



HOW DO YOU BUILD THE IDEAL CULTURE?



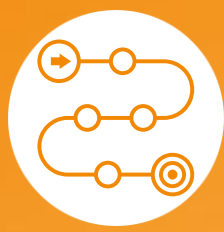
RICHARD FAIRLEY

HEAD OF PEOPLE AND CULTURE



SINCE OCTOBER 2023:

- ▶▶▶ new leadership team
- ▶▶▶ staffing structure refresh
- ▶▶▶ housing management system
- ▶▶▶ tenant homes flooded
- ▶▶▶ head of people & culture role



RICHARD'S ROADMAP

1. Assess and Audit

- adopt an external viewpoint
- build relationships and trust

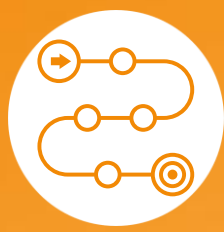
2. Leadership Buy-In

- engage key influencers
- demonstrate the link to what matters most

3. Effective Communication

- involve people in decision-making
- foster employee collaboration





RICHARD'S ROADMAP

4. Revamp Recruitment

- fit-based approach
- review budget spend

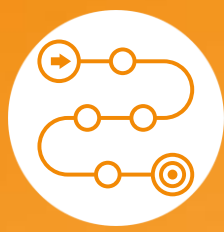
5. Remove Blockers

- challenge behaviours and negativity
- steer individuals towards exit

6. Champion Change

- task key influencers with projects
- recognise and reward





RICHARD'S ROADMAP

7. Upskill Managers

- training and coaching program
- employment rights bill - autumn 2026

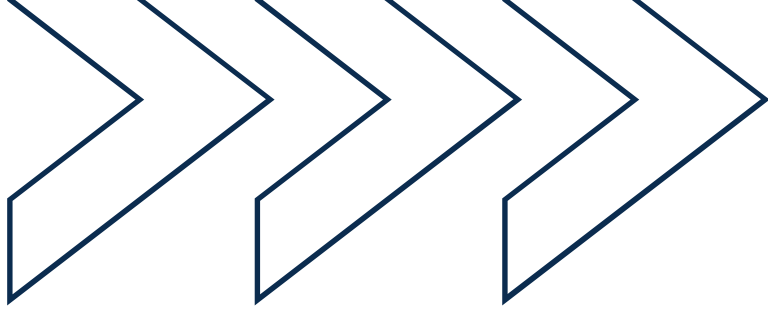
8. Showcase Brand

- employer of choice
- sector attraction

9. Adapt and Evolve

- align with strategic priorities
- add value without disruption





HOW DO YOU BUILD THE IDEAL CULTURE?

»»» commit to long-term

»»» make bold decisions

»»» push the boundaries

»»» learn from each other