

HUANUI
PATHWAY TO ABUNDANCE

1 KUPU ARATAKI - INTRODUCTION

Crewing, labour and retention of that labour are issues critical to the long-term operational performance and therefore financial performance of Sealord. This paper will provide a framework to create pathways for Iwi members to develop long term careers at sea on Sealord vessels.

Tangata (people) will be tautoko (supported) by their Iwi to develop umanga (careers) with Sealord. These tangata will be manaaki (cared) by Sealord and Iwi to provide HUANUI.

1.1 This framework will be developed by identifying:

- (a) sources of labour by region – **TANGATA**
 - (i) review employment statistics

1.2 Iwi within those regions

- (a) Iwi runanga for those regions – **IWI**
 - (i) runanga advocate

1.3 The framework will be supported by:

- (a) **SEALORD** recruitment and HR teams
 - (i) recruitment champion

1.4 The paper recommends a course of action to create the chassis of Huanui with a driver and support crew all of which evaluated by KPI's

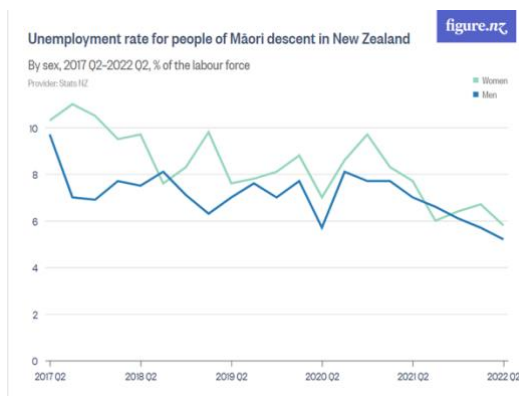
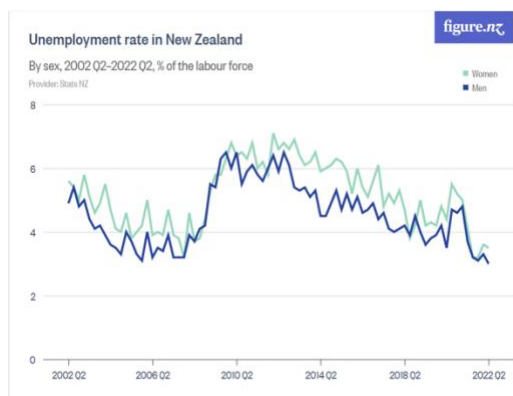
2 TANGATA

2.1 Māori unemployment rate (5.5%) is higher than the national average (3.7%).

- (i) Annually, the unemployment rate (not seasonally adjusted) for Māori fell to 5.5 percent, from 7.8 percent.
 - For Māori men, the unemployment rate fell to 5.3 percent, down from 7.5 percent.
 - For Māori women, the unemployment rate fell to 5.6 percent, down from 8.0 percent.

(ii) Māori Labour Market statistics snapshot - March 2022 (mbie.govt.nz)

- Link document printed in appendix

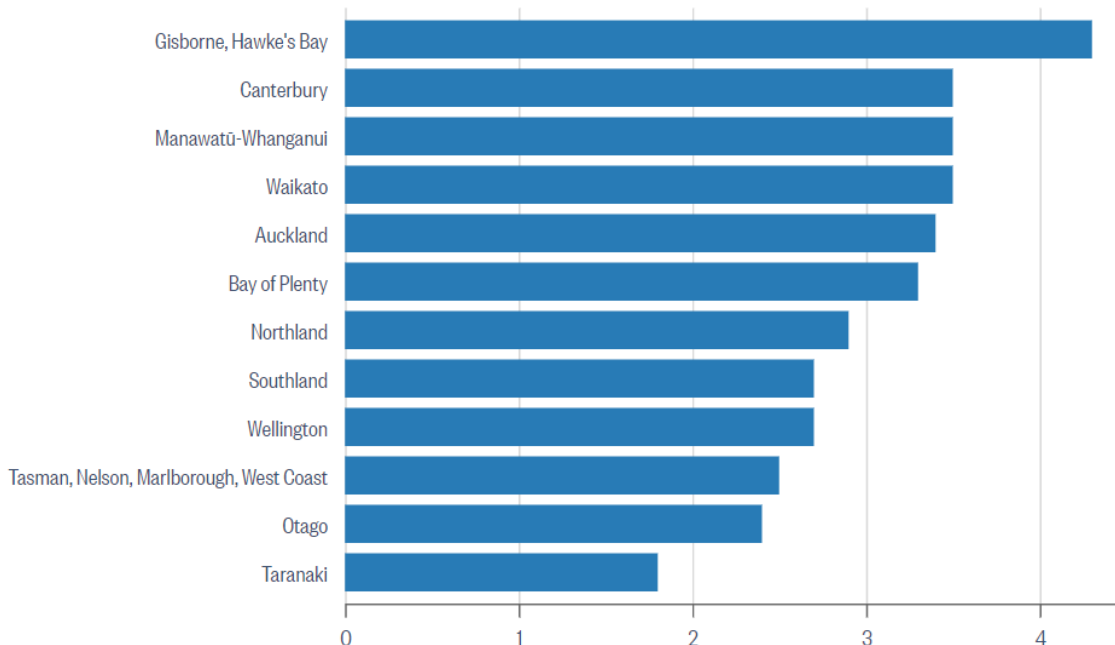


- 2.2** The unemployment rate is more pronounced in geographically broad and remote areas such as Te Tairāwhiti (East Coast) and Te Hiku o te Ika (Far North)
- 2.3** Waikato and Te Moana a Toi (Bay of Plenty) also over index
- 2.4** Whilst specific figures for Māori unemployment in these regions was not available it can be deduced that due to the high proportional population of Māori to non-Māori in these regions that the national trend of higher Māori unemployment versus the national average would be true for these regions as well.

Unemployment rate in New Zealand by region

2022 Q2, % of the labour force

Provider: Stats NZ



(a) Huanui should be targeted at Iwi in these four rohe (regions)

- (i) Te Tairāwhiti
- (ii) Te Hiku o te Ika
- (iii) Waikato
- (iv) Te Moana a Toi

2.5 Sealord has developed strong relationships with key Iwi leaders in each of these rohe as well as other Iwi in rohe around the motu (country)

3 IWI

3.1 Iwi ownership of Sealord via Moana is well known and understood. Sealord is Māoridom's single largest collectively owned commercial asset. As such Iwi have a vested interest in the continued success of Sealord.

3.2 Māori ownership of 50% of Sealord is fundamentally a property right. The development of capability and capacity within the shareholding Iwi leadership has led to the expectation from Iwi members of participation rights within their asset bases.

3.3 Sealord is a localised employer whilst Māoridom is spread nationwide. There is a concentration of Iwi population in Te Ika a Maui (North Island).

- (a) A systematic approach to recruit, orientate and retain these members is required to develop long term careers for northern domiciled members.

3.4 Nga Tapuwae o Maui (NToM) partnership has endured since its inception as Ihu To Mai (ITM) due in large part to the commercial prosperity achieved by Sealord on behalf of these participating members.

3.5 In turn the representatives of NToM serve as strong advocates in leadership positions within their Iwi to assist the recruitment of their members as employees on behalf of Sealord.

- (i) Leverage these relationships to identify recruits
 - Runanga advocate
- (ii) Work together with Iwi to facilitate strong pastoral care

3.6 The membership of NToM is comprised of 41 individual Iwi

- (a) The table of whom can be seen in the appendix

3.7 Participation in Huanui should not be limited to Iwi members who whakapapa only to Iwi participants in NToM

- (a) However due to point 3.5 focus initially should be via NToM members

4 SEALORD

4.1 Employment vacancies at operational level well known and ongoing

- (a) Capitalised hardware lacking the certainty of crew to operate
- (b) Operating model will be reliant on labour in the medium term to function profitably
- (c) Strong relationships at Iwi level
- (d) Sealord has the jobs but not the tangata

5 TANGATA – IWI – SEALORD

5.1 Each participant: Tangata, Iwi, Sealord have overlapping cross purpose agendas. The combination of which provides opportunities at the intersections of these participants creating obligations towards each other.

5.2 Tautoko (support) is the intersection between Tangata and Iwi.

- (a) Mutual obligations toward each other provided by genealogical links between the parties
- (b) The cultural obligation of Iwi to provide on behalf of their membership
- (c) The expectation of achievement of the individual through dedication to the task for the betterment of oneself leads to:

- (i) betterment of that persons whānau
- (ii) betterment of the whanau hapu
- (iii) completing the circle of improving the lwi outcome
- (d) Strong mutual obligation here is key to success in this framework
 - (i) Runanga/lwi champions
 - Whips
 - Loving aunties

5.3 Umanga (career) is the intersection between Tangata and Sealord

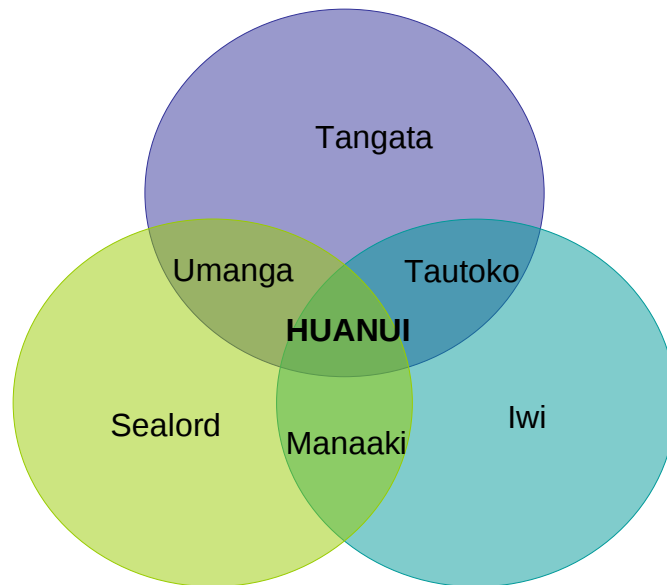
- (a) Typical employee employer relationship
- (b) Pathways from new entrant to skipper are clearly defined
- (c) Utilise the existing structure but tailored to suit the new entrant
 - (i) Career development charts
 - (ii) Earning pathways
- (d) Sealord recruitment Champion
 - (i) Career advisors and encouragers
 - (ii) Training to employ
 - (iii) Westport Deepsea Fishing School - WDFS
 - does it have to be there?
 - satellite campuses near home bases?
 - Marae based learning and training

5.4 Manaaki (care) is the intersection between lwi and Sealord

- (a) Sealord has an obligation to care for the tangata from the lwi as it does all its employees
 - (i) Safety
 - (ii) Respect
 - (iii) Responsibility
 - (iv) Collaborative
 - (v) Innovate

- (b) Iwi have obligation to Sealord to have mutual care for their tangata
 - (i) Tangata are representatives of Iwi

5.5 From these parties and obligations, we develop the Huanui framework



6 RELATED PARTIES

6.1 Te Puni Kōkiri (TPK)

- (a) TPK is government's principal policy advisor on Māori wellbeing and development
 - (i) Source of funding

6.2 Te Pūtea Whakatupu Trust

- (a) Promote Māori education, training and research
- (b) To support and accelerate Māori social and economic development by providing strategic leadership in education, skills, and workforce development
 - (i) Source of funding and support

6.3 NToM members

- (a) Iwi Collective Partnership
 - (i) Source of partnerships and Iwi relationships

6.4 Te Pukenga

- (a) New models for on-the-job training

6.5 WDFS

6.6 Select Sealord ocean going crew of Māori heritage

- (a) Act as examples and role models of Huanui

7 RECOMMENDATION

7.1 Sealord to assign labour resource to Huanui

- (a) An existing HR employee be tasked with Huanui
 - (i) David Norgate and or Amanda Dykzeul
 - Recommendation to come from Dawn Cooper
- (b) Utilise the Huanui framework to provide a long-term career solution for Iwi members that is:
 - (i) Self-perpetuating
 - (ii) Self-policing
- (c) Incorporate all valuable parties listed to participate in and drive the success of Huanui

- (d) Develop a set of time bound KPIs that includes but not limited to:
- (i) Develop specific Huanui recruitment pack
 - Culturally appropriate
 - (ii) Identify and recruit appropriate runanga advocates
 - (iii) Develop specific pastoral care process
 - (iv) Develop pre trip training protocol
 - Feedback from cadets
 - (v) Develop post trip debrief protocol
 - Tool for process improvement
 - (vi) Measure: conversion from candidate to contracted employee
 - (vii) Retention based on number of repeated trips
 - 4 trip minimum
- (e) Long run KPI's based on progression through the ranks

8 APPENDIX

8.1 Nga Tapuwae o Maui members:

Count	Name	Collective	Rohe
1	• Ngati Awa Asset Holdings Limited	Iwi Collective Partnership Limited	
2	• Ngati Ranginui Fisheries Holding Company Limited	Iwi Collective Partnership Limited	
3	• Ngati Tuwharetoa Fisheries Holdings Limited	Iwi Collective Partnership Limited	
4	• Ngati Whare Holdings Ltd	Iwi Collective Partnership Limited	
5	• Ngati Ruanui Fishing Limited	Iwi Collective Partnership Limited	
6	• Te Arawa Fisheries Holding Company Limited	Iwi Collective Partnership Limited	
7	• Te Kumukumu Ltd	Iwi Collective Partnership Limited	
8	• Te Pataka O Tāngaroa Limited	Iwi Collective Partnership Limited	
9	• Te Waka Pupuri Putea Limited	Iwi Collective Partnership Limited	
10	• Ngati Porou Seafoods Limited	Iwi Collective Partnership Limited	
11	• Whakatohea Fisheries Asset Holding Company Limited	Iwi Collective Partnership Limited	
12	• Taranaki Iwi Fisheries Limited	Iwi Collective Partnership Limited	
13	• Ngai Te Rangī Fisheries AHC Limited	Iwi Collective Partnership Limited	
14	• Rongowhakaata Iwi Asset Holding Company Limited	Iwi Collective Partnership Limited	
15	• Te Aitanga A Mahaki Trust Asset Holding Company Limited	Iwi Collective Partnership Limited	
16	• Ngati Manawa Tokowaru Asset Holding Company Limited	Iwi Collective Partnership Limited	
17	• Tapuika Holdings Limited	Iwi Collective Partnership Limited	
18	• Rangitāne	Iwi Collective Partnership Limited	
19	• Ngati Tamanuhiri	Iwi Collective Partnership Limited	
20	• Ngati Maru (Taranaki) Fishing Limited	Iwi Collective Partnership Limited	
21	Pare Hauraki Asset Holdings Ltd		
22	Ngapuhi Asset Holding Company Limited		
23	Tainui Group Holdings Limited		
24	Raukawa ke ti Tonga AHC Limited		
25	Te Urungi O Ngati Kuri Limited		
26	Ngati Whatua Fisheries Limited		
27	Tuhoe Fish Quota Limited		
28	Te Aupouri Fisheries Management Limited		
29	Whaingaroa Fisheries Company Limited		
30	Te Kupenga o Maniapoto Limited		
31	Raukawa Asset Holding Company Limited		
32	TWA Holding Company Ltd		
33	Ati Awa Ki Whakarongotai Holdings Limited		
34	Maruahi Fisheries Limited		
35	Ngaruahine Fisheries Limited		
36	Ngati Apa Developments Ltd		
37	Ngati Apa Ki Te Ra To Assets Holding Company Limited		
38	Te Atiawa (Taranki) Holdings Limited		
39	Te Hoiere Holding Company Limited		
40	Te Patiki Holdings Limited		
41	Whanganui Iwi Fisheries Limited		

8.2 Graphic from 2.1.ii

