

2023 - 2024

SUSTAINABILITY REPORT

Driving change.

From the CEO and Board

Great People, Great Gear, Great Mates. This is what our customers know and expect of us. And at the heart of HWR is Great People.

Welcome to HW Richardson Group's 2023 Sustainability Report. As CEO and Directors of the Group, we are proud to present the achievements and projects of our people and businesses.

Like many businesses, HW Richardson Group (HWR) is working towards achieving net-zero carbon emissions by 2050. This is a significant body of work to transform our business, but one we are committed to and recognise the urgent change that is needed within the transport industry to reach this goal.

As a large company, we have an immense responsibility in leading by example when it comes to corporate sustainability. Not only for our natural environment, but for our people, our customers and our communities. Given we rely on diesel and petroleum products to operate our heavy plant and equipment across our brands, one of our key opportunities is to reduce our carbon emissions through reduced fuel consumption. Reducing carbon emissions helps us play our part in mitigating the onset of climate change, along with contributing to a healthier environment for tomorrow so our future generations can

thrive. This challenge and change to an environmentally sustainable way of business, is just one of the many challenges HWR faces in the current changing landscape. We have committed to reducing our fuel consumption by 8% by 2027. To get there, and beyond, we need to make meaningful change.

Armed and inspired by this responsibility, we have spent much of the past 12 months exploring and implementing the groundwork for what will become a hydrogen-powered heavy transport industry. HWR Hydrogen is a project to implement clean, future fuels into our businesses to secure the transport industry's future.

Great People, Great Gear, Great Mates. This is what our customers know and expect of us. And at the heart of HWR are Great People; we'd like to take this opportunity to thank everyone across the Group for their hard work, their passion in their roles, and their commitment to finding a better way to do business.

Thank you for taking the time to read this report. Stay safe out there on the roads.



Jocelyn O'Donnell
Director



Scott O'Donnell
Director



Albert Brantley
Chairman



Anthony Jones
CEO

About this report

This report is structured using the ESG model. ESG (environmental, social, governance), in a sustainability context, is a framework used to measure a company's performance and efforts to be more sustainable across the broad spectrum of its operations. Sustainability is more than the effects on the natural environment; it encompasses social initiatives that benefit people and communities, and governance policies and structures that highlight ethics and transparency.



UN Sustainable Development Goals

The 2030 Agenda for Sustainable Development, adopted by all United Nations Member States in 2015, provides a shared blueprint for peace and prosperity for people and the planet, now and into the future. At its heart are the 17 Sustainable Development Goals, which are an urgent call for action by all countries - developed and developing - in a global partnership. They recognise that ending poverty and other deprivations must go hand-in-hand with strategies that improve health and education, reduce inequality, and spur economic growth - all while tackling climate change and working to preserve our oceans and forests.

HWR has selected these six areas where we believe we can make the most difference.

Provided **no-cost access** to external programmes such as **counselling, medical support and check-ups** for our staff.

Impact investing across the Group and its communities, including the



\$183 MILLION
INVERCARGILL CBD
REDEVELOPMENT

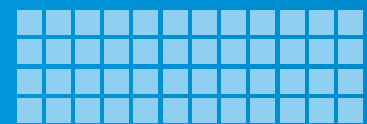
21,465
HOURS

spent by HWR Driver Trainers in training activities with drivers

DIVERSITY

Inclusive employer, supporting an ethos of diversity and inclusion – be it gender, ethnicity, sexuality, religion.

48 SEPARATE
COMPANIES
FORM THE
HWR GROUP



2,700

employees across
NZ and Australia

STAFF SAFETY



Delivered safety programmes like SHARP (ensuring our employees **get home safely**).

12 **QUALIFIED**
DRIVER
TRAINERS

working alongside HWR staff

SPECIAL RIGS
FOR SPECIAL KIDS

Long-standing involvement in Special Rigs for Special Kids, which provides an **unforgettable experience** for children with special needs.



THINKING
LOCAL

Our commitment to **maximising the use of local suppliers**, supporting numerous jobs and generating continual cash-flow within our local economy.

80% of eligible staff receiving

FREE
HEALTH
INSURANCE



provided by HWR

ROAD TRANSPORT
HALL OF FAME



Founder of the Mobil 1 Delvac New Zealand Road Transport Hall of Fame to recognise the **enormous contributions of individuals** throughout New Zealand to the transport industry, with proceeds from the annual awards dinner going to ProActive Drive – an organisation that **supports the road safety skills** of young Kiwis.



FUTURE
FUELS

project introduced, bringing green hydrogen to the heavy transport industry

118 **ALLIED**
PETROLEUM
FUEL STOPS ACROSS NZ



11 joint venture
partnerships

throughout NZ covering livestock, bulk and milk cartage, spreading and contracting.

WORKING IN 6
SECTORS



CONCRETE
INNOVATION

Received Excellence in Concrete Innovation award for reduced carbon concrete mix, **Ecrete™**

AT A
GLANCE

8%

Short term target of 8% reduction in fuel emissions by 2027

\$1M

More than \$1 million invested in mytransport, a transport logistics planning software that optimises route planning

\$15M

More than \$15 million invested in exploring and implementing green hydrogen as an alternative fuel

Environmental.



GROUP EMISSIONS

As a transport company, HWR is acutely aware of the impact its operations have on the environment. The transport industry is a big emitter, and we are part of this. HWR has taken steps across the business to significantly reduce its emissions. We are working with Toitū Envirocare to track our emissions and have created an emission baseline from our 2021 financial year ending August to establish from where we need to improve.

Our 2021 emissions are our baseline from which we measure our progress. HWR has set a target of an 8% reduction in relative fuel consumption by 2027.

Using Toitū's carbon intensity methodology based on CO₂T to revenue, HWR has seen a reduction from a factor of 6.97 in base year 2021 to 5.16 to August 2022.

To achieve this reduction, we have several initiatives in place across the Group. These include:

- Introducing green hydrogen as an alternative fuel in our heavy vehicle fleet
- Utilising our SAFED programme to develop and implement fuel-efficient driving, truck maintenance focus, removing unnecessary idling time
- Our mytransport software, which allows operators to develop dispatch and logistics efficiencies including route optimisation and increasing back-loads
- Developing a suite of reporting tools of common, operational KPIs across the divisions

The introduction of the HWR Sustainability Framework, divisional sustainability strategies and policies are also key drivers in achieving our 8% reduction target.



In what is our largest sustainability project, and indeed one of the largest projects to be happening across HWR Group, HWR Hydrogen is the future of the heavy transport industry.

This bold and ambitious project is fuelled by the need and desire to see transport become a sustainable operation, rather than a highly polluting one. Time will eventually be called on traditional petrol and diesel fuels, whether that be through supply or legislation, but we must secure the transport industry's sustainable future ahead of that.

HWR has a specialist innovation team that has long been researching future fuel pathways. It's in hydrogen that the answer was found. Already immensely popular in Europe as an alternative fuel, HWR believes the application is most appropriate for the heavy fuel industry, where electric is not a viable option for large vehicles and trucks.

Hydrogen is a future fuel that will transform the transport industry, shifting it from being one of the largest emitters, to one of sustainability's biggest champions. The key to a successful transition to future fuels is a sustainable and attainable approach.

There are two streams of work in our hydrogen plan: dual fuel technology in truck fleets, and a hydrogen refuelling network with the on-site production of green hydrogen. HWR plans to lead the heavy transport industry's transition to hydrogen through dual fuel, where trucks run on both hydrogen and an existing fuel source. We have worked with a European supplier that we believe has perfected the dual-fuel technology approach and are trialling several of these trucks on New Zealand roads to review their performance and fuel reduction.

Our dual-fuel system involves retrofitting the hydrogen system to an existing diesel combustion engine. The hydrogen used to fuel the truck is stored as a gas in tanks on a frame behind the cab of the truck. The tanks can hold 5kg of hydrogen each, and most truck configurations will hold 5 tanks (equating to 25kg of hydrogen).

Trucks fitted with HWR Hydrogen's dual-fuel system will reduce up to 40% of carbon emissions in dual-fuel mode without compromising existing operations, routes, distances, or payload. The additional weight added to the truck from the conversion results in the truck's tare weight at full capacity remaining under the allowable weight

restrictions for an HPV licence, meaning the same payload can be carried.

A significant benefit of the dual-fuel truck is that while the hydrogen infrastructure is being developed in New Zealand, our dual-fuel trucks can operate on 100% diesel when there is no hydrogen available.

As dual fuel trucks go through their lifetime, they will eventually end up in the fleets of smaller operators who would otherwise be blocked from the hydrogen network through prohibitive cost. As the industry moves towards hydrogen as its fuel source, dual-fuel trucks will mean the entire industry – down to small businesses – will be on the sustainability journey.

In order for the heavy transport industry to readily access hydrogen, there needs to be a refuelling network. One of HWR's companies, Allied Petroleum, has an existing network of fuel stops from the Karikari Peninsula to Stewart Island.

HWR will use the Allied Petroleum network to distribute hydrogen as an alternative fuel by adding the refuelling capability to existing and new sites. Storage tanks,

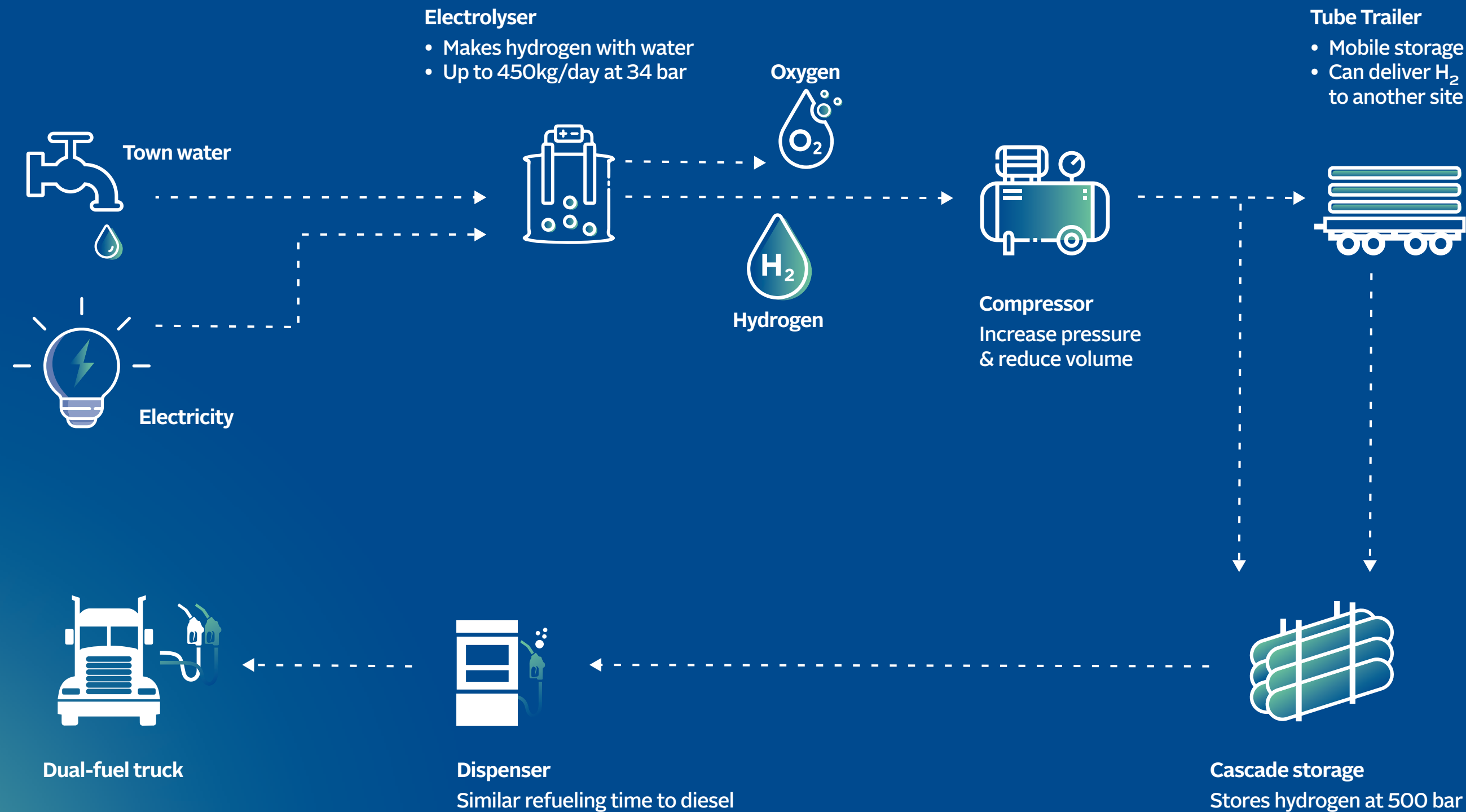
compressors and dispensers will be added to make sites dual purpose: production and dispensing of hydrogen, alongside diesel and petrol products. For customers, refuelling will look much the same as now, with fuels such as petrol and diesel. We're working closely with Christchurch-based engineering innovator Fabrum, a world leader in zero-emission transition, for our end-to-end scalable hydrogen refuelling solution that produces hydrogen on-site using electrolyzers.

Upgrading and transitioning our fleet is only part of the solution. Our plan answers both the supply and demand challenge. Having hydrogen available and accessible for other companies to access across New Zealand will support other companies to reach their own sustainability goals.



Find out more here
hwr.co.nz/hydrogen

How is hydrogen produced?



ecrete™

Within HWR’s concrete division, the technical team have spent much time researching and developing concrete solutions that have a lower carbon footprint. It’s well known that cement production comes with a large amount of carbon emissions, so Allied Concrete developed a concrete mix that uses less Portland cement to lower the product’s carbon footprint.

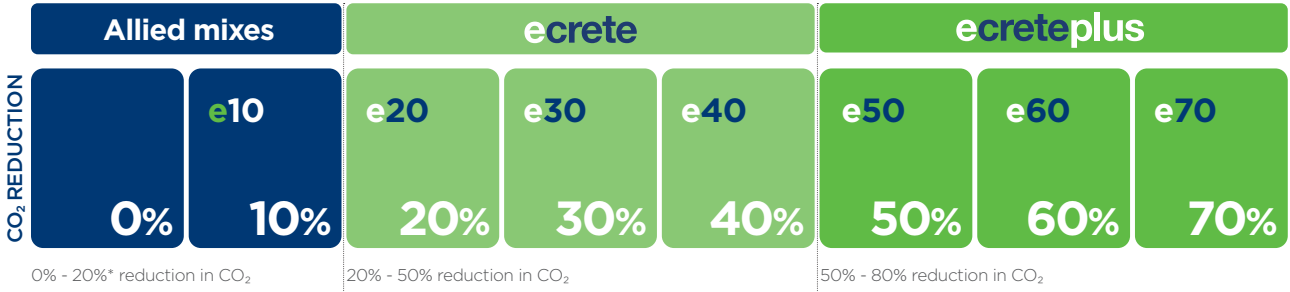
Ecrete is an innovative concrete mix designed to reduce carbon impact without compromising on strength and durability. With its cutting-edge formula and environmentally friendly properties, ecrete paves the way for sustainable building practices in New Zealand.

The revolutionary concrete mix uses supplementary

cementitious materials (SCMs), like GGBS (ground granulated blast-furnace slag) and fly ash, to replace a portion of Portland cement. By doing this, embodied carbon is drastically reduced by up to 75%. Ecrete is available in a range of mixes to suit customers’ needs.

The reduction in embodied carbon is compared to 2020 Infrastructure Sustainability Council (ISC) 2020 baseline for ready mixed concrete.

Ecrete, in its e30 and e40 applications, has been used in a large infrastructure project in the upper South Island. Waimea Dam, a project to secure the Tasman region’s water supply, has had a 1,176,444kg reduction of CO₂ emissions from its use of ecrete.



*Reduction in Embodied Carbon compared to 2020 Infrastructure Sustainability Council (ISC) 2020 baseline for ready mixed concrete.
CO₂ reduction for Allied mixes will alter dependent on branch location



SAFED

As fuel prices continue to rise and the world moves towards greener fuel options, HWR is playing its part and leading the charge on fuel efficiency for the Group.

Even as we develop our hydrogen fuel solution, steps can still be taken to lower fuel costs. One of these areas is through driver training, within HWR's SAFED programme.

Safe and Fuel Efficient Driving (SAFED) is a driver development programme and is one of the key fuel efficiency areas the Group will be focusing on. SAFED NZ is a comprehensive one-day, off-the-job driver development course. It teaches safe and fuel-efficient driving techniques through a combination of theoretical and practical exercises.

Applying safe and fuel-efficient driving techniques learnt

through SAFED NZ has seen some drivers reduce their fuel consumption by as much as 10%, with 25.9% being the highest fuel saving achieved from a single driver who completed SAFED. Ongoing savings on repairs and maintenance are also achieved. The practical in-cab elements of the course provide drivers with real-world skills that can help them feel less fatigued, lower their stress levels, and increase their value to their employer through keeping fuel costs down and accident rates low. Often, it's only a few small changes that return encouraging results.

Previous course data shows company drivers reduced their fuel consumption by an average of 6.8%. There was even a reduction in their trip times by an average of 3.9 minutes, over a 40-minute drive, as well as reduction in the number of gear changes by a massive 52.9%.

SPECIALISED ENVIRONMENTAL SERVICES

Finding ways to reduce and repurpose waste is a vital part of sustainability. Waste isn't good for anyone, but with Specialised Environmental Services (SES), things that would otherwise go to landfill can be given a second application, or even more.

SES specialises in the collection of protein waste – essentially any waste that comes from an animal after it's been processed at a butchery, supermarket or factory. This waste is then diverted from landfill, giving it a second life as a new product. Protein waste comes from various industries including butcheries, supermarkets, seafood processing plants and poultry sectors.

Protein waste can be used in several applications. After it is collected, it's sent to a rendering plant. There, it's rendered into products such as tallow, which is then exported to overseas markets. After rendering and treatment, it can be made into a multitude of products, mostly within the health and beauty industry. Such products include skincare and cosmetic products, and health food supplements. Other by-product uses are pet foods and gardening supplies.

Services that SES provides are essential to businesses, including HWR, building a more circular economy when it comes to the life cycle of waste products.

FUEL REDUCTION IN HEAVY MACHINERY

Reducing fuel usage in heavy machinery is an overarching goal of SouthRoads. The contracting business is concentrating its efforts on reducing its fuel burn across the company, particularly in heavy machinery. An evolving fleet of excavators, diggers, graders and dump trucks are being monitored, with SouthRoads able to track CO₂ emissions, fuel consumption and idle time.

This fuel reduction project is in its initial stages. SouthRoads is collaborating with partners to establish streamlined workflows that cater to the specific divisions within the organisation, incorporating up-to-date data.

Initiatives SouthRoads is looking at to assist in fuel reduction include:

- Operator training – working with those suppliers to provide the most up-to-date training
- Reduce downtime (idling) – when an engine is idle, it consumes fuel and ultimately produces CO₂ emissions
- Optimal asset selection – ensuring the correct asset is being used for each job, e.g. using a 20T digger where a 14T digger is suitable





mytransport

mytransport is an innovative route planning and dispatch software that streamlines the transport logistics process for drivers, dispatchers, and customers.

Being primarily a transport company, HWR felt there was a better solution to be found for job management when it came to the entire ordering, planning and delivering loads, plus all of the administration that came with it.

HWR invested significantly in research and development of a solution that was completely new for the industry, but like nothing that was currently available. mytransport is an entirely digital transport planning system that cuts down significantly on time, keeps everything in one place and keeps the lines of communication between clients, drivers and dispatchers open.

The key features of the mytransport system include:

- Supply plan, allowing users to schedule work well ahead of time
- Route planner optimisation
- Users able to input their own orders to the system
- A customer portal that live tracks arrivals and departures of loads
- A co-pilot function which sends jobs straight to the driver while they're in the truck
- Compatibility with existing systems allowing for integration of customers' other systems they may be running, so information can come straight into mytransport for orders

The software makes things quicker because users are able to plan well ahead of time, talk to whoever they need with a click of a button, and get access to the fastest routes possible from one place. Typically this function is mostly paper-based with drivers and dispatchers keeping notes, which can lead to breakdowns in the process. mytransport keeps transport planning in one place with automated functions doing the heavy lifting, so nothing is missed.

AT A
GLANCE

200

Responsible for checking more than 200 pest traps across Otago, within the SouthRoads business

FIRST

Allied Concrete plant supervisor Megan Blance first woman to be awarded ConcreteNZ Apprentice of the Year

Social.

MENTAL HEALTH

Wellbeing in the workplace isn't just about physical health and safety; our mental health is a hugely important aspect of our overall health. In addition to all staff being able to access services through OCP (our employee assistance programme), HWR is invested in supporting healthy mental wellbeing.

HWR actively took part in Mental Health Awareness Week (MHAW) 2022, encouraging staff to connect with their colleagues and explore the Mental Health Foundation's Five Ways to Wellbeing in the Workplace. The information that was shared also featured the use of te reo Māori, encouraging staff to read and engage with this kaupapa.

At a head office level, we also provided a week of activities for more than 70 of our staff to take part in and provided them with a gift bag that contained thought-provoking and supportive resources.

KŌRERO CARDS



KAWHE & KŌRERO



THRIVE AND BLOOM



DIVERSITY WORKS

HWR is a member of Diversity Works New Zealand; the national body for workplace diversity and inclusion. Diversity Works is a partnership between the private and public sectors, and being part of it means we can help drive diversity and inclusion as an effective tool for bettering economic and social outcomes.

HWR will focus on three key initiatives:

- Taking part in the Aotearoa Inclusivity Matrix
- Developing diversity and inclusion goals
- Undertaking training for team members across the group to support diversity and inclusion in HWR's activities

MEMBER OF

DIVERSITY WORKS^{NZ}

THE HALO PROJECT

New Zealand's natural beauty and habitats are treasures that need to be protected and preserved. With many of HWR's workers performing their roles in the great outdoors, they see first hand just how fragile the landscape can be – and work hard to ensure the services they're carrying out don't harm the surrounding areas.

SouthRoads, a business in HWR's Contracting division, has partnered with an organisation to do its part to protect Dunedin's biodiversity. Asking themselves how it could do better in the environmental space and for the communities it operates in, SouthRoads workers have for many years been laying and maintaining pest traps beside bridges in areas where staff are working. Wanting to expand on this work, SouthRoads has partnered with The Halo Project. This Otago-based organisation is 1 of 22 that make up Predator Free Dunedin who work collaboratively to protect native biodiversity and strengthen communities. These organisations share a long-term vision to get rid of possums, rats and stoats from Dunedin's urban and rural landscapes by 2050. Their work helps to make coastlines safer for seabirds, and enhance fresh water with more than 3,800 traps laid across the Otago region.

SouthRoads helps with predator control and is responsible for checking about 220 of these traps. Staff check, clear, rebait and reset the traps, and record anything they catch on TrapNZ.



THE HAWTHORNDALE CARE VILLAGE

The Hawthorndale Care Village in Invercargill is a not-for-profit aged care home that particularly caters for residents with dementia. It takes a modern approach to dementia care, based on the model of a Dutch care village, De Hogeweyk, and will be a revolutionary step forward for a positive aged care sector in New Zealand.

HWR's involvement with The Hawthorndale Care Village came after director Scott O'Donnell's father passed away with dementia. He felt the standard approach to dementia care was lacking and unnecessarily institutional.

Through O'Donnell Family Investments, the site where the care village will be built – the former Hawthorndale Primary School – has been landbanked.

This concept replicates everyday life in a suburban neighbourhood within the care village's safe, secure setting.

It is designed to allow people to live in small homes built with dementia design principles, rather than a hospital environment. The proposed new village rejects the large, nondescript hospital-like buildings of traditional rest homes. Instead, The Hawthorndale Care Village will have managed and pleasant homes on a smaller scale, just like a suburban neighbourhood.

The familiar rhythm of a home in a safe and welcoming village community gives residents freedom and security, having a positive impact on happiness, health and

wellbeing. A genuine village environment with landscaped gardens and streets is proposed along with a range of residential care accommodation including integrated rest home, dementia and hospital care within the care homes.

The Hawthorndale Care Village will make a tangible difference in the lives of families who have loved ones with dementia. HWR is proud to be associated with this project.

INVERCARGILL CENTRAL

Revitalising a regional city's CBD may sound like a daunting task – it is. But HWR directors Jocelyn and Scott O'Donnell saw a city in need, and stepped in.

Fearing Invercargill could fall into decline with a lack of investment in the city's infrastructure, Scott and Joc felt they were in a position to play a part in giving back the Invercargill CBD its heart, and proposed an inner city redevelopment project. The project is a joint venture between O'Donnell CBD Ltd, the Invercargill City Council and the Provincial Growth Fund.

It became known as Invercargill Central and, after several years, opened in stages to the public in 2022 providing a central hub of business, retail and hospitality offerings.

The \$183 million hub began with the demolition of more than 40 buildings with varying degrees of damage and low earthquake ratings in Invercargill's CBD, with some heritage building facades retained. Built in their place was Invercargill Central, a brand-new CBD for Southlanders to be proud of and utilise for decades to come.

HWR's head office and staff moved into the new CBD development in 2023, occupying space in an office block tower on the corner of Esk and Dee streets.

 **A BUSTLING
CENTRAL HUB**
for all of Invercargill to enjoy

650+
carparks

Open, modern concept
FOOD HALL
with a variety of
international cuisines 

25+ 
retail services

 Check out [invercargillcentral.nz](https://www.invercargillcentral.nz) for more info or follow Invercargill Central on Facebook.



SUPPORT WHERE IT MATTERS

In recent years Allied Petroleum has been a proud sponsor of the Southern Coastal Charitable Trust.

The Trust co-ordinates rubbish clean up events – the Southern Coastal Clean Up – carried out by dedicated and passionate volunteers across southern coastal areas of the South Island. Allied Petroleum sponsors these events, and HWR staff have participated in the clean-ups.

Over the years the clean-ups have taken volunteers to some precious areas of the South Island, all with the intent of keeping the coastlines clean for the years to come. The origins of the Southern Coastal Clean Up go back to 2001, when a local helicopter pilot noticed an accumulation of plastic rubbish along the coastal beaches of Fiordland. Deciding something needed to be done, discussions around the clean-up of Fiordland's and Rakiura's (Stewart Island) beaches began. Over the years, the Southern Coastal Clean Up has grown to include clean-up events in Milford and Dusky Sounds as well. The amount of

rubbish has been staggering, some years volunteers have removed up to 20 tonnes of rubbish.

Allied Petroleum is a strong supporter of the communities it works in. In recent years there have been a number of natural disasters and weather events that have put a strain on access to resources in hard hit areas. In such times of need, Allied Petroleum has been happy to answer the call by providing a fuel supply. Allied Petroleum has had purpose-built self-contained fuel tanks known as Community Response Units, and transported and set them up in areas of need. Most recently, the company stepped in to help the Civil Defence response to Cyclone Gabrielle on the North Island's east coast in early 2023. Allied Petroleum was able to assist essential service providers and customers by establishing a critical fuel supply by re-routing fuel tankers around the North Island to ensure fuel made it to cyclone-hit regions that needed it.

AT A
GLANCE

80%

80% of eligible staff covered by health insurance through HWR's staff benefits programme

279

279 active in-house training modules for staff to upskill and refresh on a regular basis

Governance.

HWR

SUSTAINABILITY

FRAMEWORK

In 2023, HWR formally adopted its first, comprehensive and Group-wide sustainability strategy. The Strategic Sustainability Framework sets out how HWR will incorporate sustainable methods of working into its operations going forward.

For many years, goals and strategies have been in place at an individual business level, but looking to create a pathway to sustainable future that all HWR’s companies could follow led to the development of a Group-wide approach. With representatives from each division, a sustainability working group was assembled. Over the course of several months, this group developed a comprehensive document that set out expectations and goals for businesses to meet. It is expected that managers will apply the framework to their area of HWR, with their performance being marked year-on-year.

To speak directly to the obvious: HWR operates within an industry that produces a significant number of emissions. As a business, we are acutely aware of our impact on the environment and our responsibility to ensuring our operations are respectful of those environments.

Sustainability is intrinsically tied to our HWR Values – Be Customer Driven, Work Together, Walk the Talk, Be Respectful and Get Home Safe. It feeds into all parts of our operations, because there are gains to be made in all areas. When we collaborate and share the same vision, we can deliver better outcomes which leaves behind a better tomorrow.

The Framework broadly covers:

Our Sustainability Commitment

- Actively challenging our current way of working to become more sustainable
- Embed sustainability throughout HWR’s operating divisions
- Build credibility through transparency and accountability

A Culture of Sustainability

- Raise awareness of HWR’s sustainability journey
- Encourage inquiry and learning within HWR

Walk the Talk on Sustainability

- Actively pursue a low carbon future; net zero by 2050
- Promote sustainability across HWR’s built environment and land holdings
- Encourage sustainability in the procurement of goods, services and the supply chain
- Work towards a circular economy
- Encourage sustainable transport
- Minimise water impacts

Encourage Sustainability Innovation

- Explore innovative alternatives specific to HWR’s businesses
- Support the use of HWR businesses as a vehicle for innovation

Working Together to be a Catalyst for Change

- Encourage collaboration across HWR, industry and our communities
- Strengthen community relationships
- Advocate for sustainability and celebrate achievements

TOITŪ

ACCREDITATION

In 2022, HWR received its Toitū Carbonreduce certification from Toitū Envirocare.

This certification binds us to commitments to continually improve our carbon emissions aimed at delivering the future emissions reductions targets through positive actionable and measurable steps in our business.

As part of the Carbonreduce certification, Toitū helps us to accurately measure our greenhouse gas emissions, and put in place strategies to manage and reduce impacts. Compliance with the programme is independently verified annually to maintain certification.





Be customer driven.



Work together.



Walk the talk.



Be respectful.



Get home safe.

HWR VALUES

HWR wouldn't be where it is today without the foundation that founder Bill Richardson so strongly embedded. At the beginning of 2022, HWR set out on a journey to formalise these values and communicate them to its people.

The HWR Values – Be Customer Driven, Be Respectful, Walk the Talk, Work Together and Get Home Safe – help HWR's people to anchor their thoughts and guide decision-making. When working with the values in mind, HWR and its businesses can be match-fit and go from being good to being great.

Great Gear, Great People, Great Mates has long been our motto, and this remains a cornerstone of HWR's business messaging. It's what customers know HWR for; it's how staff speak to others about the business.



Scan here
to watch
the video!



Be Customer Driven

Our customers keep the wheels of our business turning, so it's vital we understand them. Walk a mile in their shoes, build customer relationships, look for solutions – this means we can deliver great service and add value.



Work Together

Teamwork makes the dream work. When we support one another and collaborate, we're a better team. Good communication allows us to build good relationships, which deliver good outcomes in all parts of our work.



Walk the Talk

Leading by example and working with integrity sets a tone not only within ourselves, but for others to follow. Walking the talk is as much about what you do in the moments when no one is looking, as it is when you're working in a team. How we act in the tougher moments speaks volumes.



Be Respectful

HWR is a place where the diversity of our people is our strength. Our differences are encouraged and celebrated. We listen with intent; we're open and honest and we treat our people and customers with kindness, professionalism and understanding.



Get Home Safe

We all have the right to be safe at work and get home safe every day. It's something we're all responsible for, from our spaces being safe to operate in, to our people stepping in if we think something doesn't look quite right. Making good decisions keeps us, our colleagues, and our customers safe, meaning we all get home safe at the end of the day.

STAFF BENEFITS

Having a healthy workplace is so much more than physical health – it’s about the supportive environment that is created for staff. HWR doesn’t want to have a culture where people come to work, do their job, and go home at the end of the day without feeling valued, or like they’re just a number.

To recognise the commitment our staff have for HWR and its group of companies, a range of staff benefits have been created for staff. We believe in uplifting and supporting our people, so they can come to work each day knowing they’re in a healthy environment where we’ll support them to reach their goals. Staff are the greatest asset we have in our business and without their support, loyalty and hard work the wheels of our business grind to a halt.

HWR provides:

Our Sustainability Commitment

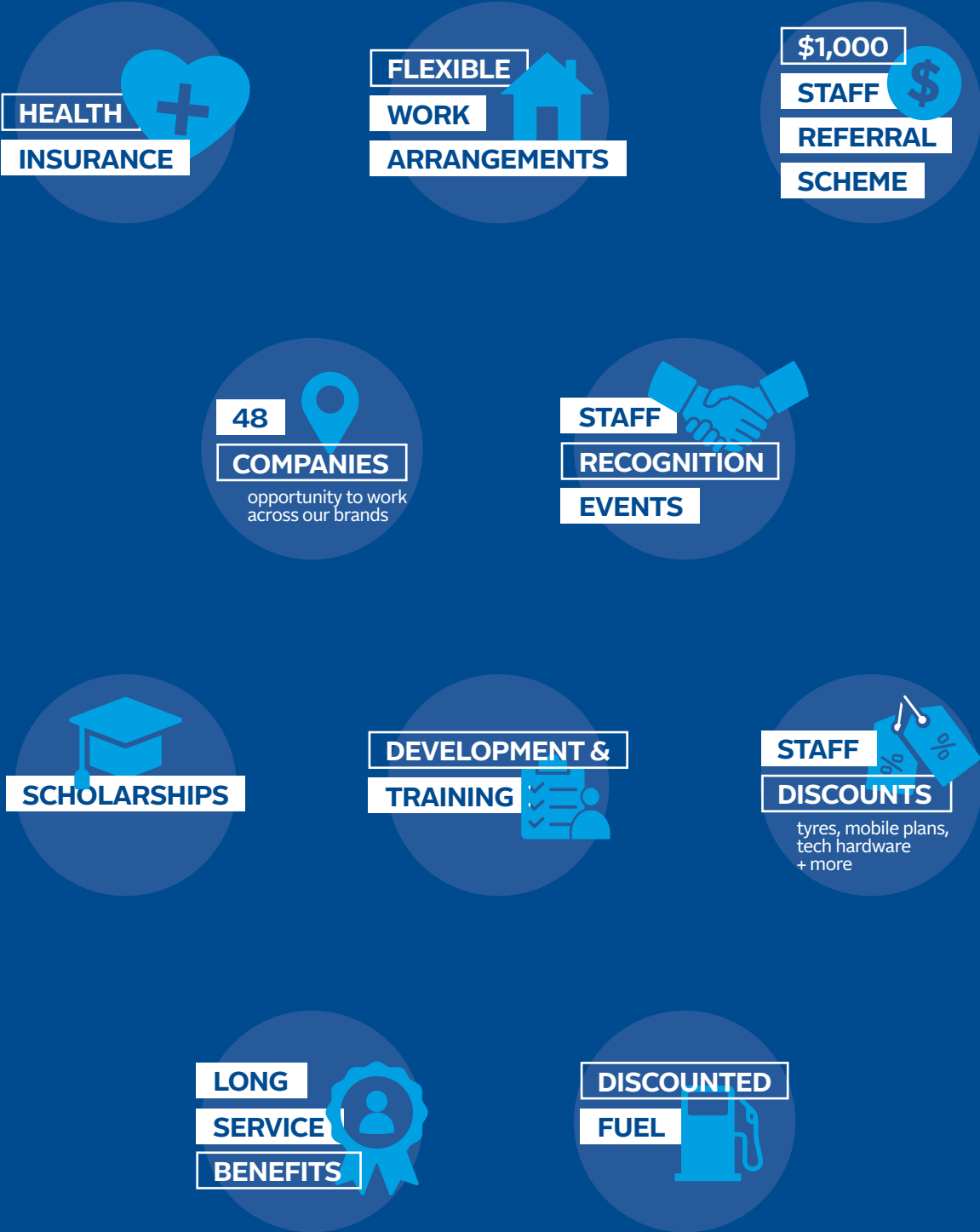
- Free health insurance
- Regular professional development and upskilling courses
- Fuel discount cards
- Staff referral policy, with referrers receiving \$1000 for successful recruits
- Tyre discount
- Long service recognition

Since introducing our health insurance benefit in 2022, 80% of eligible staff are now covered. This has allowed many of our people to access healthcare services that they otherwise wouldn’t have been able to in a timely manner, or would have had to pay more. This includes 189 claims which were facilitated through the private system with reduced wait times and enhanced care to match.

FLEXIBLE WORKING ARRANGEMENTS

The 9-5 workday's effectiveness is being increasingly challenged, with a rise in popularity in four-day working weeks and other initiatives. Working through the COVID-19 pandemic has certainly taught the business sector many things, including just how much we can be flexible when it comes to performing the duties of our roles. To that end, HWR introduced a policy that aims to assist HWR’s employees by facilitating flexibility in employment and working arrangements to achieve adequate work-life balance where it is practical to do so.

Flexible working arrangements can be requested on both a formal and informal basis, depending on the nature of a staff member’s role and requirements. Helping our people achieve a healthy work-life balance is vital to the success of our people, which flows into our business and makes HWR a positive and supportive place to work.





FAMILY OF BRANDS

CONCRETE



CONTRACTING



ENVIRONMENTAL



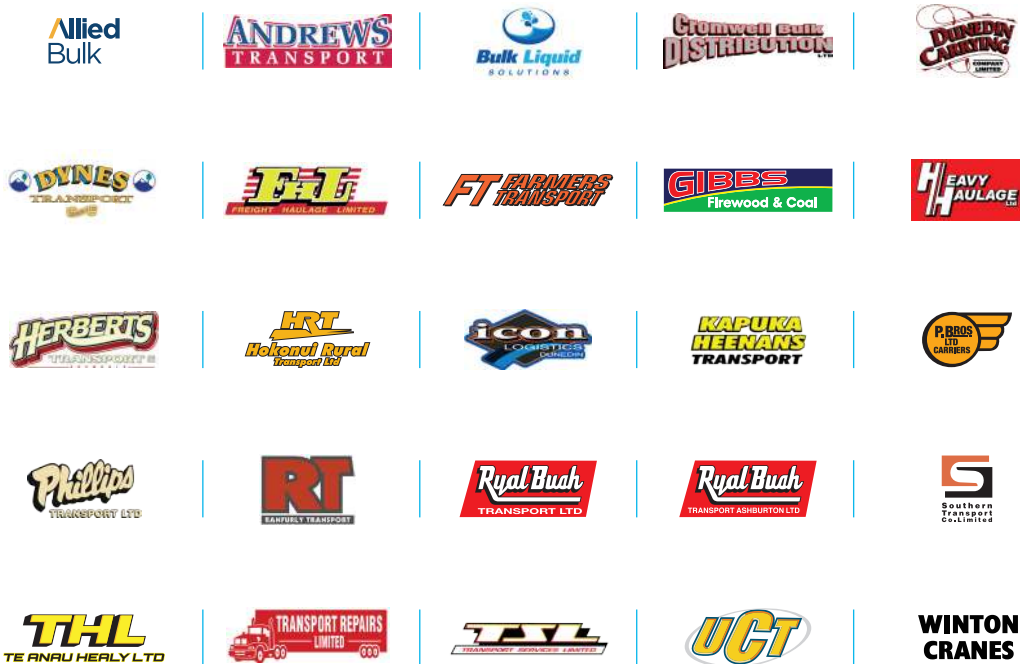
PETROLEUM



QUARRYING



TRANSPORT



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