

**BEFORE THE MARLBOROUGH SALMON FARM RELOCATION ADVISORY PANEL  
AT BLENHEIM**

**UNDER** the Resource Management Act 1991  
**IN THE MATTER** of Regulations under ss 360A and 360B of the Act  
**BETWEEN** **THE MINISTRY FOR PRIMARY INDUSTRIES**  
**Applicant**  
**AND** **THE MARLBOROUGH DISTRICT COUNCIL**

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**STATEMENT OF EVIDENCE OF MAREE KORRIN CLEAL IN SUPPORT OF THE NEW  
ZEALAND KING SALMON CO. LIMITED'S SUBMISSION  
Dated this 11th day of April 2017**

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## **Introduction**

- 1 My name is Maree Korrin Cleal. I am the Human Resources Manager at New Zealand King Salmon. I started with the company in 2001, initially on fixed term agreement in the payroll area; however, I was quickly offered a permanent position in the Human Resources Team. Following a 12 month absence overseas, I returned to New Zealand in 2006 and was again offered a position within the team at New Zealand King Salmon. Since that time I have progressed to my current role where I now lead the Human Resources team.
- 2 I grew up in the Marlborough Sounds, living in the outer Pelorus Sound and attending school at French Pass. My family have been long term residents of Bulwer Bay and surrounding areas since the mid 1800's. The Sounds have played an important part of my upbringing and provided lifestyle and income to many of my family members, both in farming and commercial fishing. I own property in Bulwer, Waihinu Bay and this continues to be enjoyed by family and friends. I am fiercely proud of my Sounds connections and about protecting the Sounds environment for my children, their families and into the future. We fully understand that for my family to continue to enjoy the Sounds there needs to be opportunity and employment in the top of the South Island.

## **My Role at NZ King Salmon**

- 3 My role at New Zealand King Salmon is based in Nelson, however, I also regularly work in Picton, the seafarms and a number of other company sites based around New Zealand. When you work in HR and deal with people you soon learn that no 2 days are the same, that's what makes my job interesting and rewarding. A typical day could include recruitment, training, coaching managers, helping to improve team performance, working with the union or working with my colleagues to improve the health, safety and wellness of all our team members.

## **Culture**

- 4 Over recent years New Zealand King Salmon has invested a lot of time and effort in creating an organisational culture that is inclusive and engaging for all team members. A cornerstone of that has been communicating with our team members and involving them where we can in things that affect the whole business, things like our 7 year plan sessions, our purpose statement and our Way We Work and recognition programmes.

- 5 When recruiting for new team members, importantly we look at fit with the existing team and how they can bring innovation and continuous improvement into everything that we do. Our current turnover is around 14%, 4% points lower than the national average (2016 Lawson Williams turnover report). We pride ourselves on providing terms and conditions of employment that are competitive. We are currently talking to team members about adopting the living wage within the company, which will benefit our team members and ultimately the communities in which they live.
- 6 Many of our team members are connected with the Sounds environment through fishing, hunting and diving type activities. The opportunity to work on our farms can be very attractive to these people. In fact when I visit the farms I often think they have the best view from their office window in the world.

### **Development Opportunities**

- 7 We provide a range of learning and development opportunities at all levels of the business, including language training, unit standards, technical training such as diving, vessel operation, mobile plant and aquaculture training. We support people through academic development as well as leadership training. We see huge value in learning and encourage team members to keep up to date with best practice; for example, recently we sent a number of team members to Chile to attend a global aquaculture conference.
- 8 Where we can we like to promote team members from within the business. Recent examples of this include operators becoming team leaders stepping into technical specialist roles and sales team members moving into senior sales team leadership roles.
- 9 One of the well-known strengths of the kiwi culture is fairness and equality; we try to bring that into New Zealand King Salmon. We regularly celebrate our success and achievements, we encourage team members to talk honestly and openly, regardless of the position they hold in the business, we try to reduce formality and encourage a relaxed and informal environment while ensuring the job gets done.

### **Conclusion**

- 10 My position within the team and the company is essential in ensuring we have the right people, in the right roles with the right skills and we have a culture and environment that allows them to deliver their full potential, which in turn will give us the premium product that we are so proud of.

- 11 It is rewarding for me to be part of a business that sees the importance of doing what is right in the way we manage our team members. Many organisations pay lip service to involving and engaging with their people whilst at New Zealand King Salmon we all feel it is something we truly believe in and are part of.
- 12 On a personal note, New Zealand King Salmon gives me a flexible, challenging and immensely enjoyable workplace; I am proud and lucky that I can work alongside such talented, motivated and inspirational leaders. I am excited to continue to work for and with New Zealand King Salmon to support future development and change within our business. New Zealand King Salmon has a bright future and I'm committed to being a part of it.

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*Maree Korrin Cleal*