

POWERED BY

the  
Great Game  
of Business™

Great  
Place  
To  
Work®

Certified

MAY 2022-MAY 2023

AUS

™

Great  
Place  
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™

**HGGROUP** 

## Culture Book

What we are about

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**‘Make It Easy’ is our business ethos, that guides us in our supply of products to the Construction Industry everywhere.**

This enables us to build secure livelihoods, strong families, healthy communities and sound infrastructure.



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Great Place To Work.  
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HG Group Ltd

2022 Culture Book

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Great Place To Work  
New Zealand staff celebrating another year of HG Group being certified



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# Welcome

**By reading this Culture Book, you are expressing interest in one of Australasia's certified Best Places to Work, a company where we live and breathe our values, share our wins, care for our people and spread prosperity.**

Every person in our business makes a meaningful contribution to our success, as one of many parts of the "One Team". Each day, each week, each month, year on year that contribution is our quest.

We strive to achieve a clear line of sight to enable the constant achievement and pursuit of excellence that will build a great business. One in which we find challenge, fulfilment and camaraderie as we work together to make it happen!



*“Everyone on the team, no matter what level in the business, is treated like an extension of the family. These strong values have created a culture of excellence and a highly motivated work force within the company. I am very proud to say that I work for HG Group!”*

Madison Wheat – Marketing Account Executive



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# The Purpose of This Book

**This book will help those who wish to engage with us, to understand whether HG Group is a fit for them. It will also be an ongoing reminder to those of us who are already part of the team.**

**Events in the past gave business founders cause for soul-searching about staying true to what defines our business, and not deviating from our ‘true north’.**

**This reflection means we want to ensure a clear understanding of the founding principles and enduring culture of this business. This must remain deeply rooted in all of us, and in the way we engage with all our stakeholders: customers, suppliers, staff, and business partners.**

This book will help those who wish to engage with us understand whether HG Group is a ‘fit’ for them. It will also be an ongoing reminder to those of us who are already part of the team. This is critical to ensure that we remain an enduring company on our journey from good to great!!

A mindless shift away from these principles, or any dilution of them in response to fads or social changes, is something we want to avoid. Respecting and being informed by our history and founding principles will help keep us on track. Every staff member in this company carries that history and represents the founding principles we stand for as one team.

Maintaining and growing our culture is not only a vital commitment of the business founders but is also a key concern of all our staff, which they remind us of frequently, and notably in an internal survey of December 2021.

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# Founder's Story & Purpose

Joe Hart brought the first earthmoving rental company to Masterton, founding his hire company in 2003. This started as a breakaway from his father's business in Palmerston North, which prior to that had involved Joe in a varied career as a Farmer, Fencer, Contractor, Hire Company Operator and Manufacturer.

## “The experience was broad and grounding, and this later really provided the launch pad for the two businesses today: Equip2 and Attach2!”

This experience was broad, but as a 38 year old and Father of 7, he knew he had to do something to provide for his family and community, and also enable his family to provide for their families and so on! The family staggered into the business as the business could afford them and provided jobs. In the early days it really was a “Dad and Dave” arrangement, then another “Dave” and so on.

The experience was broad and grounding, and this later really provided the launch pad for the two businesses today: Equip2 and Attach2! The catalyst for starting these two businesses was the Global Financial Crisis in 2008, which brought clarity and urgency to the sons’ desire to contribute! However, the “why?” was always to provide for the family and the community.

That purpose is still relevant today. To provide means we need to create a great company that has success in its finances.

This financial success enables us to contribute to the community in multiple ways. It means we can employ people who can grow their careers with us as we grow and meet the needs of their families and communities in turn.

It means we meet the needs of our customers to enable their business success and growth. It means we also become a reliable customer for our suppliers which in turn supports their success and growth.

The profit we earn means that we can pay the taxes which further support health, education and infrastructure in our communities. In all these ways we are a benefit to, rather than a burden on society, and all those that interact with the business! The success of our Partners is important to our business, whether they are Shareholders, Staff, Suppliers or Customers.

However, it’s not just about growing a financially successful company. It’s the way we do business – justly and with integrity, in accordance with our principles. We care about our people and reward them fairly. We care about our customers and delight them with our service. We partner with our suppliers and pay them on time. We pay our taxes and meet our legal obligations as honest citizens. Our success also enables us to support worthy charities.



Joe Hart - Founder



## One Direction, One Team

*Shared lunches for birthdays are celebrated for each employee.*

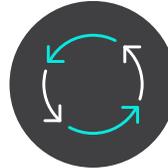
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# Our Core Values

Core means fundamental, or central to our existence. Values are principles or standards of behaviour, our judgement of what is important in life.

Our core values make clear the standard of expectation. The success of our business depends heavily on the commitment of our people to our core values.

Living by these commitments is our founder's legacy and we celebrate them with our HG Group Core Values Award. This is presented monthly to a team member, nominated by their peers, as exemplifying the core values in the way they work.



**One Direction, One Team**



**Sense of Urgency**



**Make it Better**



**Passion for Customers**



**Can Do Attitude**



HG Group Ltd

2022 Culture Book



### Core Values Award

*Whaiz Usman receiving the Core Value Award from Isaac Hart for always being the first to put his hand up to assist our customers, even on the weekends. He always has a smile on his face no matter how under pressure he is and displays a 'can do' positive attitude and approach to all situations.*

# One Direction, One Team

**We are one team going in the same direction with no-one rowing off on a tangent! This is the only way we can be successful. It is easy enough to stop one person. Try and stop 100!**

While we encourage every member of the team to bring their best ideas forward and participate in debate about business decisions, we expect everyone to fully support our business principles and direction.

There is no room for people who want to impose their personal philosophies against this, or who do not get fully behind the decisions made. In every strategic review there is a diversity of freely expressed opinion, respectful listening, and robust debate about what we should be doing. Sometimes consensus is reached and sometimes there is no consensus, and our leaders make the decision.

But once that decision is made, we all move forward, committed to support it, and determined to work together to make it happen! Another way this is reflected is in the kitchen roster. In some organisations, managers might feel this is beneath them but NOT at HG Group. We ALL take our turn on the kitchen roster, to collect the dishes and make sure the kitchen is clean for everyone at the end of day.



- Cohesive team with everyone aligned in the same direction towards the same overall goal.
- Focused on the overall picture for the whole group.
- Engage in rigorous debate for decisions then full commitment to the decision made, regardless of what you batted for!
- Supporting other team members willingly.
- We are all in support of each other, confident yet humble, happy and passionate about our work therefore reflecting on the service that our customer receives.



- Undermining, spreading of negativity, difficult and making things hard.
- Consistently leaving other people to sort out issues and problems. Don't clean up after themselves.
- Putting personal or silo goals ahead of the overall goals of the company.
- Going against decisions and agreements.
- Looking to blame when something goes wrong.
- Lack of putting in the yards to help the team out.

---

# Sense of Urgency

**We really do need to make things happen. Each month there is a round of bills, there are economic cycles which can be deadly!**

We cannot be complacent. This means we must keep ourselves on the edge of productive paranoia. Events like the GFC, stats like the ‘% of business that fail’, have shaped us so we don’t become another failed statistic.

A sense of urgency is modelled by team members across the business, by production and warehouse staff focusing on an urgent order for a customer, to support staff acting quickly to resolve IT or payments issues that get in the way of productivity, to Customer Service Representatives doing their magic to answer customer queries and help solve customer problems without delay.



- Execution oriented - Just get it done, hungry and passionate to achieve, GSD (get stuff done) attitude! Results matter. We are “On A Mission”.
- Assisting team members to get things done on time.
- Getting the tasks that add the most value completed first.
- Ready to drop tools readily to a higher priority task.
- Don’t hesitate when needing to do something.
- The early bird gets the worm. Response to enquiry and tasks means you get noticed, recognised and trusted.



- Getting caught in the things that are “busy” before the tasks that add value.
- Slow purpose in walk and direction. “Not on a mission” show in sloppy, lack of “care”.
- Those taking it “easy” yet other team members are under the pump. Clock Puncher.
- Spending too much time analysing and not enough time doing. Paralysis by analysis. No value of time.
- Needing to be followed up on a task.
- Just not getting stuff done, no passion to complete things.



### Sense of Urgency

*A gift to all employees for their past contribution and a symbol of the challenge ahead.*

---

# Make it Better

This is our version of continuous improvement and sharpening our craft in what we already do! Bringing innovation, one step at a time, to keep our flywheel spinning faster and faster.

Make it better is a key focus of daily team meetings (huddles) and is evident every day in the way we work, from improving processes, introducing new systems and technology, or making improvements within systems, documenting processes to make them easier to follow – especially for new members of the team, and so on.

**Here are two typical examples:** *Harsha Kumar created the planning sheets for non-hydraulic products that enabled our supplier to plan the required raw material and parts for each order; Camille Faulkner loaded all the employment policies into our HRIS so these can be sent out to new employees to read before they start with us.*



- Question the Status Quo prior to becoming extinct, ratchet up performance and process.
- Growth Mindset - Looking to sharpen up.
- Always looking for a better way to get somewhere or something.
- Proactively improving things.
- Improving personally as well as the business.
- Looking to make the boat go faster.
- Open minds not scared of the brain getting out.



- Not willing and open for change; idea knockers.
- Not following through with self-development.
- Attitude that suggests “I’ve arrived” - no need for further development. Gone as far as I need to go.
- Finding issues with new changes instead of working through and finding solutions to refine the change.
- Accepting things for what they are and always have been. Not Changing.
- Always finds problems yet lack of solutions.

# Passion for Customers

**Early days required exceptional effort! A founding story illustrates this perfectly. It started with a midnight phone call request for a bulldozer to clear a slip on a main road! Joe Hart took that call, he also then went to work, had to figure why the lights weren't working on the bulldozer, repair them and then deliver the dozer.**

Now the easy thing to do would've been to continue his beauty sleep. Do you think we would exist today with out these acts of delivering value to customers? Passion for

customers is at the heart of who we are and why we succeed. Such acts of delivering to customers still happen to this day and make us and our families extremely proud!

In 2022, Brisbane saw torrential rain and massive floods. One of our customers, Tutt Bryant had their premises completely inundated and were faced with a massive cleanup task when the floods receded. Our Brisbane production team, including our COO were there with brooms and shovels to help clean up. Passion for Customers is not just about

extraordinary efforts outside regular hours. It's everyday passion and commitment during the normal working day.

*When Jade, one of our Customer Service Representatives in Brisbane was faced with an angry customer demanding a refund for a leaking Heli-Tilt, Jade kept cool and responded by organising a replacement unit. Then, when it was misplaced by the courier, she kept the customer informed and promptly sent another Heli-Tilt. In the process she made a loyal customer who has already made another order.*



- Adding value to our customers business.
- We work with the customer for long term relationships.
- We make our company succeed so we can support our customers in the future.
- Going 'above and beyond' to help the customer.
- Responding to customers with urgency and following through with our commitments.
- Make the customer feel like the most important person in the world at that moment.
- Follow through on commitments to customers.



- Not keeping commitments to the customer and not following through.
- Over promising and under delivering with no communication.
- Telling a customer that they are wrong.
- Treating the customer like a pain or interruption.
- Act the busiest in the world, feet dragging, thinking that there is all the time in the world to get from A to B.
- Show indifference to the customer.

---

# Can Do Attitude

**It means we are easy to work with. Not difficult, contentious and the no-no brigade. Of course, this needs balancing on making sure we deliver as well and not turn into “yes” men.**

An early episode in our history illustrates. We had an older model Sumitomo SH120-3. We were only about 3 months into the new venture so this would have been 2003. Joe and Pam had an overseas trip booked for some time and it was really at the worst time to take. Gem and Isaac (still in school years) were asked to hold the fort.

Anyhow this Sumitomo had blown an engine a week prior to Joe leaving. He arranged a replacement engine and asked Gem and Isaac to swap it out. With no experience in this kind of task it was quite a big deal. Anyhow the “Can-Do and Make it Happen” kicked in and the job was done. Good thing there were no left-over bolts.....



- Eager and willing to take on new challenges and follow them through to completion.
- Positive mindset and suggests solutions to problems.
- Will put in the extra hours when required.
- Helping others even if they are in different areas of the business and outside of my job responsibility.
- Go above and beyond.
- A good person to be around and work with.



- Take on everything and achieve nothing.
- “That is not in my job description”
- Making excuses as to why they are not able to do something.
- Just bring forward problems without suggesting solutions to the problem.
- Show reluctance when asked to do something extra.
- Groaners, moaners, complainers.
- Not prepared to ‘give it a go’.

*“Working at HG Group is operating with a multicultural and high performing team. HG group is flexible and there is a lot of space to grow and to learn new things. The atmosphere is great, and the team is always open for a joke.”*

Arjan Elanbaas - Production Team Leader



---

# Company History

**60**  
**YEARS**  
**OF BUSINESS**





**Hart Bros Ltd**

*Cecil Hart (Joe Hart's Grandfather) starts contracting with a Caterpillar D2*

1960

1969

**C-Dax Sprayers**

*(Pictured) C-Dax sprayers was born in the back of a hay shed by Joe's father.*

**1994 C-DAX Was Sold**

*(Now a national company)*



### Company History

2003



### **Hiremax**

**Hiremax is Founded**  
*Joe Hart moves to Masterton and starts Hiremax*

2009



### **Attach2 is Born**

*The attachments side of the business is renamed 'Attach2'*

2012



### **HG Group Ltd is Formed**

*A parent company is formed to incorporate all business*



**EQUIP23**  
PROCESSING SOLUTIONS

**Equip2 is Born**

*The screening & Crushing side of the business is renamed 'Equip2'*



Company History

2012

**ATTACH23**  
EQUIPMENT

**Attach2 Expands**

*A new dedicated factory for Attach2 manufacturing.*



2015/2019

**2017 Attach2 India**

*Attach2 sets up it's own office in India to support manufacturing*

**2019 Attach2 Australia**

*Factory opens in Brisbane Australia after buying out competitors IP*



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Company History

2020



**EQUIP23**  
PROCESSING SOLUTIONS

**New Equip2 Facility**

*A new facility for Equip2 including offices, workshop and warehouse*

2021



**HIREMAX3**  
EQUIPMENT HIRE SPECIALISTS

**Hiremax is Sold**

*Hiremax is sold in Masterton*

2021/2022



**ATTACH23**  
EQUIPMENT

**Attach2 Expands**

**2021 Attach2 Sydney**  
*Satellite office is set up in Sydney to support the area*

**2022 New Attach2 Brisbane**  
*A new office, factory and warehouse (Left thumbnail)*

**2022 New Attach2 Melbourne**  
*A satellite office is set up in Melbourne to support the area*

# Where We Operate

**HGGROUP**

**ATTACH2**  
EQUIPMENT

**EQUIP2**  
PROCESSING SOLUTIONS



## HG Group New Zealand

The HG Group headquarters are located within the main centres for **Attach2 & Equip2**. Equip2 sell and maintain processing equipment New Zealand wide



## Attach2 Australia

Much like Attach2 NZ; Attach2 Australia boasts modern production facilities and offices focusing on the manufacturing, development and support of the Sure-Grip and Heli-Tilt Couplers



## Attach2 India

Attach2 India manufactures most of the products for Attach2 globally. Shipments are sent out often to both New Zealand and Australia.

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# CEO - Founder's Aphorisms



## Enjoy it!

We will have wins along the way!  
Winners win and let's enjoy having fun  
with the challenges along the way!



## Legacy

Preserving the core! Things that are  
important to maintain our true north and  
keep us on the straight and narrow.



## Discipline

Removes the need for bureaucracy  
and the Britannica book of policies!



## Strictly Business

This means we are "for profit". We say  
this without any apologies. Period.  
Therefore, we always need to be  
creating value. That is what drives us.



## Setbacks

No matter how much better we get,  
there'll always be hard work to do,  
improving will never be done, and we'll  
never get it 100% right, but will be in  
the pursuit of consistent improvement!



## Our Voice

The way we speak is the language  
of common courtesy. What is the  
need of blasphemy and obscene  
language? It has no use in HG!

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# CEO - Founder's Aphorisms



## Everyone Hustling

In asking a new staff member, how are they getting on? How are they finding it so far? Their answer – it's awesome, everyone is hustling, everyday, every huddle, making stuff happen!



## Prestige and Class

We don't have special car parks, we talk to the cleaner, we clean up behind ourselves. There are no second-class citizens in the business! Take this in the context of others have different levels of responsibility but all in all - everyone is onboard to help deliver the mission! No free riders!



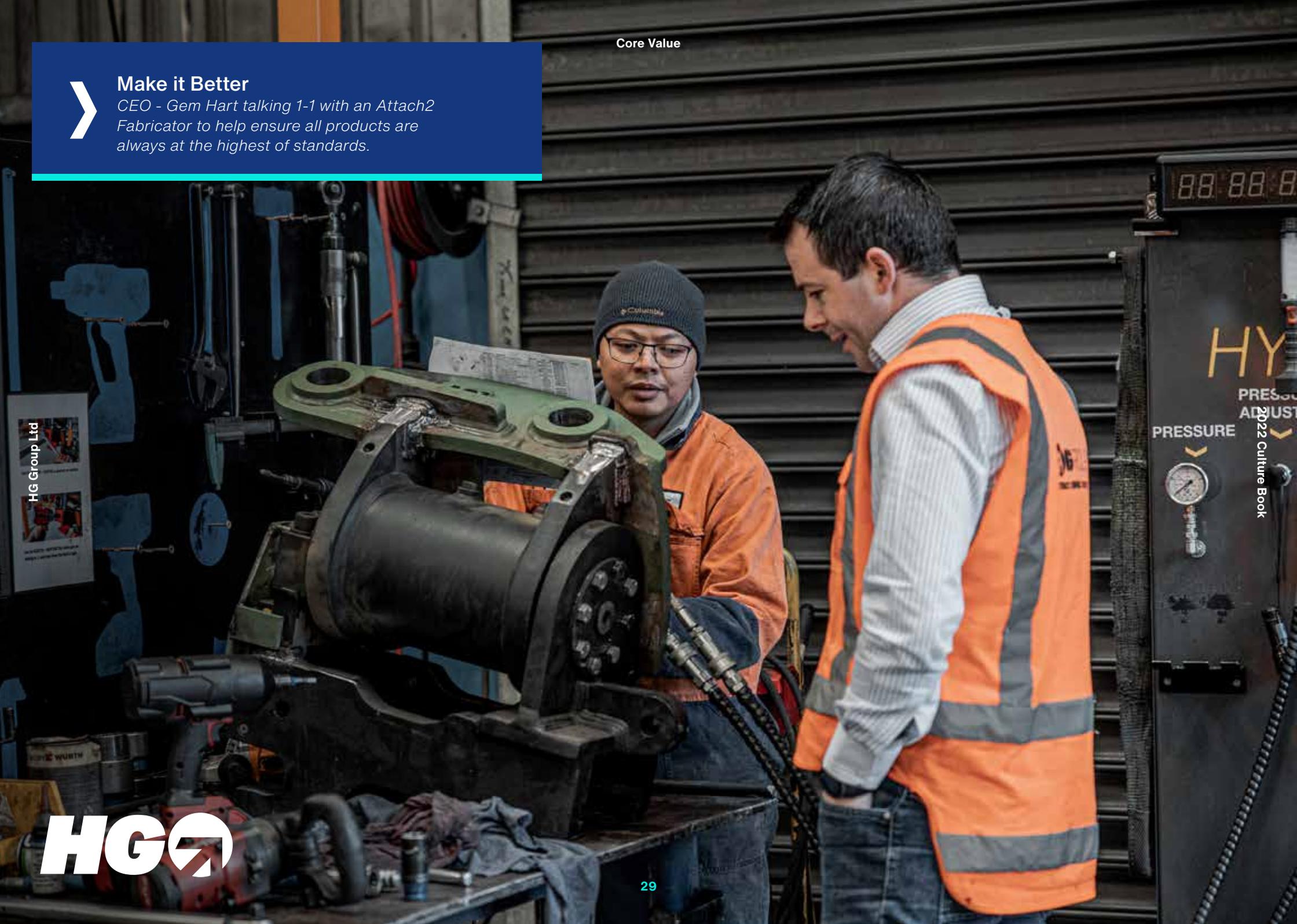
## Positivity and Reality

We don't want negativity spreading through the business as that creates a toxic environment which we are dead-set against! Reality is a different story however the context needs to be right! Therefore, it doesn't help to do negative posts on the company intranet, messages and so on.



## Make it Better

CEO - Gem Hart talking 1-1 with an Attach2 Fabricator to help ensure all products are always at the highest of standards.



---

# The Right People

**Leadership is a skill we can train, but the capacity of prospective leaders to maintain those principles and carry them forward in the people they lead is what we need to have confidence about.**

**Having the right people on the team is critical. We are a family, which means we care for our families (family meaning direct family and also our employees).**

It is not profit at the expense of people and not people at the expense of profit, it is both! As founders, we still have the urge to work with great people and A players!

We need the right people on the bus in the right seats, headed in the right direction. Eventually, succession will need to take place.

We must prepare the business to outlast its founders and its family, but not its principles, or we would be then committing the business to mediocrity at best. The right people are also critical for that succession.

There is no lack of opportunity for our business to grow. If we think of new products, new customers, acquisitions, the challenge is developing our people fast enough, being able to provide coaching time, and development time to grow their capacity. We also must ensure they are capable of taking our founding principles forward, in the areas they lead.



**Attitude**



**Skills Evaluation**

*“The impressive thing about the team is the humour and peer support that accompanies the work ethic; Plans are executed, and targets hit - but the humour and peer support of the team makes it very enjoyable - an awesome team of A-Players.”*

Mitchell Suckling, IT & Systems



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# The Right People

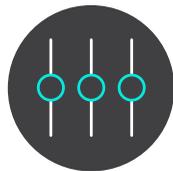
We are always looking for great talent as we grow to join our team and take it to the next level.

**Here are the things we look for:**



## Life Experience

Every life experience has helped gain wisdom



## Belief Systems

Alignment with our culture and values



## Culture Fit

Passionate to take our founding principles forward within the areas they lead



## Hungry

Humble and Smart are the key drivers to continuous growth



## Team Player

Each team member has a part to play regardless of their role

---

# A Players live above the line

A Players live above the line using their 'OAR' to paddle towards success, striving to be a victor everyday.



**O**wnership



**A**ccountability



**R**esponsibility



**B**lame



**E**xcuses



**D**enial

---

C Players fall below the line and could become a victim if they are stuck in 'BED'.

# A Player Habits

It all starts with the commitment to be an A-player;  
Learner, Humble, Team Player, Self Aware



*I am passionate about the company, my team and customers*



*I am proactive and committed to my role*



*I realise that time is valuable and I use my time effectively*



*I am passionate about the company, my team and customers*



*I show appreciation and gratitude*



*If someone gives me feedback I accept it and implement changes.*



*I will go above and beyond expectations*



*I take ownership of my role, attitude and workspace, even when things go wrong*

# C Player Habits



C-player habits can be seen as:  
Blame Others, Judgemental, Complainer, Excuses



*I am more worried about myself than other team members*



*I will not do any work that is extra*



*My actions are not aligned with the culture of the company*



*I have a bad attitude that spreads through the company*



*If I do not like doing the task, I will not do it*



*I do not value my time*



*If something is too hard, I will give up*



*I take things for granted*

*“I like the satisfaction of working with a great team everyday”*

Lefu Ale - A2 Welding Fabricator



## Passion for Customers

*Sales Manager Bert Hart talking with a Quarry Manager ensuring maximum productivity from their machines.*



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# Personal Growth and Development

## Developing people is important to us as a business.

This doesn't exactly mean climbing the "corporate ladder", it's more about being constantly challenged and learning something new on a consistent basis. This then translates into how we can all move the needle! To 10x the Company we must first 10x the people! We believe that there's a lot of potential in each team member! Growing, challenging self and stretching is where we learn the most. But you need to commit to it, or it won't happen and becomes just wishful thinking! We will support you, and partner with you in your personal development.

### Growth Mindset

Growth mindset is the recognition that our abilities are not just something that we are born with and fixed for all time. Our skills and abilities can grow, we can learn and improve with the right effort and the right approach.

### Learning on the Job

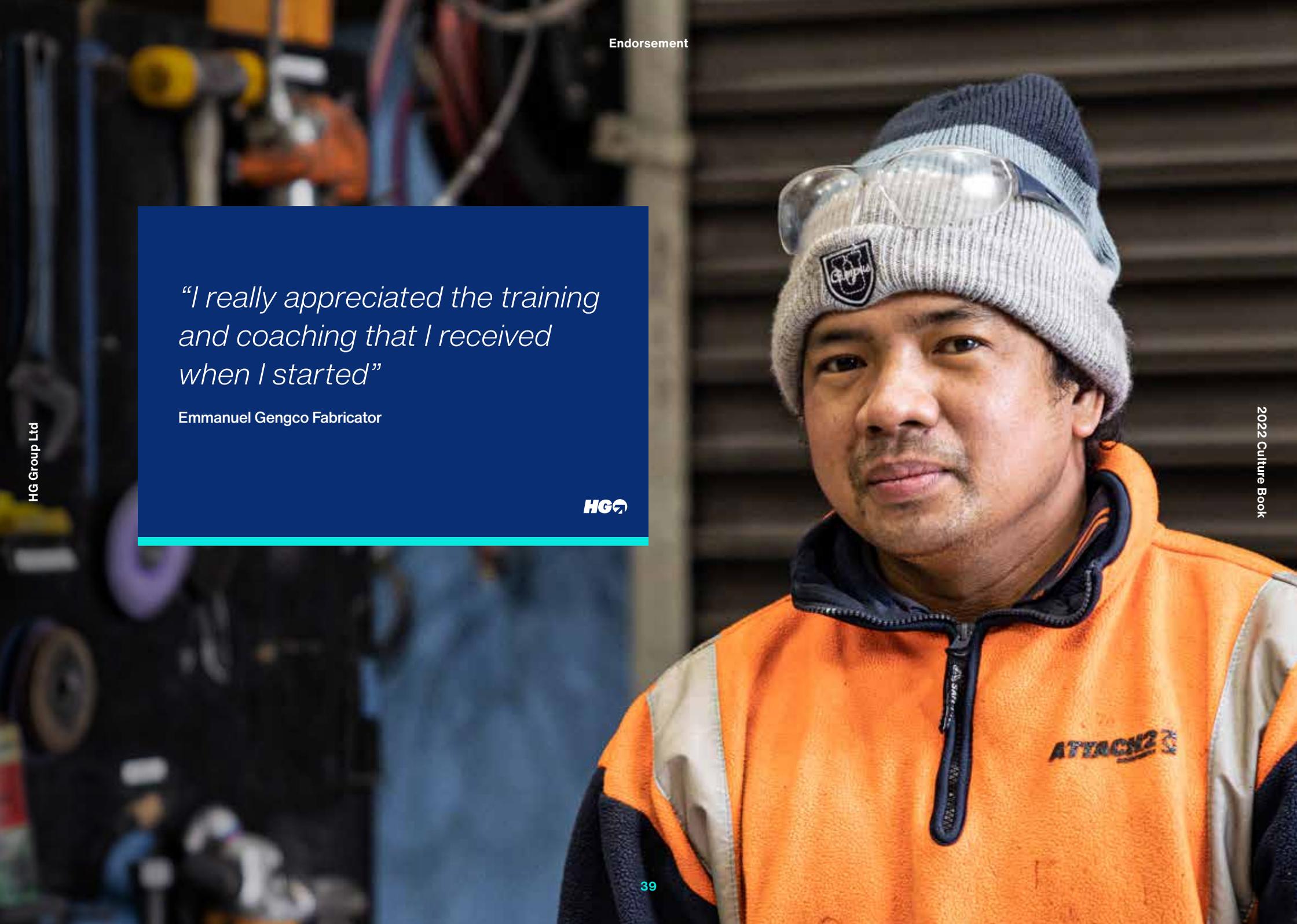
Much learning and development will happen on the job as informal learning! A lot of our work is varied, our world is fast developing, customers needs are changing, new problems need fixing and at the same time, we need to make sure we are learning about how to do business so we can make an impact on the financial scorecards! Continuous learning is essential.

### Feedback for Development

Seeking and being open to feedback is a key part of our development. We need to get feedback in order to learn and get better. This means that we talk TO each other, not ABOUT each other. When we talk to each other, even if the message is difficult to take, we can trust the intention. Talking about each other undermines trust and doesn't help us to grow.

*“I really appreciated the training and coaching that I received when I started”*

Emmanuel Gengco Fabricator



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# Resources for Personal Growth and Development

Growth and Development is about life not just work! When we talk about our passion for developing people, our focus is not just on your success at work but success in the life you choose, achieving your hopes and dreams.

However, we recognize that work is where we spend a major chunk of our lives. Many of the skills you learn and habits you develop at work, will benefit other areas of your life. Understanding the financial side of our business will probably help you understand and manage your personal finances.

Success in your career with us provides the means to provide for your family and achieve your financial goals. Improving your emotional intelligence will help you understand and deal successfully with people at work, at home and in the community.

Developing good learning habits – such as reading a book or listening to an audio book regularly, will not only help you grow, but will also set a powerful example for those around you, especially children; to help them be more successful.

We encourage all members of our team to be working on a Personal Development Plan towards concrete goals, not just for work, but for life, and we will support and encourage you on your journey to achieve. You also have the ability to choose a mentor to support you on your development journey.

## Resources for Personal Growth & Development

In addition to on-the-job training and coaching from your supervisor, some of the resources available to support you in your personal growth and development include to following:

- *Dale Carnegie*
- *Modern Management Fundamentals*  
Stephen Lynch (Author of Business Execution for Results)
- *LinkedIn Learning*  
Access to a wide range of short courses to build skills
- *Business Book Audible Account*  
Over 100+ endorsed books (our way of having a listening University whilst traveling, running etc)
- *UBT Online Business Centre*
- *UBT Seminars / Forum (up to 4 per year)*
- *Great Game of Business*
- *Financial Literacy*
- *Mini-Games*

*“It is rare that you find a workplace that treats it’s employees as an asset and not a liability. The mentality they have of hiring for character and morals and then training for skill is so valuable and it makes me want to achieve more and excel at my job.”*

Adam Gosen – Warehouse/Logistics



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# 3D Pay and a Stake in the Outcome!

We pay our people fairly in relation to the capability (skills) they bring and demonstrate in their work results, and the size of the role they perform relative to the market/geography of the workplace.

**We recognise that if we want to hire and retain the best people to deliver the best work and customer service, we need to pay well relative to that market.**

While we have not sought formal accreditation as a living wage employer, we are also committed to the basic principle that at the very least, our people should be able to earn enough regular income to meet their basic needs.

We actively support the development of our people, so they are growing in capability as the business grows and have opportunity to progress in their careers. Pay is reviewed at the appropriate times to recognise the value of growth in skills and capability, as demonstrated in the results delivered, or when promoted to a bigger role.

We summarise this approach to pay as the 3D approach: “We pay you what you deserve, for the skills you have developed and the results you deliver!”

**We also want our people to think and behave like owners in relation to how they contribute to the business and recognise this is a team effort, not just an individual one.**

In recognition of that principle, we give everyone, after they have completed three months service, a ‘Stake in the Outcome’, a share in the fruits of our business success. If we beat our business plan baseline everyone earns the same % extra pay, and this increases in step with how much we beat that baseline plan. In this way the whole team shares sustainably in the success we achieve together.

We don’t have commission or individual bonus plans as these detract from the strong teamwork and culture that underpins our business success.

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# The Great Game of Business

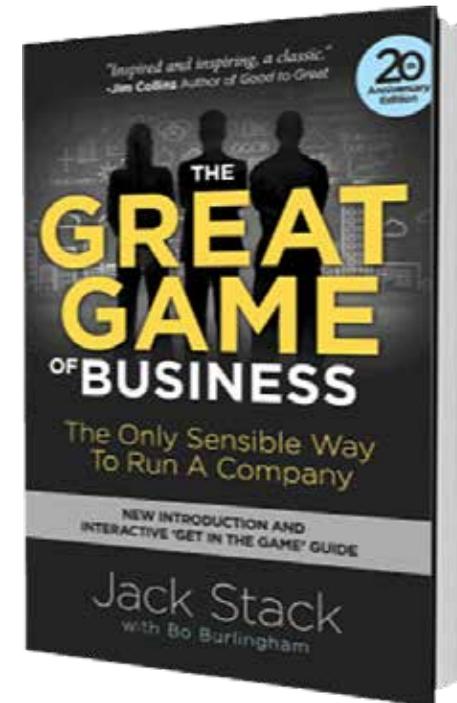
## Empowering our employees to think, act and feel like owners!

Business has all the elements of a game: rules, scorecards, rewards for winning - and the chance of losing.

**By 'opening up' our books and sharing all financial information, we teach every member of our team to think and act like owners, regardless of their role. Everyone at HG Group has 'a stake in the outcome'.**

The Great Game of Business is another way we ensure 'One Direction – One Team'. By rallying everyone around a common goal we encourage healthy competition and the drive to succeed. We empower every team member to take ownership of decisions and use fun incentives (mini-games) to boost values-based engagement and reward achievement. All team members complete financial literacy training and learn to understand the Profit & Loss Statement, our Balance Sheet, and Cash Flow Statements.

We then provide our team members a 'stake in the outcome' if we exceed our company financial targets. This means everyone shares a slice of our profits.



Read the origin story that started a Business Transformation Revolution

*“A major plus are HG Group’s morals and ethics that are visible in the way they deal honestly and keep their promises with customers and employees alike. There is a wide variety of people working for HG Group from all over the world, but at heart we are just one big family.”*

Elaine Du Preez – Financial Controller





## Can Do Attitude

*Joe Hart showing 'Can Do Attitude' by teaching new staff how to operate an excavator. Giving them the confidence to jump into unfamiliar tasks when required.*



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# Trust, Transparency & Confidential Information

**Bottom line; You have access to confidential or sensitive information because you are a trusted member of the team. Respect that trust! Act wisely and with integrity in relation to our business information.**

**Our people are trusted members of the one team. We seek to be transparent in all areas of running the business, with the exception of individual Payroll.**

With that trust comes responsibility to think and act wisely and with integrity, in relation to the information you have access to. Some of that information is commercially sensitive, and if it reached our competitors could damage our business and hurt all the team as a result.

Other information is private to individuals and their privacy must be protected – both as a matter of integrity and of law. We have policies that outline some of our requirements in relation to the appropriate handling of confidential information and these will be discussed in the onboarding for new members of the team. There are also provisions in individual employment agreements.

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# Great Place To Work

The Great Place To Work certification is the gold standard that the best employers around the globe aspire to achieve and to endorse their employer brand.

**Top results for large organisations are reported annually in Fortune magazine in the United States and in the Economist in Australia.**

Every year more than 10,000 organisations across 60 different countries apply to be Great Place To Work-Certified. Certification is based on rigorous assessment of the organisation through two lenses:

## 1. Trust Index

*Based on a survey of employee experience*

## 2. Culture Audit

*Based on an evaluation of the people practices in the organisation*

The underlying philosophy of Great Place To Work is that every single employee, no matter what they are or what they do for the organisation, has a consistently positive experience at work. The Great Place To Work approach is based on 30 years of data science and 100 million employee surveys.





**Great Place To Work®**  
**Certified**  
MAY 2022-MAY 2023  
AUS

**Great Place To Work**  
*Australian staff celebrating another year of HG Group being certified*

HG Group Ltd

2022 Culture Book



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# Why Work at HG Group

We know that we are an outstanding place to work, but rather than us just tell you why it's great, we asked our staff why they like working here.



## Personal Growth

The company encourages individuals to learn and grow, we challenge and stretch them, we help them develop as a person inside and outside the organisation. A lot of our top talent comes from inside of the company – people learning, growing in capability and becoming more involved in running the business.



## Belonging in a Real Team

We all rely on one another to get the job done - it is a place that's friendly, supportive, humble and collaborative. Despite our diverse backgrounds, there is a real sense of being part of a family, where you know people care about you and want you to be the best you can be.



## Fulfilment & Sense of Pride

Being a real part of an exciting and growing business, not just doing a job, but being able to see clearly how what we do in our jobs contributes to the whole business, to our customers and to the communities we are part of.

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# Why Work at HG Group



## Dynamic and Challenging

As the business grows there is change – a lot of change – and it’s change we all contribute to, making things better, a relentless focus on continuous improvement. Things don’t get stale or boring!



## Wholesome Place to Work

We keep clean work places and our people are proud to be part of, it’s not just the physical environment, but the way we talk is professional, courteous and respectful. There is real integrity in the way we do business and how we treat all of our stakeholders.



## Enjoying Everyday

Yes, everyone works hard and we are always mindful of what we seek to achieve, but we also enjoy the journey to get there! There is no shortage of joking and banter, we take time out to celebrate each other’s special events such as birthdays with lunch shouts, we have fun!

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# Culture Fit is All-Important: Early Exit Support

**Our strong values-based culture is not for everyone.**

**We spend a lot of time and effort to make sure that prospective new staff will be a good fit with our culture, values and the work. This is all-important for both parties. But we are not infallible.**

There is always a possibility, that despite due diligence on both sides, someone might start and then discover there is not the right match between what we need and what they need.

We think it takes about 30 days in a new job for you to really be confident you have made the right decision to work for HG Group. At the 30-day mark of your employment, we will remind you of this policy. If at that point, you feel that we've both made a mistake and it's not really going to work, we don't want you to feel trapped.

We will support you to take an early exit on good terms with dignity and grace. Whilst there will be contractual notice requirements, we may agree to your request for a shorter notice period.

You will leave with our genuine best wishes and to help you manage your career transition, we will add a weeks pay to your final payment.

*“There are too many positive aspects of this organisation to mention. It is a friendly, professional, and collaborative environment and has a strong commitment to ongoing personal and professional development at all levels.”*

Ray Pahina – IT Support





# Health, Safety & Wellbeing

**We take the Health, Safety and Wellbeing of our people seriously.**

This has been independently verified in NZ with a SiteWise Gold rating in an audit by SiteSafe. The Sitewise Gold award is reserved for exemplary contractors with an assessment score greater than 90%.

**This is fundamental to caring about our people, it's more than just compliance, and it's part of our commitment to each other as "One Team". At the most basic level we have an active Health & Safety programme to keep each other safe so that everyone arrives home to their family alive and well at the end of each day.**

It's about all of us playing our part to prevent harm. It includes wearing the appropriate Personal Protection Equipment, following Safe Operating Procedures, identifying and taking action to remove potential hazards in the Workplace, and holding each other accountable for all of these.

To help us prevent harm we have a Health & Safety Committee made up of representatives across the different parts of the business. The committee

meets regularly to ensure we are actively promoting safe work practices, identifying and removing Health & Safety risks, and investigating and learning from any incident that had the potential to cause harm.

Our commitment to our people goes well beyond the prevention of physical harm. It also includes the prevention of mental, emotional or social harm. This is where our culture and values are so pivotal – to ensure that the everyday experience of our people at work is overwhelmingly positive and we provide opportunity for our people to thrive.

The most important practices we follow to ensure that our people are thriving include the daily team "huddles" and frequent, regular 1:1 meetings between staff and their direct supervisor. We take an active interest in the lives of our people beyond

work and where help or support is needed, we provide it. We also check on how people are feeling with our weekly pulse surveys on Office Vibe.

We support the wellbeing of our people in other ways: for example, in some regions we can offer to provide medical insurance cover for staff and their families.

We have recently contracted with Uprise to provide an accessible wellness platform for our people globally. This provides staff with online support for their personal wellbeing that is tailored to their explicit needs – this can range from short learning programmes that help develop wellbeing skills such as resilience or financial management skills, to personal counselling to deal with personal life challenges such as relationship difficulties, or even bereavement.

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# A Note for Leaders

The singular focus of leaders at HG Group is to inculcate and maintain our culture and organisational health.

**This is a primary source of competitive advantage. Competitors might be able to copy our products, perhaps even our processes, but they cannot replicate our culture.**

The model for our leaders is servant leadership, not hierarchy. Our leaders function to serve and enable the One Team and what's best for the business. What others need in order to contribute effectively is the focus; building trust, alignment of goals and accountability are priorities.

Our leaders help the members of the team to grow and become, not just better workers, but better people in order to achieve their potential, to ensure they have a clear line of sight between what they do and the success of the business, to drive clarity, purpose and fulfilment.

## One Direction, One Team!

To be a leader at HG Group is above all to have humility, and to rise above the distractions of ego, personal career ambitions, or territory. There is neither room for empires nor silos, only a relentless focus on the overall business objectives and on the direction to achieve them.

## Resources for Personal Growth & Development

Leaders and aspiring leaders at HG Group are encouraged to read the following books which outline some of the core concepts and capabilities that we require of our leaders:

**- *The Five Dysfunctions of a Team,***

By Patrick Lencioni

**- *The Great Game of Business,***

By Jack Stack & Bo Burlingham

**- *Scaling Up,*** By Verne Harnish

**- *Good to Great,*** By Jim Collins

**- *Primal Leadership: Unleashing the Power of Emotional Intelligence,***

By Daniel Coleman, Richard Boyatzis & Annie McKee

**- *The 7 Habits of Highly Effective People,***

By Stephen R Covey

**- *Execution: The Discipline of Getting Things Done,*** By Larry Bossidy & Ram Charan

**- *Drive,*** By Daniel Pink

**- *Humble Leadership: The Power of Relationships, Openness and Trust***

By Edgar H & Peter Schein

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## Charities We Support

Support for a number of charities is a further expression of our commitment to families and communities. These charities are selected, in consultation with our staff, because their purpose aligns with our own purpose and values.



**Rapid Relief Team**

**Ronald McDonald House NZ & AU**

**One School Global**

**Wairarapa Boxing Academy**

**Carterton Swimming Club**