STRATEGY, CULTURE & LEADERSHIP

to lift performance and grow together

PRESENTED BY DANIELLE PURDON - TASSAL PEOPLE & CULTURE MANAGER
CREATING SUSTAINABLE COMPETITIVE ADVANTAGE THROUGH EMPLOYEE ENGAGEMENT.
THIS IS US...

Operating EBITDA: $64.3m (up 20.8%)

Operating NPAT: $31.7m (up 22.3%)

Operating Cashflow: $79.7m (up 96.3%)

Operating ROA: 10.6% (Prawn earnings to come)
CONNECTED OR NOT...

.... Strategy or Culture?

- Mission/Vision Values
- Strategy
- Goals
- Objectives
- Activities
- Practices
- Values
- Behaviours
- Results
Our Vision
• ‘A Better Tomorrow’

Our Values
• Passionate
• Can do – safely
• Achieve Together
• We own it

Our 4 P’s
• Our People
• Our Planet
• Our Product
• Our Performance
To build discretionary effort, we must lead and communicate as a priority. Engagement is just a strategy used to tap into discretionary effort...
Employee engagement is no longer an anecdotal nice to have it is a verified profit driver and can build a sustained competitive point of difference.

Evidence shows that positive engagement leads to improved organisational success in measures beyond attentiveness and satisfaction and are linked to;

- Staff turnover
- Absenteeism
- Inventory shrinkage
- Innovation
- Safety
- Productivity & Profit

Gallup estimates that actively disengaged employees cost the U.S between USD $450 - $550 billion in lost productivity each year (2016).

Similar studies in UK (2008) estimate disengaged employees cost the UK economy between 59.4 to 64.7 billion pound - 4% of GDP.
Staff Turnover: Gallup study of 23,910 business found that those with engagement scores in the bottom quartile averaged 31% - 51% more employee turnover.

Absenteeism: Chartered Institute of Personnel Development (CIPD) research supports that engaged employees are “less likely to be sick” supported by Gallup data with engaged employees taking an average of 2.7 sick days per year, while disengaged ones take 6.2.

Inventory Shrinkage: MacLeod report inventory shrinkage was 51% worse in workplaces with low engagement compared to businesses with engaged employees.

Innovation: Krueger & Killham (2007) found that 59% of engaged employees say that their job “brings out their most creative”, while only 3% of disengaged employees said the same thing. It is worth noting the issue of cause and effect - suggesting that it has circular influence.

Safety: Businesses with low employee engagement reported 62% more accidents.
AVERAGE COMPANY WORKFORCE

Did you know?
Up to 80% of the workplace goes from being mildly engaged to actively disengaged.

It costs 50-200% of a person’s annual salary to replace them.
Leadership is key

and if you don’t think so -

you have already lost the race....
Think big...

be **bold**, have courage

but don’t forget to act small...
PEOPLE NEED EIGHT THINGS

- To work for someone & company they trust;
- Work with people they like;
- Appreciation;
- Be heard;
- Know what success looks like;
- See the future;
- Be inspired; and
- Play to their strengths
THE HOW

Simplistically speaking there are three phases to tapping into results through engagement and culture development.

However, the overarching belief and support from key senior leadership team to an engagement strategy & implementation. An authentic, transparent commitment to making a difference.

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<tr>
<th>PHASE 1</th>
<th>UNDERSTAND CURRENT POSITION</th>
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<td>Assessment and understand department specific drivers.</td>
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<th>PHASE 2</th>
<th>BUILD STRATEGY &amp; ACTION PLAN</th>
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<td>Assess results and determine plan, priorities and impacts. Builds measure to assess. Vision/Value. MRFM. High performing teams.</td>
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<th>PHASE 3</th>
<th>REPEAT</th>
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<td>Reassess position and adjust actions - always aiming for next level of development.</td>
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OUR BRAND IS

our promise to our customers

& OUR EMPLOYEES

are how we

deliver on this promise...