

CANDIDATE BRIEFING DOCUMENT

GENERAL MANAGER HUMAN RESOURCES NOVEMBER 2021



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Haigh's Today

At Haigh's we're very proud to be the oldest family-owned chocolate maker in Australia. Today the company is run by the fourth generation of the Haigh's family and we employ over 650 people throughout our factory, administration, online and 21 retail stores located across Adelaide, Melbourne, Sydney and Canberra.

Our Chocolate Making

Over the century that we have been in business some things have changed, yet many remain the same. Our traditions, quality and passion for chocolate making continue. We still use only the very best, freshest ingredients and pride ourselves on being chocolate 'bean to bar' specialists. We are committed to the art of premium chocolate making from cocoa beans sourced from plantations around the world. Roasting our own cocoa beans enables us to develop our own unique blends of premium milk and dark chocolate with distinct aroma, texture and flavour.

Our cooking processes are unique. Our factory teams use meticulous artisan skills combined with the latest in modern manufacturing, high levels of training, equipment and techniques to create chocolates that look and taste delicious. Many of our chocolates continue to be hand-made and finished.

Each year our team of confectioners work to create new recipes and perhaps fine-tune old favourites to ensure we continue to offer our customers a diverse selection of the most delectable chocolates. There is something for everyone with a choice of over 250 varieties from chocolate frogs to gift boxes of hand-dipped truffles.

Our Customer Experience

Our aim is to ensure the Haigh's customer experience is one of quality. Visit any one of our stores and you'll find that chocolate tasting, gift wrapping and personalised attention is all part of the service.

Today we have 21 retail stores. Seven stores in Adelaide including the historic Beehive Corner, seven in Melbourne including a store within the beautiful heritage listed Block Arcade, six in Sydney including our newest store in Castle Towers and Monaro Mall, Canberra Centre in our nation's capital. Our products are also available to purchase online.

Parkside, just outside the city centre of Adelaide, is where you'll also find our Visitor Centre. Here you are welcome to take a self-guided factory viewing tour to learn the history of Haigh's and see first-hand how we make our chocolates from cocoa beans sourced from plantations around the world.

Our Vision

To delight generations of chocolate lovers.

Our Values

We will be caring and considerate of our employees, customers, suppliers, shareholders, the community and the environment through;

Collaboration - Working together to achieve a safe, friendly and positive working environment.

Clarity – Setting clear expectations and communicating clearly, inclusively, honestly and in a timely manner.

Respect – Showing respect to each other and valuing diversity.

Responsibility – Leading by example, taking responsibility for our actions, contributing to the community and maintaining environmentally sustainable practices.

Recognition – Recognising contribution and developing our people.

Passion and pride – Having pride in our product and passion for the business, its heritage and its future.

For more information visit www.haighschocolates.com.au



The Advertised Role

General Manager Human Resources

- **Iconic South Australian Brand**
- **Key Strategic Role**
- **Annual sales in excess of \$50million**

Haigh's Chocolates is all about our 700 people who are passionate about our handmade and hand finished products together with the commitment to serve our customers.

We are investing in our capacity across manufacturing, retailing (stores and online) and supporting roles to ensure and sustain future growth plans. A new role has been created for a GM Human Resources leader who will join our Executive Team reporting directly to the COO who leads the business for the Haigh's family.

Our workforce includes people who are: artisans, modern technology engineers and operators, demand planners, national retail managers, seasonal retailers, commercial and online sales and fulfilment teams plus head office support functions. The successful candidate requires expertise and at least 7 years' experience across these key functions:

- Workforce planning across multiple skill sets – artisan craft workers, retail, seasonal workforce instore and online, manufacturing and support across multiple locations.
- Develop and execute a system for upskilling and training our people.
- Develop and drive our employment brand. Knows how to measure and calibrate the engagement of our people with our vision, values, and strategy.
- Be the champion of the culture and model the behaviours of our values and demonstrate the ability to have robust accountability conversations.
- Knows how to engage in fast, frequent and fun communication.

The successful candidate will be aligned with our vision of 'Delighting Generations of Chocolate Lovers' - where the capacity of our people is tied to the metric of sales, inventory and production in our business.

We are looking for a leader who supports the capacity of our management teams to successfully engage a diverse, flexible and empowered workforce. You will have the ability to bring the voice of our people and the conditions required for their success to every discussion in the business. A successful and proven track record of leadership in human resources, industrial and employee relations and WHS in multi-disciplinary and complex organisational settings is essential.

You will have a supportive and inspirational leadership style, be commercially astute and possess a strong knowledge of relevant legislation, guidelines and government policies as well as understand and value good governance practices.

It is vital that you think through pragmatic and effective people solutions and have influential communication skills with an ability to effectively collaborate across functional and organisational hierarchies and boundaries. Relevant tertiary and/or post graduate qualifications in Human Resources or a related discipline is a requirement for this position.

For details of the Position Description visit www.vuca.com.au/gmhr. For further enquiries or a confidential discussion during business hours, contact VUCA Senior Associate, Paul Bell on 0412 552 302. Please forward your letter of application and CV to gmhr@vuca.com.au by 5pm Sunday 12 December 2021.

Success Profile

This Success Profile outlines the purpose, key responsibilities, measures of success, values and professional skills required for success in the role. It defines what “great” looks like and provides focus for recruitment, development, career planning, performance management, and remuneration initiatives.

Position Title:	General Manager Human Resources	Current as of:	October 2021
Reports To:	Chief Operating Officer	Direct Reports:	HR Advisor, Training Coordinator, WHS Coordinator
Key Relationships:	Executive team	Location & Other Requirements:	Adelaide, with some travel required

Role Purpose

Reporting to the Chief Operating Officer and working closely with the Haigh’s Executive Team, the General Manager Human Recourse is required to build the People and Culture capability of the organisation: lead and manage an effective Human Resources function to support both the organisation and individual employee requirements and lifecycle; and contribute to broader organisational and strategic management as part of the Haigh’s Executive Team. This position has a key role as Ambassador for Organisational Culture and Values, ensuring they are visible, embedded and upheld. This role will work with the COO to improve the Executive Teams to successfully lead and operate within the Haigh’s environment.

You have the following key areas of responsibility:

- People and Culture
- Strategy Development and Implementation
- Operational Excellence
- Risk and Governance
- Financial Performance

Key Responsibilities

Responsibility	Examples	Measures of Success (KPIs)
People and Culture	<ul style="list-style-type: none"> • Build and develop a high performing HR team that achieves excellence in all aspects of recruitment, development, industrial relations and Work Health and Safety. • Consciously create a workplace culture that is consistent with the organisation's vision and 	<p><u>Main indicators</u></p> <ul style="list-style-type: none"> • Team members held accountable for meeting expectations • Performance discussions take place on time • Succession plans for key roles are in place • Development plans are established

	<p>values. Role model the Haigh's values at all times. Provide feedback and challenge to operational leadership to drive values.</p> <ul style="list-style-type: none"> • Lead employees using the Performance Development and Review process to encourage employee contribution through goal setting, feedback, and performance development planning. Ensure this is implemented throughout the organisation. • Design and lead initiatives including research and diagnostics (e.g. annual employee survey and exit interviews) to maximise the engagement of all employees and build organisational commitment to the desired culture. • Work with the internal communications team to ensure an effective communication process to all staff. • Ensure effective performance feedback through employee recognition, rewards, and disciplinary action, Provide HR assistance when necessary. 	<ul style="list-style-type: none"> • Right skills mix is maintained to deal with peak demand • Department functions effectively at all times, even when people are on leave • Recognition and reward are effective • Safety is maintained • LTI frequency rate and duration, below target (0 LTIFR) <p><u>Leading indicators</u> (talk about at review)</p> <ul style="list-style-type: none"> • Engagement score >3.9 maintained for the Company • Annual leave balances liability controlled <6 weeks
<p>Strategy Development and Implementation</p>	<ul style="list-style-type: none"> • Contribute to the Companies strategic planning process. • Develop (and get approved) and execute Haigh's People and Culture strategy including an approved workforce plan. • Read and understand the broader business environment and provide expert and informed analysis and strategic advice into 	<ul style="list-style-type: none"> • <u>Support the business meet people resourcing milestones as per the business goals.</u> • <u>Delivery of key HR strategic milestones as per strategic plan</u>

	<p>ongoing operations and expected decisions.</p> <ul style="list-style-type: none"> • High level analysis of key people data and trends in support of the strategic priorities, advising on appropriate courses of action as required. • Scope, develop and lead Haigh's diversity and inclusion strategy including a tailored disability and indigenous employment strategy. • Develop skill acquisition pathway for new employees in manufacturing, retail and support roles. • Develop Key Performance Indicators for People capacity measuring our ability to meet operational goals. 	
<p>Operational Excellence</p>	<ul style="list-style-type: none"> • Ensure a clear employee value proposition in support of candidate attraction. • Ensure best practice, innovative methods and processes relating to the recruitment, selection and onboarding of employees and staff. • Development of a formal induction / onboarding process. • In conjunction with the Workforce plan, develop and manage an ongoing workforce and succession planning process. • Lead the Engagement score survey, and the development of action list and monitoring implementation. • Build a culture of performance across the organisation with oversight and continued development 	<p><u>Main indicators</u></p> <ul style="list-style-type: none"> • Time to fill target • Engagement score • Retention of key staff target • No unexpected non-compliance against legislation or regulation relating to people** • Remuneration and benefits delivered on time and accurately <p><u>Leading indicators</u> (talk about at review)</p> <ul style="list-style-type: none"> • Training plans from performance reviews, in place and progress • Actions from performance reviews completed • All performance reviews completed on time across the business and conducted effectively <p><u>Micro Indicator</u> (background)</p> <ul style="list-style-type: none"> • Exit interviews completed and data analysed annually

	<p>of the Performance Review and Development process.</p> <ul style="list-style-type: none"> • In conjunction with the Executive Committee ensure all Learning and Development is strategically linked to organisational needs and aligned to performance reviews and the business planning process. • Create a leadership development framework to maximise leadership capability and embed a coaching culture in support of delivering on strategic outcomes. • Develop, implement and ensure integrity of Haigh's Remuneration Policy. • Oversee relevant market research across all Job Families and Job Pathways • Ensure market driven benchmarking and a transparent annual review process • Ensure effective delivery and take up of the Employee Assistance Program. • Enhance the Haigh's Senior Management Bonus Scheme, to be linked to both mid term and short term objectives. • Recommend contemporary and appropriate reward and recognition programs. 	
<p>Risk and Governance</p>	<ul style="list-style-type: none"> • Alignment and adherence with organisational governance policies, process and standards and external legal and regulatory requirements. • Informed analysis of key people risks advising appropriate mitigation strategies in accordance with 	<p><u>Main indicators</u></p> <ul style="list-style-type: none"> • Ensure that policies exist for key areas of legislation and regulation • LTI frequency and duration

	<p>the overall risk management system.</p> <ul style="list-style-type: none"> • Ensure enabling, fit for purpose HR policies and procedures are development and embedded in day-to-day practice. • Ensure continued modern and compliant employment contract suite. • Ensure employee issues are dealt with in a prompt timeframe so Haigh's is not exposed to potential legal risk, including leading on investigations into grievances and complaints where required. • WHS strategies are in place and implemented across the organisation. • Promote the development of a safety culture. • Progress against WHS targets is monitored and corrective action taken where required. • Ensure that compliance issues are identified and brought to the attention of the COO promptly. 	
<p>Financial Performance</p>	<ul style="list-style-type: none"> • Prepare and contribute to the HR budget. • Monitor and operate within the HR budget. • Support the execution of operational plans by ensuring people availability meets budget plans. • Support the development of Enterprise agreements that create an attractive workplace and flexibility to accommodate operational needs. 	<ul style="list-style-type: none"> • Profit as Percentage of Sales • Return on Net Assets. • Haigh Chocolates Group Revenue • Operate within Budget • Cashflow management • Maximise government funding opportunities

Leadership Behaviours

Leadership Behaviours	What this means for the role
Vision	<ul style="list-style-type: none"> • Communicates with purpose to actively engage the team with the vision, mission and values of the business • Well-established of communication skills – open, clear, transparent, engaging and collaborative • Takes action to articulate and make this a great place to work • Ensures others understand their role and how they contribute to the success of business
Strategic	<ul style="list-style-type: none"> • Develops plans to achieve our vision and ensures the understanding, engagement and commitment from team members to deliver against the strategy • Actively identifies opportunities to improve and progress the business • Understands and responds to market influences to make informed commercial decisions • Works and make decisions in the best interests of the business
Influence	<ul style="list-style-type: none"> • Builds and maintain relationships on all levels – internal and external to the business • Understands and manages own emotions through strong emotional intelligence (EQ) • Adapts interpersonal and communication style to get the best out of others • Is effective in negotiations by demonstrating expert subject matter expertise, and a genuine interest in achieving mutually agreeable outcomes
Resilience	<ul style="list-style-type: none"> • Demonstrates professionalism through high levels of communication (written, verbal and body language) • Demonstrates composure in difficult times and maintains an appropriate level of optimism • Communicates in a positive manner and expresses negativity in a constructive manner with a focus on solutions • Actively supports others across the business to achieve common goals
Courage	<ul style="list-style-type: none"> • Demonstrates ownership of leadership decisions and stands unified as a team • Respectfully challenges ideas, demonstrates empathy and seeks to understand another's views • Actively seeks support and advice, and knows when to ask for help • Is able to have tough conversations when needed in a timely manner • Questions how things have been done in the past in the interest of identifying improvements • Takes appropriate business risks and owns the consequences

Values

Values in action for the role	
<p>Collaboration Working together to achieve a safe, friendly and positive working environment</p>	<ul style="list-style-type: none"> • Leverage each other's strengths to achieve common goals, recognising subject matter expertise • Do not take things personally • Have the confidence to challenge others and to challenge the status quo • Realise the impact of decisions and take the time to engage others before taking action • Take action and make decisions with the big picture in mind • Maintain open and proactive communication, seeking input from others • Work together to achieve common goals
<p>Clarity Setting clear expectations and communicating clearly, inclusively, honestly and in a timely manner</p>	<ul style="list-style-type: none"> • Establish clear goals and benchmarks to measure success • Communicate concisely and add value • Say what we mean, respectfully • Trust each other to be honest • Simplicity • Tailor communication to the audience and test for understanding • Ensure that teams understand what is important and exactly what they are accountable for • Ensure clarity around decisions and ensure that everyone stands behind decisions once made • Aim for excellence, not perfection, and communicate accordingly
<p>Respect Showing respect to each other and valuing diversity</p>	<ul style="list-style-type: none"> • Value different opinions • Be open to other ideas and listen • Hold one conversation at a time • Communicate politely, professionally and courteously • Be respectful of each other's time, be punctual • Trust others to deliver, be supportive without interfering • Be prepared and be present • Understand other's priorities and commitments • Be prepared to say "no" • Be prepared to accept "no"
<p>Responsibility Leading by example, taking responsibility for our actions, contributing to the community and maintaining environmental sustainable practices</p>	<ul style="list-style-type: none"> • Do what we say we will do, when we say we will • Manage expectations • Be accountable, taking personal responsibility without laying blame • Share responsibility for failure and be part of the solution • No surprises – raise problems early • Seek help when we need it, be honest about where we are at • Realise our impact as leaders, role model the values and behaviour and make a difference • Be disciplined • Accept structure

Values in action for the role	
	<ul style="list-style-type: none"> • Be strategic and let go of the operational focus • Develop our teams to take on more • Accept when a decision has been made
<p>Recognition Recognising contribution and developing people</p>	<ul style="list-style-type: none"> • Acknowledge a job well done • No more “but” – focus on the positives without discounting • Be generous with praise • Acknowledge strengths and expertise • Make others feel valued and appreciated • Catch people doing things right • Give people the chance to be recognised and leaders get out of the way to empower others • Create a culture of recognition in our teams • Acknowledge the roles that others play
<p>Passion & Pride Having pride in our product and passion for the business, its heritage and its future</p>	<ul style="list-style-type: none"> • Recognise wins and successes, be proud of them • Celebrate progress and small wins • Be mindful that we are building for the future and the impact that we are having • Communicate positively and with enthusiasm • Love our jobs • Employ the right people with pride and passion • Communicate with energy and enthusiasm • Connect others with the brand and the vision, tell stories • Be passionate about the brand

Living & Working in Adelaide, South Australia

Australia's Most Liveable City

Adelaide is one of the most liveable cities on the planet. It is well known for its arts festivals, fine foods and wine, retail and dining experience and spirit of entrepreneurship and innovation. It has an advanced economy, world class universities and a flourishing multicultural heritage. Adelaide is the traditional home of the Kurna people and has a strong indigenous culture today.

LIFESTYLE

Adelaide is known for its **Mediterranean style climate**, where the weather is pleasant and moderate most of the year. Year-round big blue skies mean average winter temperatures of 16 degrees Celsius (°C) and 28°C in summer. Hot days can be real sizzlers and easily reach 40°C though!

Adelaide is a city that offers the physical and emotional space to breathe. There is a sense of freedom here – of expression, of movement, of thought. With a **diverse and eclectic array of accessible experiences**, it's a city that allows time for immersion, paired with a sense of space and freedom that actively encourages true indulgence.

The Adelaide Hills which are home to many villages, towns, wildlife parks and natural resources to explore, are less than half an hour drive from the City Centre. You'll never be far away from some of the most **pristine beaches** and water sanctuaries in the world, with almost 30km of beaches bordering Adelaide. Our beaches are famous for the beautiful waters and wide sandy foreshores. Beachside areas like Glenelg, Brighton and Henley Beach are only 15-minute drives from the City and offer **cosmopolitan hearts with retail and dining opportunities**. Within short drives from the city centre are Port Willunga where you can scuba dive in natural and man-made reefs, Port Adelaide where you can frolic with dolphins and St Kilda where you can wander the mangroves and natural reserves, also home to Dolphins and other Australian fauna.

A number of international measures rate metropolitan Adelaide highly for liveability, quality of life and cost of living. The Economic Intelligence Unit undertakes an annual Liveability Ranking and Overview of 140 cities around the world and Adelaide has in recent years consistently ranked 5th in the world. The Property Council of Australia undertakes its own annual survey

on liveability of Australia's top 10 biggest cities. In this survey Adelaide is ranked second only to Canberra, our nation's capital, and above all other capital cities. The Mercer Quality of Living Survey compares global cities and is primarily used to inform multi-national companies regarding optimal office locations and employee conditions. Adelaide was most recently listed as 29th in the World and has consistently ranked highly in this survey. Mercer's Cost of Living Report measures the comparative cost of over 100 items and Adelaide continues to outperform other Australian Capital Cities in this report

REGIONAL EXPERIENCE

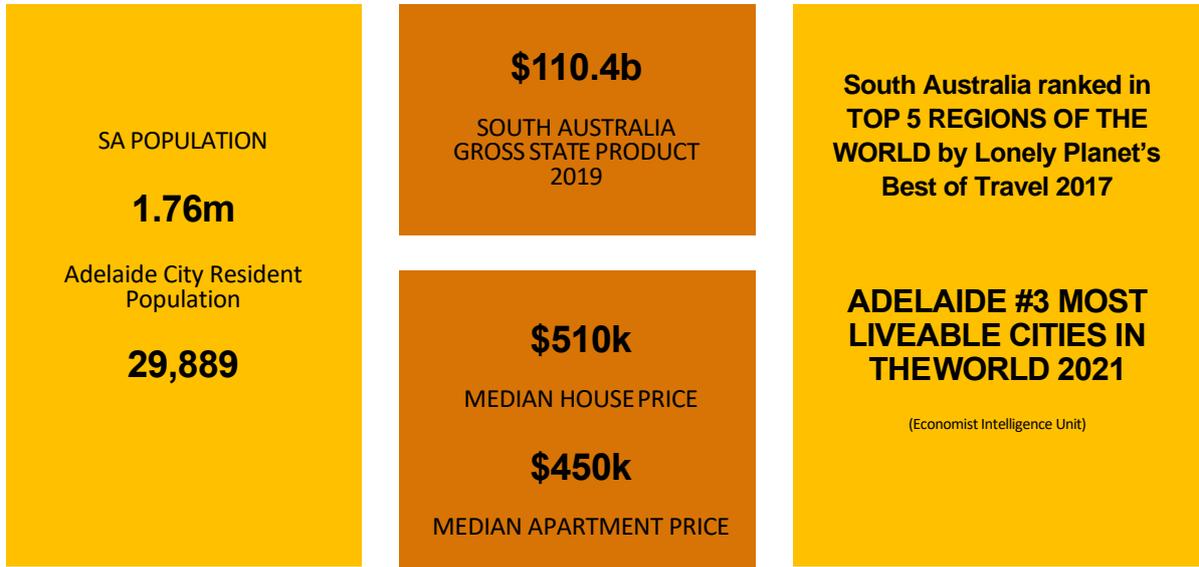
The regions surrounding Adelaide offer a unique experience with gourmet food offerings, internationally renowned wine, villages to explore and wildlife and natural attractions.

Adelaide is a city that lives well beyond its conveniently designed square mile epicentre, flowing seamlessly into world-famous wine and food regions such as Barossa, just an hour's drive north, or coastal escapes in the Fleurieu or Yorke Peninsula. You'll be spoilt for choice.

Travel another hour north and you'll reach the Clare Valley, which is famous for its Rieslings. The Adelaide Hills has some stunning whites and there's McLaren Vale and Langhorne Creek on the Fleurieu Peninsula – about an hour's drive south of the city. Drive yourself or join a guided tour of Adelaide and its surrounds - the choice is yours. Take a road trip and discover the reds from the Coonawarra on the Limestone Coast.

Kangaroo Island is an iconic destination, just two hours' drive and a short ferry ride south of Adelaide. It has pristine beaches, unique wildlife, awesome sunsets and fantastic food and wine.

South Australia & Adelaide, Fast Facts



One of the world's most liveable cities

Adelaide offers a relaxed, easy-going lifestyle, and is rated as the world's 3rd most liveable city in the world (Economist Intelligence Unit). It is located in a beautiful region of South Australia, which is also ranked in the top 5 of the world's regions.

Australia's most affordable mainland capital

Your money will go much further in Adelaide. Studies show it costs 21% more to live in Melbourne and 23% more to live in Sydney than Adelaide. Adelaide is around 4% cheaper than Brisbane and Perth (2016 Economist Intelligence Unit), meaning you will have more money to discover Australia during your weekends and holidays.



Contact Information

For further enquiries or a confidential discussion regarding the General Manager Human Resources position, please contact VUCA Senior Associate, Paul Bell on 0412 552 302 during business hours.

Applications including your current CV and letter of introduction are to be forwarded in MS Word format to gmhr@vuca.com.au.

Applications close 5pm, Sunday 12 December 2021.

Important Information

Please note that VUCA Trusted Advisors believes that while the information contained in this document is true to the best of the Company's knowledge at the time of writing, such information may change without notice. Further, the information herein is the property of the Company and must not be published or attributed unless explicitly agreed.