



UNLEASHING THE HUMAN POTENTIAL

AT MURRAY ENGINEERING NEWCASTLE

PREPARED BY

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Acknowledgment of Country

We respectfully acknowledge the Awabakal and Worimi peoples as the Traditional Custodians of the land and waters situated within the Newcastle Local Government Area, including wetlands, rivers, creeks, and coastal environments. We pay our deepest respects to their elders, past, present, and emerging, for their enduring connection to this land that dates back tens of thousands of years.

We are grateful for the opportunity to live, work, and learn on this land and pledge to respect and protect it for generations to come. Today, we acknowledge the past, celebrate the present, and work towards a future of greater understanding, respect, and harmony on these lands.

EXECUTIVE SUMMARY

Murray Engineering is acutely attuned to the ever-evolving landscape of societal and economic trends, particularly those identified by CSIRO as *megatrends* set to exert a profound and lasting influence on our world. These megatrends serve as beacons guiding us toward a future that is marked by transformative shifts, and as such, they demand strategic foresight and planning. It is with a keen sense of responsibility for the long-term growth and prosperity of Murray Engineering that we embark on this journey to assist them in navigating and harnessing the potential inherent in these megatrends.

Recognising the significance of these megatrends, Murray Engineering has undertaken a collaborative effort with 3JLT Advisory. Together, we have embarked on a comprehensive exploration to determine which of these megatrends holds the greatest sway over the future of their business. Through rigorous analysis and a shared commitment to innovation, we have distilled our findings into a strategic framework comprising three pivotal initiatives, designed to enable Murray Engineering to effectively embrace and leverage the megatrend that CSIRO has termed "Unlocking the human dimension."

This initiative represents more than just an opportunity; it embodies our dedication to not only anticipate change but to actively shape it. By aligning our actions with this transformative megatrend, we are positioning Murray Engineering to thrive in a world where the human dimension takes center stage, redefining how we interact, work, and innovate. These three recommended initiatives are poised to serve as our compass, guiding us as we embark on this exciting journey of unlocking the full potential of the human dimension, ensuring that Murray Engineering remains a beacon of innovation and success in the years to come.

INITIATIVES

3JLT Advisory presents three strategic initiatives aimed at enhancing Murray Engineering's performance, employee engagement, and overall well-being. These initiatives reflect our commitment to fostering collaboration, attracting and retaining top talent, and prioritising the health and well-being of the Murray Engineering workforce.



Initiative 1
Collaboration



Initiative 2
**Employee Attraction
and Retention**



Initiative 3
Health & Wellbeing

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ABOUT 3JLT ADVISORY



3JLT Advisory, established in 2023, derives its unique name from the names of the five consultants: the three J's – Joshua Howell, Joshua Burg, and Jarryd Crowe, along with the valuable contributions of Luke Treloar and Tegan Winters. Our consultancy team has a diverse range of experiences and strengths, sharing a wealth of industry expertise spanning sectors such as mining, manufacturing, recruitment, and more. This equips us with a versatile skill set and a holistic problem-solving approach, fostering cohesive and effective collaboration.

As a collective, our team embodies a commitment to collaboration, sustainability, continuous improvement, and the importance of a balanced personal and professional life. These shared values and diverse strengths make us a formidable force in providing comprehensive consultancy services to our clients.

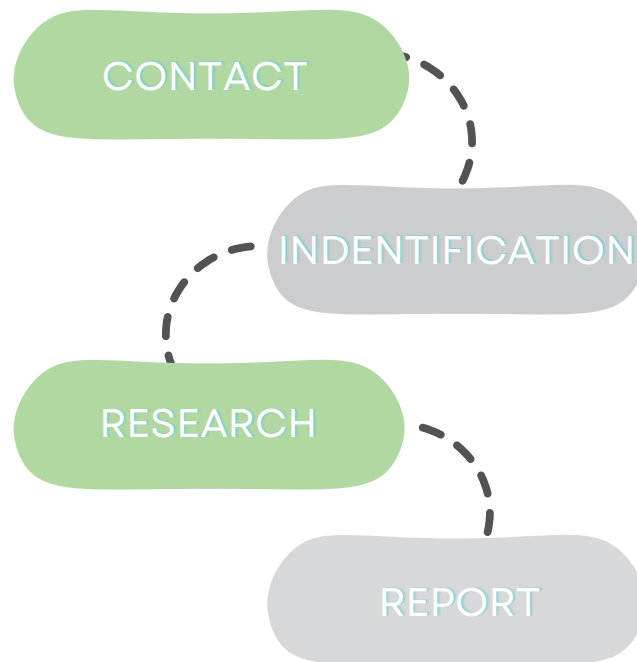
Promoting sustainability and prioritising strong Environmental, Social, and Governance (ESG) practices are central to our team's mission as we address the challenges posed by the evolving world and the megatrends outlined by CSIRO. Sustainability resonates deeply within our group, driving our collective commitment to environmental responsibility and a greener future. We recognize our shared responsibility in fostering a more eco-conscious world through ESG principles.

Our consultancy team embodies a shared passion for visionary leadership and a strong drive to effect positive change at various levels, ranging from personal to the macro level. Each advisor is dedicated to making a difference in their individual lives, nurturing their families, guiding their teams, elevating their organizations, and ultimately impacting the communities we serve. As leaders and managers, we recognize our responsibility to unleash the untapped human potential that lies at the heart of our work. This commitment to personal and collective growth drives us to continuously seek innovative solutions and foster environments where potential flourishes. It is our unwavering mission to facilitate transformation, making lasting impacts for those we interact with.

Together, we form a cohesive and forward-thinking consultancy team poised to deliver exceptional value to our clients and contribute positively to our ever-evolving world.

OUR PROCESS

The process we use to engage with our clients is simple and effective. It involves 4 key steps.



Contact:

Proactively seeking out and initiating initial contact with a business that we firmly believe aligns with our values and capabilities, where we are confident we can make a substantial and meaningful impact.

Identification:

After establishing initial contact, we scheduled a face-to-face meeting with the client during which we employed a gap analysis-style approach to ask targeted questions. This methodology assists us in identifying potential problem areas where we can apply our expertise to provide effective solutions and support.

Research:

After identification, we proceeded to conduct research on the specific problem, relying on our team's collective experience and market research. From this research, we develop a high-level approach for implementing strategies to potentially address the underlying issues. These strategies are presented in the form of a final report.

Report:

After our dedicated team completes the comprehensive report, it is promptly supplied to the client for their thorough review and careful consideration of potential improvements that can be seamlessly integrated into their business operations.

ABOUT

MURRAY

ENGINEERING

Murray Engineering (ME) is an Australian Mining Services provider with a global footprint. They are a mechanical and electrical manufacturing business that offers solutions with a focus on quality and precision. They specialise in offering high-quality repairs, rebuilds, and maintenance solutions for both mobile and fixed-plant equipment. Their commitment to excellence is underpinned by state-of-the-art facilities, highly skilled technicians, and a dedication to exceeding customer expectations.

Murray Engineering is part of The Byrnecut Group, one of Australia's major privately-owned mining services organisations.

The Byrnecut Group's ownership of Murray Engineering gives the company access to extensive resources and expertise, allowing it to offer a wider range of services to its customers.

Locations:



Murray Engineering operates four major branch locations across Australia and worldwide. These are Pinjarra (Headquarters), Kalgoorlie, Newcastle and Mongolia.



This report and associated initiatives have been developed for and in collaboration with Murray Engineering Newcastle.

Services:



Murray Engineering offers a comprehensive suite of electrical and mechanical manufacturing services to cater to diverse industry needs including but not limited to machine rebuilds, component overhauls, and fabrication works.



People:

There are 120 Staff onsite at Murray Engineering in Beresfield of which there are approximately 8 apprentices and 60 blue-collar workers.

Murray Engineering's mission is to be a trusted partner in mechanical and electrical services. With a commitment to quality, safety, and reliability, aiming to ensure that equipment operates at its best, minimising downtime and maximizing productivity.

INITIATIVES



Initiative 1 – Collaboration

3JLT Advisory sees a unique opportunity for ME to collaborate with their other branches in Australia, to really unlock the capability and talent of their resources. 3JLT proposes that ME host cross-department networking events for senior leaders to come together and collaborate on ideas and visions for their business. ME currently has four geographical locations around Australia with senior managers in each branch. The cross-collaboration and sharing of resourcing between these branches will allow ME to significantly enhance productivity and engagement in the organisation.

Initiative 2 – Employee Attraction and Retention

3JLT Advisory sees that the high demand for work and dwindling supply in skilled trades, engineers, and associated professionals requires businesses to get smart with how they attract the right talent to work for their company. 3JLT has come up with some strategies to attract a high caliber of existing and emerging talent. Due to its great proximity to Newcastle and the broader Hunter Valley, ME is an ideal location for employees to live and work.

Of course, it is far more cost-effective to retain existing staff, rather than needing to recruit new staff. 3JLT Advisory suggests that ME focus on opportunities to retain their current employees who have a wealth of knowledge and experience. By offering competitive remuneration, career development prospects, and continual upskilling and training, ME could strategically place themselves as the employer of choice for those wanting to work in the manufacturing and engineering industry.



Initiative 3 – Health and Wellbeing

3JLT recommends that ME develop mental health initiatives to provide employees with the support they need to look after their mental health. We have proposed a program called ME Health, which offers workers a regular check-up focused on mental health rather than physical health. We have also made recommendations around new WHS legislation to help all people in the workplace identify and manage psychosocial hazards.

COLLABORATION

During our engagement with the business, it became evident that fostering collaboration within the organisation is a crucial avenue for potential growth and improvement. Richard shared valuable perspectives about how ME could leverage the strengths and expertise of its workforce to drive innovation, streamline processes, and enhance overall productivity. This highlighted the need for strategic initiatives that promote cross-functional teamwork and knowledge sharing across the company.

Collaboration is vital because it unlocks innovation and efficiency by combining diverse perspectives and knowledge. It fosters teamwork across functions, enhances productivity, and boosts employee engagement, all essential for an organisation's growth and progress.

Our tried-and-tested proposed mechanisms to increase and foster cross-team collaboration are as follows:

CROSS DEPARTMENT/COMPANY NETWORKING

Hosting cross-department networking events for middle and upper management roles will assist in the collaboration between partners at that level.

- Senior members will become more familiar with each other in a face-to-face environment increasing the human connection.

Strategic launches of new business innovations and communication

- Doing these launches as a company instead of individual units will bring together departments and help lift the veil on department success and focus more on company success. Helping to remove the stigma around protecting Profits and Loss Statements by showing you are one entity and all driving towards the same goal.

CONTINUOUS IMPROVEMENT PROGRAMME

Implement a continuous improvement (CI) framework.

- CI is a structured approach to changing systems and processes, to make tasks more effective and efficient. It's working out how to work smarter.
- CI gives you a vehicle to capture and deliver great ideas through collaboration and the sharing of achievements.

CROSS DEPARTMENT LABOUR SHARING

Offer internal job transfers and secondment opportunities to workers in the ME group for collaboration, upskilling, and knowledge sharing.

COLLABORATION TOOLS

Explore cloud-based collaboration solutions and training via Microsoft Suite, SharePoint, MS Teams, MS Project, MS Planner, and MS Whiteboard. This will increase remote collaboration across departments in more creative ways than email alone:

EMPLOYEE ATTRACTION

Our partnering also revealed that attracting the right people to join ME is imperative. Richard discussed the competitive landscape of talent acquisition in the industry with the shortage of skilled workers located in the Hunter. This highlighted the need for ME Newcastle to become the employer of choice in the engineering and manufacturing sector in the Hunter. Of course, there is a smorgasbord of options available to achieve this outcome: refining ME branding as an employer, offering attractive compensation packages, and fostering an appealing workplace culture.

Equally crucial to ME success is the retention of its existing workforce. Richard emphasised the significance of nurturing and retaining skilled employees, so that this experience, expertise, and institutional knowledge does not suddenly leave the business.

Again, there are a raft of opportunities available to Murray's in this space - professional development opportunities, career advancement pathways, and enhancing workplace satisfaction through continuous learning and skill development. We have outlined the strategies we think will have the greatest outcomes for ME below.

SCHOOL-BASED APPRENTICESHIPS (VET)

- Offer School Based Apprenticeships (SBAs) and School Based Traineeships (SBTs). Combining paid work for students while undertaking TAFE NSW training and school. This gives students the opportunity to gain a nationally recognised VET qualification as well as their HSC and valuable workplace skills and experience through part-time paid employment.

UTILISE HUNTERNET CAREER CONNECTIONS

- ME to utilise HunterNet Connections as an Industry Partner. This opens up the opportunity to recruit apprentices and trainees through the large exposure that Hunter Net has in the Hunter region.



ATTENDING CAREERS DAYS AND PROMOTING MURRAY ENGINEERING

- Attend school careers days to showcase what kind of career paths ME could offer future employees. School students will then seek our opportunities to join ME when apprenticeships and job vacancies become available.
- Attend University of Newcastle (UoN) industry-focused events and activities, such events and activities provide opportunities for ME to connect with their future workforce and promote their brand. UoN offers employment expos, industry days, networking events, panel discussions, and leadership programs.
- Having a presence in the local community by sponsoring a local sporting team.
- Family days - once a year encouraging families to bring their kids to work for an open day.
- Updating the current website to create a "Future Pathways" area where potential new workers can navigate their options of employment with ME - whether they be School Leavers, University Graduates, or Apprentices.

EMPLOYEE RETENTION

FOSTER A CULTURE OF INNOVATION AND RESILIENCE WITHIN THE COMPANY

Implementing effective retention strategies is crucial for minimizing employee turnover and ensuring the stability of your business. Here are some good retention strategies we propose ME consider:

COMPETITIVE COMPENSATION AND BENEFITS

- Offer competitive salaries and benefits packages to attract and retain top talent.
- Regularly review and adjust compensation to match industry standards.

3JLT Advisory recommends regularly benchmarking salaries against industry standards to ensure ME employees are paid competitively. In addition to a competitive base salary, consider offering performance-based bonuses and a comprehensive benefits package, e.g. subsidised health insurance, superannuation contributions above the statutory contribution base, and employee share buy-in (if available).

CAREER DEVELOPMENT AND GROWTH OPPORTUNITIES

- Provide opportunities for employees to develop their skills and advance their careers within the company.

ME should offer training, mentorship programs, and clear paths for advancement. This will demonstrate that ME is committed to helping employees grow their careers.

Finally, it would be remiss to not promote success stories like senior leaders progressing from entry-level positions and working their way up through training programs, mentorship opportunities, etc. These sorts of stories give junior or younger workers a real-life example of where their career at Murray's can take them.

WORK-LIFE BALANCE

- Promote a healthy work-life balance to reduce employee burnout and stress by offering flexible work arrangements or remote work options when possible.

Understanding the importance of work-life balance is critical in today's world. That's why we recommend ME to offer flexible work arrangements, such as remote work options and flexible/compressed hours, to accommodate your employees' diverse needs.

RECOGNITION AND REWARDS

- Recognise and reward employees for their contributions and achievements. Celebrate milestones, work anniversaries, and achievements.
- Create a culture of appreciation and acknowledgment.
- Implement employee recognition programs and performance-based bonuses.

Our suggestion would be to develop a recognition program where employees can nominate their peers for outstanding contributions. Performance-based bonuses and annual awards ceremonies to celebrate top performers are also recommended.

EMPLOYEE ENGAGEMENT

- Foster a positive work environment that encourages open communication and collaboration.
- Conduct regular employee engagement surveys to gather feedback and make improvements.

Example: "Our culture promotes open communication and collaboration. We have regular team-building events, cross-functional projects, and weekly check-ins to ensure employees feel connected and engaged."

EXIT INTERVIEWS

- Conduct exit interviews to gather insights from departing employees about their reasons for leaving.
- Use this feedback to make necessary improvements to retention strategies.

Example: "When employees decide to leave, we conduct exit interviews to gather insights into their reasons for departure. We use this feedback to make improvements and address any recurring concerns."

LEADERSHIP DEVELOPMENT

- Invest in leadership training and development programs for managers and supervisors.
- Ensure that leaders are equipped to support and motivate their teams.

Example: "Our leadership development program offers leadership training and coaching for managers. We believe that strong leadership is key to employee satisfaction and retention."

STRONG COMPANY CULTURE

- Develop a strong organisational culture that aligns with Murrays' values and mission.

- Promote inclusivity, diversity, and a sense of belonging among employees.

Example: "Our company culture is built on the values of inclusivity and diversity. We have employee resource groups, diversity and inclusion training, and a commitment to fostering a sense of belonging among all team members."

Example: "Our company hosts a monthly barbeque to show its appreciation for our efforts."

RECOGNITION AND REWARDS

- Recognise and reward employees for their contributions and achievements.

Celebrate milestones, work anniversaries, and achievements.

- Create a culture of appreciation and acknowledgment.

- Implement employee recognition programs and performance-based bonuses.

Example: "We have a recognition program where employees can nominate their peers for outstanding contributions. We also offer performance-based bonuses and annual awards ceremonies to celebrate our top performers."

CONTINUOUS FEEDBACK

- Provide regular feedback to employees on their performance.
- Encourage two-way communication, allowing employees to voice concerns and suggestions

SUCCESSION PLANNING

3JLT encourages ME to invest time in identifying and cultivating internal talent for future leadership roles. Benefits? This will ensure a seamless transition when key employees depart the business. It is imperative that ME prioritize understanding the talent within their business and consider future scenarios, such as promotions or retirements.

ME should identify high-potential employees, offer skill development and leadership exposure, maintain transparency, conduct SWOT analyses, and create transition and career development plans aligned with their aspirations.

Throughout the process of identifying talent for career progression opportunities, we recommend ME to consider ESG factors, including diversity and inclusion, to meet governance expectations and legal requirements and promote diversity in leadership roles. More considerations are listed throughout this report.

We also recommend establishing mentorship programs to benefit both mentors and future leaders, facilitating knowledge sharing and serving as a learning opportunity for both the mentor and future leader but also acting as a contingency plan should the mentor leave, a trained resource is already to transition into the vacant position.

PERFORMANCE MANAGEMENT & REVIEW

We recommend ME to implement a transparent performance evaluation process with a clear goals and expectations.



3JLT suggests ME facilitate an evaluation process that promotes transparency and encourages discussions on development, strengths, and areas for improvement. It should be continuously reviewed to adapt to changes in the business environment and market.

EMPLOYEE SURVEYS

ME should consider collecting anonymous employee feedback through means of surveys to assess satisfaction levels and identify improvement areas.

We recommend integrating Culture Amp's services, a reputable Australian company with extensive experience serving over 1,500 organizations. Culture Amp's software and expertise enhance employee engagement, provide insights, and enable data-driven retention and engagement improvements.

It is suggested that ME conducts bi-annual anonymous employee surveys to assess job satisfaction, share transparent results, and develop action plans for improvement based on feedback.





HEALTH & WELLBEING

“1 in 5 Australians will experience a mental health problem in any given year. That means that every person is likely to know someone who is experiencing a mental health problem, whether that is a family member, a friend or colleague. In fact, mental illness is now said to affect every Australian either directly or indirectly.”

- MENTAL HEALTH FIRST AID AUSTRALIA

3JLT recommends ME implement health and wellbeing initiatives under the banner “ME Health”. ME Health will contain the tools, skills, and resources required to support its worker's physical and mental health. The following are the specific recommendations for the components of ME Health.



Partnering with TIACS & TradeMutt

TIACS is an organisation that provides free mental health support Australia-wide. It is targeted at blue-collar workers, who may feel that access to mental health support was too hard due to cost or that there was a bad stigma surrounding mental health support. By partnering with TIACS, ME could break down the barriers for a large majority of workers by allowing them to start a conversation. TIACS has partnered with TradeMutt, who manufacture conversation-starting workwear, typically hi-vis as worn by trades and blue-collar workers. By partnering with TIACS, through means of promoting their brand, purchasing their partner brand Trade Mutt's PPE, or contributing donations towards the not-for-profit entity, ME would be supporting others from the industry in providing free and easily accessible mental health counseling services with minimal effects on budgets & the operations P&L's.

Managing Psychosocial hazards

Recent amendments to WHS legislation place an increased responsibility on employers and workers to assist in the identification and management of psychosocial hazards. These hazards are aspects of work or other situations that may cause stress which can lead to physical or psychological harm. By conducting training to help all workers identify psychosocial hazards in the workplace, ME will not only obtain useful data to identify and manage hazards but will be taking steps to assist in the management of risks arising from those hazards. Training will also help build confidence and allow workers to understand their responsibilities for their own mental health, as well as that of their co-workers. We recommend ME to employ the services of a specialist Psychosocial Hazard consultancy to conduct this training.

“I believe that understanding the signs and symptoms of a mental health disorder is equally important as knowing CPR. Both have the power to change or save someone's life”

Steven Gamble from Man Anchor

Mobile Periodic Health Assessments

3JLT recommends that ME employ the services of a mobile medical services provider to conduct periodic health assessments to monitor employee health. Having a regular medical assessment that is based on workplace exposures in the manufacturing industry provides the opportunity for early intervention to prevent long-term health impacts. These assessments could include the following.

- Hearing assessment
- Vision assessment
- Fatigue assessment
- Mobility assessment
- Respiratory system health
- Body Mass Index
- Blood pressure, and cholesterol check



With the CSIRO defined as megatrend of “The escalating health imperative”, it is important that businesses offer support to their workers by means of preventive and tailored healthcare. By providing these services to employees on a voluntary basis, ME will be encouraging workers to manage their own health that they may not have sought out otherwise.

Wellbeing, Health and Injury Prevention (WHIP)

ME is part of the Byrnes Group, a globally recognised Mining Services provider. The Byrnes Group has a number of health and safety programs to enhance their employees. The WHIP program integrates the people, systems, and technologies from the world of elite sport with the mining sector to help minimise the risk of injury and improve the health and engagement of their employees. The program creates safer working environments using biomechanical assessment of manual handling activities. The results of this program are increased awareness of current well-being through health risk assessments, customised injury prevention, and rehabilitation programs, and ongoing health support and education.

3JLT recommends that ME lean on the experience of their broader group owner and employ the services of SANO Health, who facilitate this support and training. Murray Engineering should utilise the core performance programs of SANO Health which are;

- Performance - helping people reach higher levels of performance.
- Wellbeing – helping people focus on their wellbeing, to create a healthy mind in a healthy body.
- Safety – helping to create environments where people are safe, through auditing, fatigue management, and injury prevention programs.

PUTTING ENVIRONMENTAL, SOCIAL & CORPORATE GOVERNANCE ON MURRAY ENGINEERING'S AGENDA

In an era marked by environmental concerns, social challenges, and shifting corporate landscapes, organizations must embrace Environmental, Social, and Governance (ESG) factors for success. This report explores why ME should adopt ESG considerations and the benefits it offers.

Environmental (E):

- **Cost Savings:** ESG initiatives like energy efficiency lead to long-term cost savings.
- **Access to Capital:** ESG commitment grants access to diverse capital sources.
- **Market Expansion:** Adhering to ESG principles opens new market opportunities.

Social (S):

- **Enhanced Reputation and Brand Value:** Social responsibility and inclusivity enhance brand reputation.
- **Improved Employee Productivity:** Engaged employees are more productive.
- **Diversity, Gender Equality and Inclusion (D&I)**
- **Health and Well-being:** Ensuring employees' physical and mental health.
- **Community Engagement:** Contributing to local/global causes.
- **Employee Satisfaction:** High job satisfaction.
- **Stakeholder Engagement:** Considering all stakeholders.
- **Workforce Resilience:** Preparing for future challenges.

Governance (G):

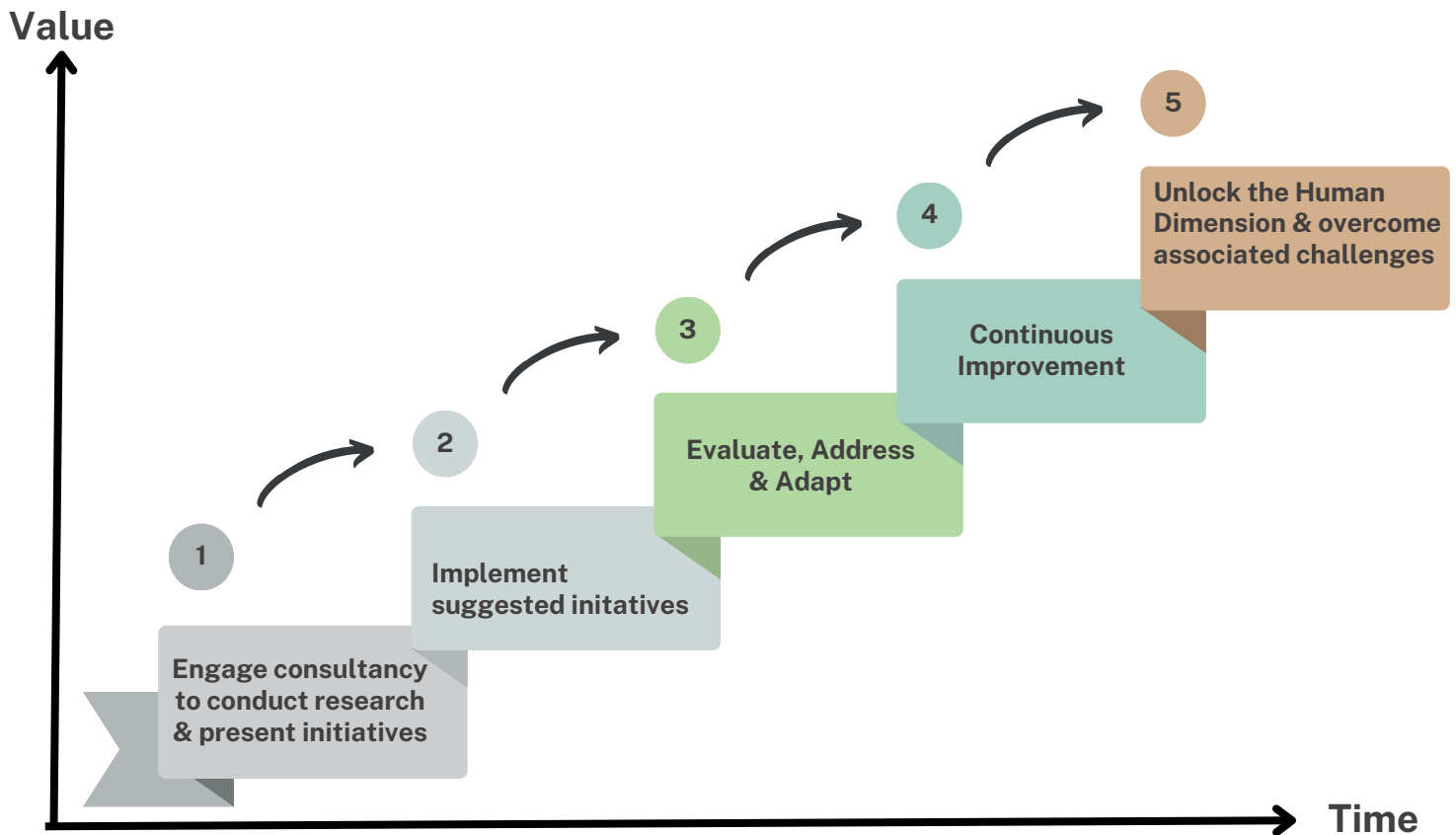
- **Reduced Risk:** Effective governance mitigates legal and reputational risks.
- **Alignment with Regulations:** Aligning with ESG trends ensures compliance.
- **Ethical Leadership:** Prioritizing ethical decision-making.

Incorporating ESG objectives into ME culture benefits the company's bottom line, and fosters inclusivity, ethics, and sustainability. This includes enhanced reputation, promotes talent attraction and retention, cost savings, and expanded market opportunities, further also promoting trust in an aussie brand and positioning ME as a successful organisation in a changing world where ESG is becoming increasingly more of a priority on the agenda of many.



HORIZON APPROACH

CURRENT STATE V FUTURE STATE ROADMAP



Current State

Engage 3JLT Advisory as a strategic planning partner to perform comprehensive research on ME business operations and analyse CSIRO's megatrends in conjunction with ME's strengths, opportunities, weaknesses, and threats. This collaboration will result in the development, design, and proposal of initiatives that are then to be implemented by ME enabling them to establish sustainable practices and adapt effectively to disruptions in this ever-evolving landscape.

Future State

ME to commence implementation of recommended initiatives presented by 3JLT Advisory. These initiatives encompass a range of activities, including but not limited to:

- Establishing partnerships with key industry players such as HunterNet Career Connections, TIACS, SANO Health, and Culture AMP, etc.
- Launching comprehensive employee engagement surveys and conducting performance succession planning consultations with our staff.
- Actively engaging in career-oriented events and facilitating cross-departmental networking opportunities.

The performance of these new strategies will be monitored on an ongoing basis to ensure they align with SMART (Specific, Measurable, Achievable, Relevant, and Time-Bound) GOALS.

In cases where these strategies do not produce the desired outcomes, they will be adjusted accordingly to effectively address the challenges posed by CSIRO megatrends. 3JLT Advisory emphasises the importance of ME commitment to the continual refinement and adaptation of these strategies in order to consistently "Unlock the Human Dimension".

CLOSING STATEMENT

In conclusion, this comprehensive report compiled by 3JLT Advisory details the significance of unlocking human potential at Murray Engineering in order to navigate the challenges and impacts posed by the fundamental forces identified by the CSIRO as global megatrends by means of implementing strategic initiatives.

Initiatives have been broken into three categories the first having a focus on fostering collaboration with a variety of stakeholders including internal staff across various departments and sites, developing relationships with industry partners and advisors, etc. The second initiative outlines strategies for attracting and retaining by means of undertaking employee engagement surveys, succession planning consultations, and more. The third initiative details implementable and sustainable strategies that promote the health and wellbeing of the workforce.

Our detailed report explores why Murray Engineering should consider putting ESG principles on its corporate agenda and what benefits this could present for the company which includes, enhancing the company's reputation, attracting and retaining talent, and positioning Murray Engineering as a trusted and successful organisation in a world where ESG holds increasing significance.

3JLT Advisory emphasises the importance of Murray Engineering's commitment to the continual refinement and adaptation of these strategies in order to consistently “Unlock the Human Dimension”.

This report is a pivotal step in shaping the transformative journey Murray Engineering is embarking upon, which, guided by initiatives and strategic plans will leverage and unlock the human dimension.

In conclusion, we want to leave you with a final thought. Never underestimate the profound impact of human contribution in any business. Our greatest asset lies in the untapped potential of individuals, and by harnessing their creativity, dedication, and unique perspectives, we unlock innovation, growth, and lasting success. Embrace the power of human potential and watch your business soar to new heights.

ADDENDUM

Shortly before the provision of this report regarding Murray Engineering and the company's workforce, 3JLT became aware that operational changes impacting its staffing levels had occurred. 3JLT will seek to reach Murray Engineering to discuss these changes and the impact on our recommendations. We are of course happy to provide an addendum to this report containing further recommendations once we have had the opportunity to workshop the impact of these changes on 'the human dimension'.

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https://youtu.be/kvKP_AIYvxE



YOUR KEY PARTNERS IN PLANNING AND UNLOCKING THE HUMAN POTENTIAL



Thank you for taking the time to read our report. Your partnership and attention to our work is greatly appreciated, and your insights are invaluable to us. If you have any questions or feedback, please don't hesitate to reach out. We look forward to continued collaboration.

For inquiries or more information, please feel free to reach out to us. We're always happy to lend a helping hand! You can contact us via the details listed below. We look forward to assisting you.



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