



CULTURE BOOK // 2018

What we are about!

This book has been created to give our customers, suppliers, employees and business partners an understanding into what motivates HG Group to perform every hour of our day

Improve Dale Carnegie Leader Core Purpose
Equipment Hire Specialist **Sense of Urgency** Market Leaders
Customer Service Good to Great Ownership Communities NPS
OfficeVibe Life Flight Financial Reports Community Communication
Quarry Industry Development Engagement Ideas Breakfast DIFOT
Atmosphere **Health and Safety** Quality of Service **Equip2**
Schools Environment Excavators Reading RRT Progress
Huddle Meeting products Promote Brand A Player Milestones
Course BED/OAR Positive Attitude Families Growth Keestrack
Hiremax **HG Group** Positive Training
Support Eager Willingness Employees
Team Building Provide Fairness Attachments
Construction Industry Lunch Passion Market Books Dedication Leadership Team
Staff Role Card Friendly Quality Equipment Supply
La Rippa **Make It Better** **Passion for Customers** Accept and Meet Challenges
Can-Do Attitude **Team** Clean **Attach2** Service Feedback
Processes Local Community Improvement
Screen Vision **One Direction One Team** Values
Scoreboards Success 1 to 1 Meetings **High Performance**
Core Values Responsibility Attachments for Excavators **Culture**
Building Learner Respect Critical Number Deadlines
Input Motivation



**TO PROVIDE FOR OUR
FAMILIES AND COMMUNITIES
WITH “MAKE IT EASY”
SUPPLY OF OUR PRODUCTS TO
THE CONSTRUCTION MARKET**

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**THINKING
GLOBALLY!**

EQUIP27
PROCESSING SOLUTIONS

Freephone

0800 872 254



THE HG GROUP STORY

While a lot has changed since we opened our doors in 2003, our founding principles have stayed the same.

HG Group started as Hiremax, founded by Joe Hart in early 2003. He had a vision to be able to provide for his family and the wider community. This experience was firstly in fencing and farming, then with his father and brother in earthmoving before moving into earthmoving rental. He identified a gap in the market that would carry out his vision:

- There was no machinery hire company dedicated to servicing only in the Wairarapa
- There was a lack of customer service in Hire Company's already operating in the Wairarapa
- Other companies machines were not updated frequently and had to come from out of the area

So; Joe moved to the Wairarapa and started Hiremax with the passion to:

- Become the Number 1 Machinery Hire Company in the Wairarapa
- Providing World Class Service to customers
- Keep the hire fleet current and regularly replace old machines
- Identify and meet the needs for the customers

Today Hiremax still lives by these commitments and they have been carried out throughout the rest of the company. Founders legacy of living by our core values is celebrated with the "HG Group Core Value" award. Presented monthly to a team member, nominated by their peers, as living by our core values:

- ➔ **Make It Better**
- ➔ **One Direction – One Team**
- ➔ **Passion for Customers**
- ➔ **Sense of Urgency**
- ➔ **Can-do Attitude**

The "HG Group Core Value" Awards is designed to recognise HG Group staff who display all the Companies Core Values while going about their day-to-day activities. Point of this is - we want this behavior to be repeated.



Roger Perales being awarded the first core value award, for showing the values "Can-do Attitude" and "Make it Better"



OUR CORE VALUES

Our Core Values are the principles we use to guide us through our day-to-day activities and the behavior we exhibit. They play an integral role in setting the high standards expected for how we operate and interact both as a business and as individuals.



MAKE IT BETTER

As individuals the Status quo of performance will be extinct if we're not pushing the Boundaries. We have Expectations that need to be continually ratcheting up!

➔ Make It Better

* These are direct quotes from feedback made by colleagues on our watercooler, which is our global live chat.

- Organizing all Hiremax offices to be painted and getting a new desk for Joe
- Working hard on getting our quality higher and products dispatched faster with our supplier
- Cleaning the weeds from the gutters
- Working very proactively on reducing our costs for consumable items



One Direction – One Team

We need to be going in one Direction. Rigorous debate is encouraged, however once the direction is committed, we are obligated to follow through on with this. Undermining is not Tolerated

➤ One Direction - One Team

* These are direct quotes from feedback made by colleagues on our watercooler, which is our global live chat.

- Always passing on leads to Equip2. If he hears or gets a sniff of an opportunity he is onto it
- Helping Hiremax out with customers when Craig is busy with other customers
- Making the new gate for the front entrance
- Doing a scrap metal run for Attach2, despite his busy schedule



Passion for Customers

Simply, we need to be adding value to our Customers Operation

➤ Passion for Customers

* These are direct quotes from feedback made by colleagues on our watercooler, which is our global live chat.

- Demonstrating at the Demo day how we perform at HG Group. Going out of his way to assist in anything from Picking up customers from the Airport and returning then to handing out food
- Coming into serve a customer on Saturday
- Working after-hours with suppliers to ensure that customer down-time is kept to a minimum
- Getting out of the office to meet the customers – and get their testimonials



Sense of Urgency

Things change, act in accord, time is of the essence and we have limited time to act. Paralysis by analysis is the opposite of this

➤ Sense of Urgency

* These are direct quotes from feedback made by colleagues on our watercooler, which is our global live chat.

- Entering some invoices fast when we requested them
- Seeing through the changes in the workshop and making it better
- Worked through his lunch break to complete a TBTR so we could achieve 100% DIFOT
- Forfeited some of his breaks to execute what would have been our largest dispatch ever



Can-Do Attitude

This doesn't mean we don't say no, what it means is we are easy to work with, we are going to dig in and help our team although it maybe out of my Job Responsibility. Don't give in, go above and beyond

➔ Can-Do Attitude

* These are direct quotes from feedback made by colleagues on our watercooler, which is our global live chat.

- Taking ownership of running the daily finance huddle and keeping us accountable
- Has been under a heap of extra pressure filling in for Tom and Darren last week but handled it very well
- Smashing our painting on Saturday to have stock ready for Pick and Ship
- Thinking out-side the square, Under-taking a service on a Screen when he was in the area for another Job. Thinking like this is a time and money saver
- Is keen to take on the Forecasting of products on the A2 range. This will make a big difference



THE HG GROUP WAY

Our business has been built on hardwork, application, dedication, disapointments and responsibility — with everyone contributing in similar fashion. Delivering efficient and productive internal processes have made our company the success it is today. We acknowledge the challenge, we know its not easy, we know its a stretch and working this way, with these Challenges it will always stretch and grow our People. Its not all kumbaya.

EVERYONE IS SHARED WITH THE STRATEGIC PLAN AND THE STRATEGIC PLAN IS SHARED WITH EVERYONE, AS WELL AS THE STRATEGIC QUARTERLY MUST ACHIEVE'S THAT HELP MOVE THE COMPANY FORWARD. COMMUNICATION IS INCREASINGLY GETTING DIFFICULT. BY NO MEANS ARE WE OVER IT. WE BELIEVE IN BEING AS TRANSPARENT AS WE POSSIBLY CAN AND HERE IS SOME OF THE WAYS WE DO THIS.

- The Strategic Goals are identified to move the company ahead
- Progress is posted throughout the company and employees are aware of the progress on a regular basis

COMMUNICATION RHYTHM IS ESTABLISHED, AND INFORMATION MOVES THROUGH THE ORGANISATION ACCURATELY AND QUICKLY

- Financial reports are presented to all employees monthly
- Leaders hold huddle meeting daily with their team to discuss key KPI's
- Employees have a weekly/fortnightly 1-1 meeting with their managers to review KPIs, tasks and discuss any issues or roadblocks
- Quarterly, the leadership team meets offsite to work on "Scaling Up" the business
- Each employee has a Role Card that is reviewed by a panel and updated every quarter
- Ongoing employee input is collected to identify obstacles and opportunities.
- Employees can provide anonymous feedback on their engagement, issues, and ideas.
- Anyone with people reporting to them have their team provide them an anonymous 'peer review' quarterly.
- Teams participate in feedback sessions, quarterly. To give "Doing Well" and "Improvement" feedback to each other face to face.
- Peers complete self-reviews on their Role Card quarterly so they can identify where they are performing highly and where they are struggling
- Core Values are discussed, purpose is articulated, and both are known by all employees.
- All executives and middle managers refer to the core values when giving praise or feedback.
- HR processes and activities align with the Core Values and Purpose (hiring, orientation, appraisal, recognition, etc.).



» One of the informationals developed to train staff



KEY MILESTONES

Just over a decade ago Hiremax was founded to help provide for the family and the community. Vast changes have been made since then to get to where we are now

REMEMBERING OUR BEGINNINGS

- With over a decade of history, the business has established a reputation in a variety of construction sectors that has aligned us with quality and world class customer service.
- Since the establishment of Hiremax in 2003, the company has expanded into 3 market leading diverse business units.
 - Hiremax - Machine hire
 - Equip2 - Screening and crushing
 - Attach2 Equipment - Attachments for excavators
- HG Group has become market leaders through the implementation and improvement of people, products, systems, and processes

2003

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



2005

La Rippa is Formed
» Starts making track guards, excavator/bulldozer ROPS and bulldozer rippers



2007

Hiremax starts Manufacturing
» Hiremax starts fabricating excavator buckets

2009

La Rippa is renamed to Attach2
» Attach2 introduces the Multi Grab Bucket

2012

HG Group Limited is established
» Formed from Hiremax to incorporate all business units
» Equip2 formed
» Formed as a business unit of HG Group Limited
» Import and sell/hire new and used mobile crushing and screening equipment to the Quarry Industry



2015

» Equip2 becomes a separate entity; Equip2 Limited
» New Purpose-built factory complete for Attach2



2017

» Hiremax becomes a separate entity; Hiremax Limited
» Attach2 starts to sell products into the US market



OUR STAFF

Great Employees are the foundation to our success.

We understand and believe that if we look after our staff they will look after us.

It is critical to get the right staff who are great contributors and are the right cultural fit



HG Group believes that great staff (meaning staff with the right attitude) are our biggest asset. We strive to build the best workplace that fosters the growth and development of our team into “A” players. Those who will go above and beyond for each other and our customers.

Recruitment and Hiring of staff is done through processes that allow us to identify the best candidate to fit into the company culture and their role. Onboarding processes are in place for new staff members, to identify how the company can help them grow further in their role which in turn grows the company. Attitude is always first Priority everytime.

We develop and reward staff based on their performance. This is regardless of race, religion, gender, age or education, again, attitude is the significant factor.

Our workplace is very diverse with many different nationalities, and we strive to continue this journey.

We understand that having a diverse workplace is important for the success of our business, as it brings in different ideas and perspectives that help us improve the experience of our customers and the performance of the business.

We strive to build a fulfilling and energetic workplace where everyone enjoys coming to work each morning. To achieve this, we offer;

- Company morning tea each day
- Company lunch twice a week
- Company lunch shout for employee’s birthdays



CULTURE

Is the way things are done here at HG Group. how we behave. We have had it said Our culture is peculiar. What I think this means is - our culture is different enough that if you don’t fit, you will not want to be here. The outcome of this is, it is important for both employee and employer. it doesn’t make either a bad person.

We just both need to fit with each other. It is best for both to be compatible, if we aren’t, the results can weigh heavily on the Business. The interest and tax cost on culture can be extremely high if we don’t take this seriously. Hence the reason to have strong principles around our values.

Some of these Principles which is shown often by staff behavior are

- work hard, often involving going above and beyond for our
- Customers and our Team
- take that hard phone call
- be their for the customer
- be there for the team

• EMPLOYEE FEEDBACK

Employee Feedback is important to us.

It helps us learn what we are doing well as a company and where we can improve.

WE USE “OFFICEVIBE” TO HELP MEASURE STAFF ENGAGEMENT AND COME UP WITH NEW WAYS TO IMPROVE OUR BUSINESS

When asked what motivated the staff to come to work, the staff responded with these comments.

- The challenge and energy of the workplace
- The possibility of making a difference in the life of my family, colleagues, community and also building a legacy that we'll be proud of
- The energetic atmosphere. They promote activities that make for an interesting workplace
- The daily challenges
- Achieving great results
- Move the company forward and support the communities

What satisfies you the most about what HG Group is offering?

- The challenge of where we are going; BHAG (Big Hairy Audacious Goal)
- The opportunities for growth
- Work environment and challenge is most satisfying
- The company has changed year on year with improvement all the time

What's one thing about HG Group that helps you be happy (at work or home)?

- Engaged team members pulling in the same direction especially when they take the initiative
- Rewarded and recognised for work achieved
- The variety in the work and the great people to work with. Honest and Fair.

What's the #1 thing that makes you want to recommend HG Group as a great place to work?

- The values are shared and lived, the enthusiasm, the strive for improvement through continuous training, the team spirit, and the discipline
- We have a very good team with different culture and hardworking people
- Work environment that feels that working with own family

What are some things that HG Group does well to let you grow professionally?

- 1-1 meetings, regular training and no micro-management. Leaving me to own my role but with guidance I can ask for if needed
- Does well at encouraging personal growth – sends us on training courses, buys us books that are good to read – provides us with training videos, gives us feedback on areas to improve
- I have had massive opportunity and autonomy to grow and HG has supported this well

• STAFF TRAINING

HG Group is passionate about developing and training staff. By doing this we will help them to grow which in turn grows the company.



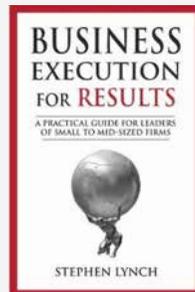
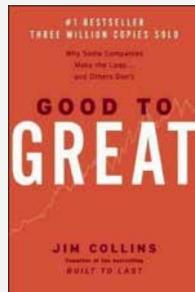
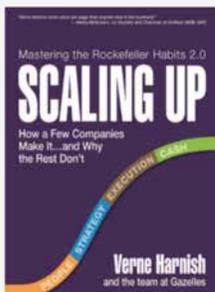
OUR COMMITMENT TO LEARNING HELPS US FULFIL OUR CORE PURPOSE.

Our Core Value “Make it Better” encompasses continuous learning and growth. HG Group provides staff with opportunities for further education and training.

DALE CARNEGIE TRAINING

Dale Carnegie Training has been implemented through over half of our team. This has taught us a variety of life skills;

- Increase Self-confidence
- Improve Interpersonal Skills
- Communicate more effectively
- Develop Leadership Abilities
- How to Sell Ideas
- Reduce Stress and Worry



OUR LIBRARY

There is a small selection of books that have a great importance to HG Group. These books have guided us through business and helped us to grow to where we are now. We still use these books for guidance and inspiration.

Reading is an important part of growth and learning. We have a collection of books available to staff to learn about different aspects of business. To help employees better develop their skills in the best way, HG Group also purchase books recommended by staff.



BECOME A FRIENDLIER PERSON

- Don't criticize, condemn, or complain
- Give honest, sincere appreciation
- Arouse in the other person an eager want
- Become genuinely interested in other people
- Smile
- Remember that a person's name is to that person the sweetest and most important sound in any language
- Be a good listener. Encourage others to talk about themselves
- Talk in terms of the other person's interest
- Make the other person feel important – and do it sincerely

WIN PEOPLE TO YOUR WAY OF THINKING

- The only way to get the best of an argument is to avoid it
- Show respect for the other person's opinion. Never say, "your wrong"
- If you are wrong, admit it quickly and empathically
- Begin in a friendly way
- Get the other person saying, "yes, yes" immediately
- Let the other person do a great deal of the talking
- Let the other person feel that the idea is his or hers
- Try honestly to see things from the other person's point of view
- Be sympathetic with the other person's ideas and desires
- Appeal to their nobler motives
- Dramatize your ideas
- Throw down a challenge

BE A LEADER

- Begin with praise and honest appreciation
- Call attention to people's mistakes indirectly
- Talk about your own mistakes before criticizing the other person
- Ask questions instead of giving direct orders
- Let the other person save face
- Praise the slightest improvement and praise every improvement. Be 'hearty in your approbation and lavish in your praise"
- Give the other person a fine reputation to live up to
- Use encouragement. Make the fault seem easy to correct
- Make the other person happy about doing the thing you suggest

• TEAM CULTURE

Team Culture is a large part of HG Group's Success.

We continue to build on this through collaboration, team work and communication.



TEAM BUILDING SESSIONS

To continue to build up our team culture we run team building activities. This is to get everyone's input and participation on different ideas. We also have run many different activities to help build on our teamwork;

- End of Year Lunch's – December 2017
- Patuna Farms Team Building Day – November 2017
- Mike Clark Training day – February 2017
- Customer Service Workshop - February 2018

WATER COOLER

Results.com software is used throughout the company to track goals and tasks and to provide a common communication channel throughout the staff. The Water Cooler is a public discussion on this software. This communication channel is used to give public recognition to employees for behaviours and actions that are aligned with the Company's Core Values. This means everyone in the company is aware when someone is recognised for doing a good job

FEEDBACK SESSIONS

Feedback sessions are run quarterly within groups across the company. This is to give employees an opportunity to give face to face feedback to each member of their team on what they are 'Doing Well' and what they 'Need to Improve'. This is to help each employee know their area for improvement and what they can change to help the team function better.

HUDDLE MEETINGS

Huddle Meetings are run daily within the different teams in HG Group. To ensure that there is team alignment and provides opportunity for the whole team to assist with any issues.



• **OAR/BED**

“LIVE ABOVE THE LINE”

LIVE ABOVE THE LINE - HOW ARE YOU GOING TO REACT?



INFOGRAPHIC MATERIAL DEVELOPED TO DIFFERENTIATE **C PLAYER** VS **A PLAYER** DISPLAYED AND USED INTERNALLY.

C PLAYER

- Blame others
- Judgemental
- Complainer
- Excuses
- I take things for granted
- I am not willing to change
- I have a bad attitude that spreads throughout the company
- If something is too hard, I will give up
- If I do not like doing a task, I will not do it
- Unmotivated
- Unorganised
- I do not value my time

A PLAYER

- I take ownership of my role, attitude and workspace, even when things go wrong
- I will go above and beyond expectations
- Positive attitude
- Shows appreciation and gratitude
- Goal driven
- Humble
- Learner
- Communicates Ideas
- Self-aware
- Open communicator
- I am open to changes
- Team player
- I treat all members of my team respectfully
- I will share my knowledge, results and skills with the rest of my team
- I am proactive and committed to my role
- I am passionate about the company, my team and customers

• Health & Safety

Health and Safety is one of the fundamental functions of HG Group. We are passionate doing what we can to keep those around us safe



OUR COMMITMENT TO THE SAFETY AND WELLBEING OF ALL PEOPLE INVOLVED WITH HG GROUP.

Every employee onsite is empowered to participate in this function. This includes ensuring all policies are upheld and suggesting ideas for improvements.

HEALTH AND SAFETY COMMITTEE

The Health and Safety Committee is made up of 5 employees from all departments. These staff have the responsibility to ensure that policies and procedures are upheld throughout the company. They are also the spokesperson for their department; ideas and issues are elevated to the Committee through these employees. The committee meets monthly to ensure that the systems are kept up to date and that all hazards and risks have the appropriate safety measure in place to protect the employees.

EMPLOYEE RECOGNITION

Employee Recognition is an agenda item at the Health and Safety meetings. This is to identify a staff member that has made positive changes and impact in Health and Safety. This is recognised monthly at the company meeting when the core value award is also awarded.

NCR REGISTER

We run our NCR register through Smartsheet. This is a platform where employees can submit anything regarding Health and Safety. This includes Hazards, near misses or incidents, injury's or corrective preventive actions, or suggestions for improvement. These entries are regularly checked and decisions are made about removing or minimising risks identified in the entries.

HUDDLE MEETINGS

Health and Safety is one of the agenda topics in the daily huddle meetings. Accidents, near misses, injuries and improvement ideas and discussed every day. This is to ensure that all employees understand the risk and are educated around safe practices





OUR CUSTOMERS

Our Customers are at the Core of all we do. Our Core Value “Passion for Customers” outlines the emphasis that HG Group puts on those we serve. We judge our success by that of our customers.

• CUSTOMER FEEDBACK

Our customers feedback is important to us, as it helps us know where we need to improve

I Like dealing with Jock, like dealing with you guys, you are straight. You look after us and we look after you.

NICK - HIREMAX

Prompt, Straight-up Service

GRANT HARPER – ATTACH2

The Reason why we brought from Equip2 is because of the Hart Family, they are very good at that they do, they don't just sell you products they sell you solutions

BRUCE ABBOTT - EQUIP2

Good service with Logan and Paul, they go out of their way to help us.

JOHN FINLAYSON – ATTACH2

The Sales Staff are so friendly and on to it. They are quick to respond, even at night

RAY BERKETT – ATTACH2

You have different machinery in arms reach in the Wairarapa, you have the variety.

MATT MCLENNAN - HIREMAX



Equip2 have been a big part of getting where we have got to

SANDY SHIRTLIFTS – EQUIP2

Have been using you guys for a while now, had good dealings. Had a breakdown and your guy was out there to fix it straight away.

CLINTON DOUGAN - HIREMAX



OUR COMMUNITY

HG Group is passionate about helping others. Communities help contribute to making the lives of others better. So HG Group believes in helping them do this.

• COMMUNITY SUPPORT

Our Communities mean a lot to all of us. Contributing to these is part of our core purpose and it helps build better lives for others



HG GROUP DONATION TO EAST SIDE COMMUNITY GROUP

HG Group placed a donation to East Side Community Group to help them with the development of a public park in the area.



LANSDOWNE KINDERGARTEN CLASS TRIP TO HG GROUP

The students at Lansdowne Kindergarten took a class trip to HG Group to learn more about large machines. They saw all the large machines and met the staff.



