



Frucor Beverages New Zealand



Frucor Beverages has evolved from a small New Zealand juice business to a leading Australasian drinks company and the market leader in energy drinks in Australia and New Zealand. With 750 staff, the organisation's brands include 'V', Just Juice, h2go, Gatorade, Mizone, Fresh-Up, Pepsi and Mountain Dew.

This is Frucor Beverages New Zealand's fourth accreditation as an Aon Hewitt Best Employer.



What you can learn from Frucor Beverages New Zealand

- Have some fun!
- Develop leaders who can lead people through change
- Make health and safety a priority

Have some fun!

Frucor is committed to creating an environment where employees love to come to work. There is a strong focus on its values of One Team, Straight Up, Value You, Go For It and Trail Blazing, with 77% of employees stating that they feel a strong connection to Frucor values. Senior leaders strive to build personal connections with and amongst staff through initiatives like Under Cover Boss, where the CEO sits down with different employee groups to learn more about their day-to-day tasks.

Leaders also encourage employees to 'take their work seriously, but not themselves'. Work life balance is encouraged through flexible work practices and by challenging the 'always on' mentality. This principle is also represented in Frucor's spirit of fun. Recently, the organisation's Leadership Team became the 'Flying Frucini's' at its annual business conference 'Carnival' and performed an acrobatics show for all 500 attendees. HR Director Vanessa McCambridge says: 'We always want to show our people that we don't take ourselves too seriously'.



**"At Frucor we're hungry to be better,
and we do it by putting our people first.
We genuinely care, and it guides our
thinking in everything we do."**

Mark Callaghan
Chief Executive Officer,
Frucor Beverages New Zealand





Develop leaders who lead people through change

Frucor recognises that having strong and capable leaders is integral to achieving the organisation's vision while maintaining high engagement. When recruiting for leadership roles, the organisation takes time to ensure that it finds the right candidate and also internally identifies employees with leadership potential. Frucor's top 5 leadership traits are:

1. Being authentic
2. Being fully aware of the impact of their leadership style on others
3. Thinking with agility and an outwards focus
4. Having the ability to spark inspiration, action and commitment in others
5. Being clear on the end game and how to get employees on board with that.

Being a business that is focussed on equipping itself for the future, Frucor invests in having the right leaders ready to manage change when required. With some significant commercial projects in the pipeline, the organisation engaged 50 of its people in innovative, Trans-Tasman courses that focussed on project and change leadership. These courses have involved hearing insights and best practices from people experienced in critical change projects, and resulted in improved skills in the engagement, communication and up-skilling of team members during change.

Frucor's 2015 engagement survey results show that these initiatives have been successful. There has been a 5% increase in the number of employees who believe the leadership of change initiatives has improved since 2014.



77%

of Frucor employees feel a **strong personal connection to company values**

Make health and safety a priority

As part of its values driven culture, Frucor is committed to providing an environment that is safe and to promoting wellbeing initiatives to its employees. This is a particularly high priority as a large part of the organisation's staff engage in tasks that involve heavy lifting, operating vehicles and physical exertion.

In 2014 the organisation collaborated with its people to develop a fresh and innovative safety statement, 'See It, Sort It, Safe As'. As part of the launch of this statement, Frucor asked its employees to make a commitment to health and safety practices at work and developed a recognition postcard so that good safety behaviours could be acknowledged. Frucor believes that its focus on the safety of its employees, their families and the communities it works in, is a contributing factor to its highly engaged workforce. It has also successfully reduced the number of injuries occurring at work. The organisation's Total Recordable Injury Frequency Rate has dropped from 47 to 22 since the 'Safe As' campaign began.



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