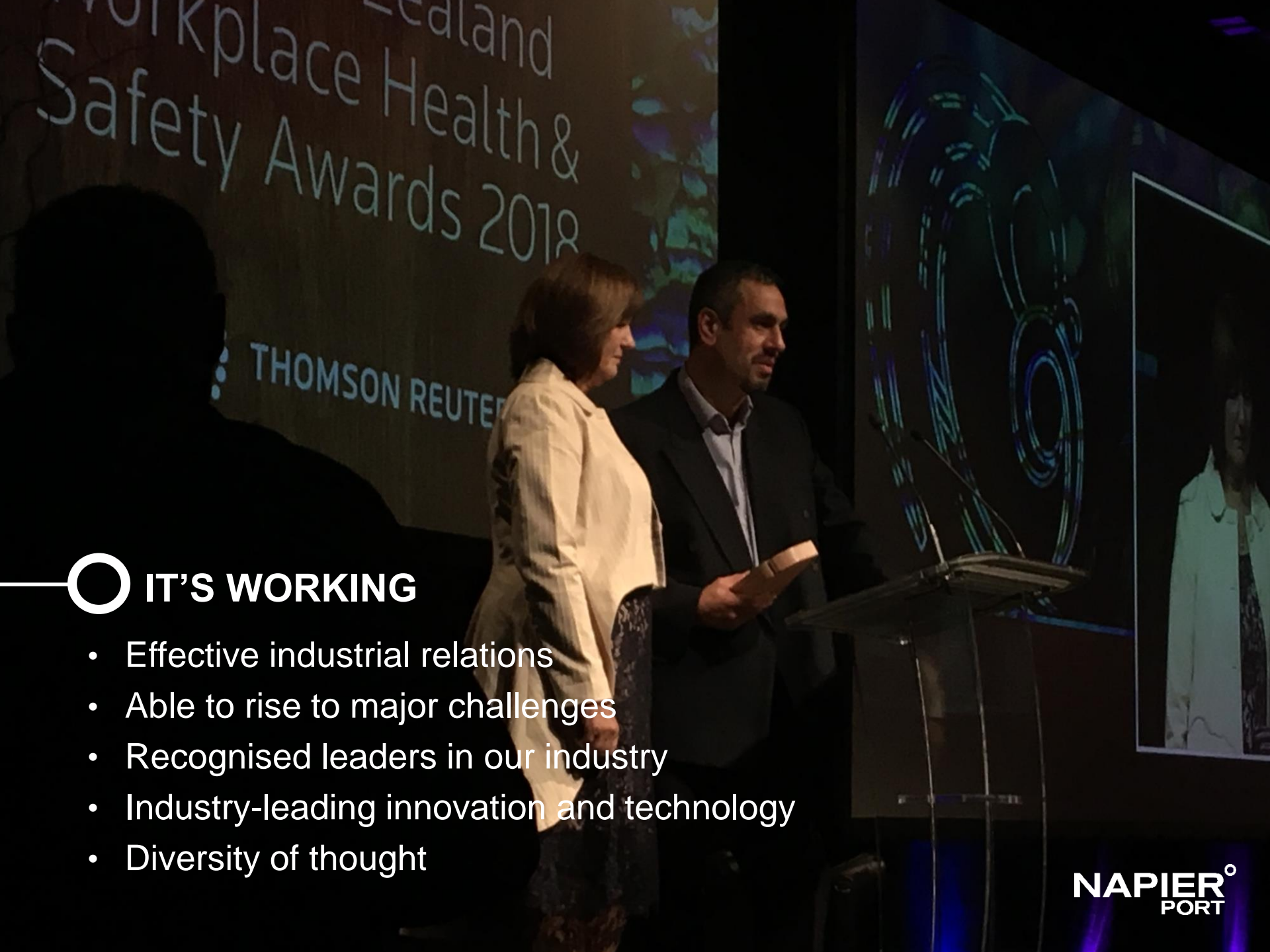
- Stringent recruitment
- Building progression pathways for core workforce
- Introducing a new breed of professionals
- High-potential people encouraged to take on big things



VALUING THE SOFT STUFF

- Changing our language
- Building trust and relationships
- Strong connections with staff and their representatives
- Mental health awareness
- Harassment and bullying
- Creating a family culture





IT'S WORKING

- Effective industrial relations
- Able to rise to major challenges
- Recognised leaders in our industry
- Industry-leading innovation and technology
- Diversity of thought

OUR FUTURE



—○ LET NATURE IN



“I just find the sound of water trickling soothing”

Crane Service Technician, Dave Beal, took this dramatic sunrise shoot of the fountains on Marine Parade on his way to work.