



Building on Strength

Whether it's excavating, earthmoving, or construction, Hastings Deering has the knowledge and capacity to deliver the highest-quality products and services to meet every customer's needs.

Images by Fullframe Photographics

Established in 1932, Hastings Deering has a long history of delivering premium quality products and services to Australia's construction and mining industries. Today, the company has grown to become a premier distributor of Caterpillar equipment, operating throughout Queensland, the Northern Territory, Papua New Guinea, the Solomon Islands, and New Caledonia. With just under 5,000 staff across four countries, Hastings Deering generates annual revenues of almost \$3 billion.

Dean Mehmet came on board as COO in 2012, and was promoted to the position of CEO in July 2014. During his brief leadership at Hastings Deering, Dean has already demonstrated his adeptness in handling complex negotiations, improving company practices, and taking responsibility for difficult decisions. As a CEO,

Dean draws upon his training as a mechanical engineer and his experience with global companies such as Shell and BlueScope Steel to complement his decision-making processes.

"As the original equipment manufacturer [OEM] representative for the region, it's vital that Hastings Deering has the best qualified tradesmen and technical specialists in the market: our customers expect nothing less.

"To this end, the company has two different streams of professional training in place, namely technical and leadership development. The organisations that I have previously worked at were excellent at leadership development; a number of concepts and best practices gleaned over many years are being deployed at Hastings Deering. A very keen focus on the development of people is critical for any organisation. We need to

develop our staff to be the best that they can be, and that's a mantra that we work by here at Hastings Deering.

"We had previously experienced some limitations with the generic apprentice development system. This led us to establish our own Hastings Deering Institutes of Technology in Brisbane, Mackay, and Rockhampton. We are a registered training organisation, and we offer training and development for people from third parties in addition to developing our own people.

"We have almost 500 apprentices throughout our business who are currently completing their technical development. Our training is first class, and specifically tailored to Caterpillar. As such, our trainees will end up with the same qualifications as a TAFE student, but they will spend more time in the classroom >

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- Dean Mehmet



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on development, which we believe leads to better-qualified technical specialists and ultimately the best available service for our customers.”

As well as its technical training, Hastings Deering offers outstanding leadership development programs, which include training, on-the-job development, and leadership coaching. According to Dean, the company has invested heavily in this area over the past few years. When it comes to spotting leadership potential, Dean has a few indicators he looks for in his staff.

“From my perspective, the attributes of a good leader are being customer focused, courageous, honest, and humble. Honesty is absolutely imperative: it’s no good ‘gilding the lily’ when it comes to delivering messages. Humility is very important to me as well: it’s crucial that a leader remains

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- Dean Mehmet

grounded, and can talk to people at all levels of the organisation: from a director in the boardroom to a trade assistant on a shop floor.

“Being courageous is one of the most important attributes for a leader. It takes steadfast resolve to make tough decisions, particularly when you have people who make judgements before they have all of the information.” Dean has had to draw on this resolve in the face of criticism over job losses at the company’s branches in Mackay and Rockhampton in 2014, and the negotiation of enterprise agreements with the Australian Manufacturing Workers’ Union.

“The Australian mining sector has gone through a super cycle over the past seven or eight years. During that period, Hastings Deering created more than 3,000 new jobs. In the past 18 months, that mining boom has well and truly come to a stop, and if you look across the industry, you can

see there have been 15,000 job losses in Queensland alone.

“We’re not immune to the slowing down of the mining sector—our business too, has contracted. Many of our customers have deferred maintenance and even mothballed assets. Quite simply, there’s not as much work available to us, so we had to make some difficult decisions. We’ve had to downsize twice in the past 18 months.

“Fundamentally, my role is to balance the needs of our shareholders and customers, the communities where we work and live, and to provide a safe, secure, and sustainable workplace for our employees.

“With enterprise agreement negotiations, you tend to get coverage that is sometimes incomplete. For us, honesty is the most important premise that we run on; we will simply state facts as they are. We engage directly with our employees on matters that

relate to them, and although we’re currently in a very difficult market, our employees understand that: together we can work towards agreements that benefit us all.

“Our core values are: no harm, and integrity, transparency, and care. In our organisation, there are no surprises: everyone is expected to be honest and up front with each other, and if there are issues we deal with them in a professional manner.

“To uphold the values of integrity and transparency, we make a point of communicating regularly with our people. Once a quarter, my leadership team and I deliver about 120 town hall-style sessions, where we go to every location in our business and have an information-sharing and engagement session with groups of about 50 people. We’ve been doing that for the past few years, and the feedback has been fantastic. We back this up with emails, intranets, social media activity, and internal magazines.”

For Dean and the Hastings Deering leadership team, having ‘no harm’ in the workplace means going above and beyond implementing compliance-style safety strategies. “My team and I have worked tirelessly in the last few years to build on an already strong safety culture. While we certainly tick all the boxes relevant to safe work procedures and technical training, we also look into how we can get people to understand and better manage risk themselves through our safety behavioural program. As a result, we’ve seen a dramatic improvement in our safety performance over the past few years.

“Care is another very important value for us: we don’t make a song and dance about it, but we will quietly help our people and their families in times of personal need. We don’t broadcast these practices very much—even internally—but we do it because we think it’s the right thing to do. This culture has been



with us for many years, and it makes some of what we do feel more like a family business rather than just an enterprise. It’s the same with our customers: there’s no point treating your customer like a number; every single one of >

“At a corporate level, after 10 years clearly we love working with Hastings Deering as an integral component of their employee value proposition. On top of that the FleetPartners team thrives on saving their employees thousands day in, day out.” - Lisa Marsh, General Manager Consumer, FleetPartners

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To all those who aspire to succeed,

Like so many of us before you, you're probably wondering if there is a secret ingredient to success. I can say from experience that I believe there is and, put simply, it's diversity.

When you work for a company that prides itself on diversity and inclusion you get the respect you deserve, the opportunities you want and the support you need. It's been that way for me.

In my leadership role as District Manager at Caterpillar, my responsibilities reach as far and wide as Queensland, Northern Territory, New Zealand and Pacific Islands. Yet the depth of my knowledge is far richer working with people from different backgrounds, experiences and skills, and this has been cultivated by Caterpillar.

Caterpillar has adopted a fully integrated approach with its culture of diversity and inclusion. This is not gender specific, of course, but instead benefits everyone at all stages of their career. And in return, this contributes to the company's ongoing success and that of our customers.

In fact, Caterpillar was named in DiversityInc's Top 25 Noteworthy companies list during 2014.

I am living proof that diversity can lead to long and successful careers for women in organisations like Caterpillar. If you asked me for one piece of professional advice, I would tell you, without a doubt, to always seek and speak the truth.

Caterpillar's commitment to diversity reaches into its philanthropic work at ensuring that girls and women around the world have every possible opportunity to succeed. One of my proudest moments was being a panellist at the 5th G(irls)20 summit held in Sydney. This is just one of many initiatives the Caterpillar Foundation support to empower the next generation of change agents.

So by all means aspire to succeed. Just remember, the company you keep is very important.

All the very best,

Tiffany Kirkwood
District Manager
Caterpillar

To learn more about opportunities to work for a company with a diverse and inclusive culture visit www.caterpillar.com/careers

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our customers is an individual, and we make sure we help deal with their individual needs."

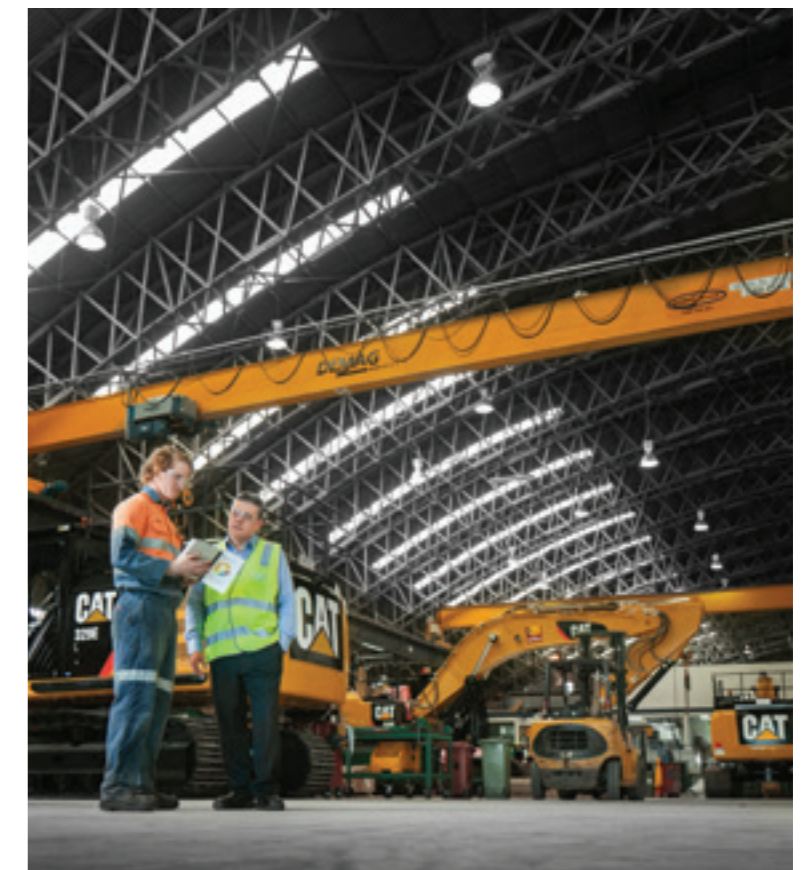
Dean and the leadership team at Hastings Deering take a similar personal approach when it comes to ensuring open and productive relationships with their suppliers, particularly Caterpillar—a leading manufacturer of construction and mining equipment. "We manage our relationship with our primary business partner Caterpillar using a multilevel approach to communication," Dean explains.

"We trust Caterpillar enough to allow them to help us improve our business. Our close partnership with Caterpillar is built around honesty and mutual respect, and we have a truly exceptional relationship with them. Over the past few years, we have been using some of Caterpillar's lean manufacturing methodologies to assist us to drive improved quality and efficiency through our workshops: our main target is best-in-class quality leading to an exceptional customer experience. Over many years, Caterpillar has developed this comprehensive methodology, and they share that with us by providing us with senior personnel to help us deploy those methodologies throughout our business."

Hastings Deering has a number of secondary suppliers who also help ensure the company's operations run smoothly. "Whether it's an airline, a transport company, a steel supplier, or a subcontractor, our approach has always been to treat those suppliers as partners. We have long-term relationships with our partners, built off many years of interacting with each other and understanding each other's businesses.

"Technology is an exciting space for Hastings Deering. It will allow us to broaden our value proposition beyond products, enhance our service offerings, and help our customers improve their business performance.

"The future brings with it new technologies, new information,



and new opportunities to improve our service to customers. For example, we have worked closely with one of our customers to achieve 10–15-per-cent reductions in fuel burn through the new Caterpillar 336 Hybrid Excavator and implemented VisionLink® technology to monitor their fleet. This has seen significant improvements across their ability to plan preventive maintenance, reduce downtime, and ensure they get the best out of their machine."

Dean has no doubt that Hastings Deering is looking towards a

bright and successful future. Located in the cross-section between construction and mining, the company is ideally placed to experience strong growth into the future. "The recent boom in the mining sector has now slowed; continued focus on reshaping Hastings Deering to meet the current market will ensure its future success," Dean observes. "Our shareholders have strategically invested in the future of Hastings Deering and are committed to the long-term success of our great business." •