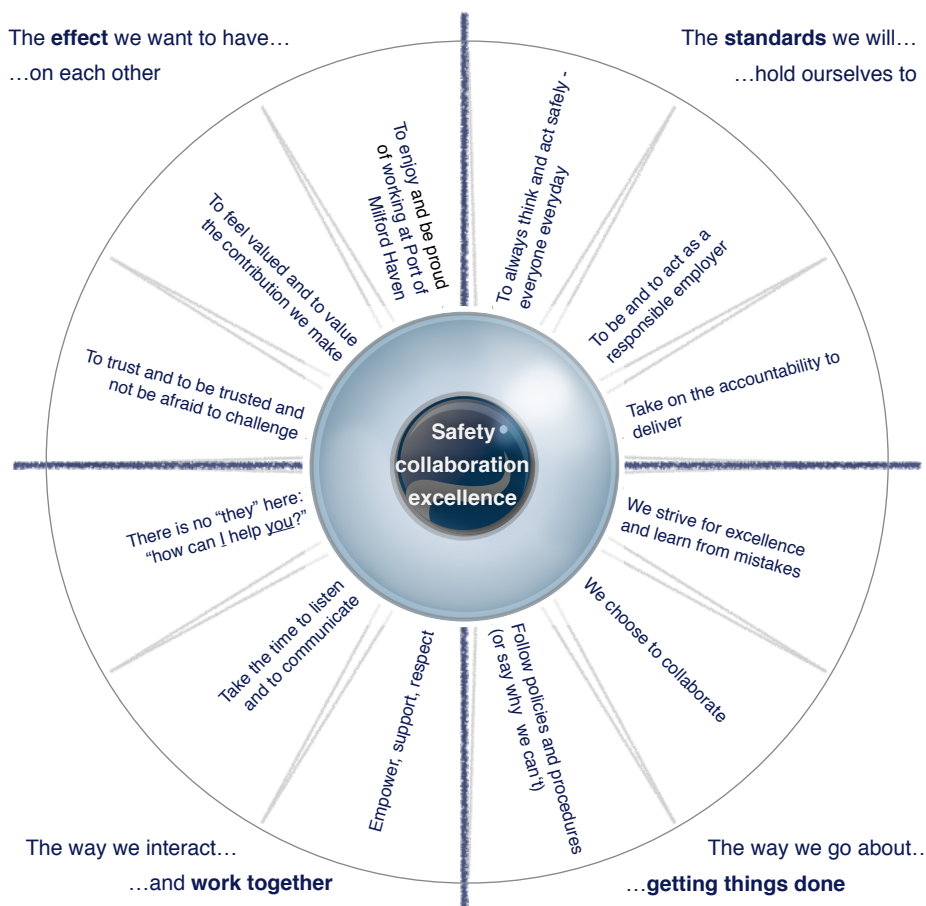


Port of Milford Haven Leadership Code

1. Our Leadership Code and its relationship to our Culture Framework

The written summary of our Leadership Code which follows has been produced to remind us about the style and practice of leadership we have committed ourselves to at Port of Milford Haven. Having a Leadership Code in itself reflects the the ambition we have for our organisation, as well as the commitment and endeavour of our people, the Port's Management Team, the Senior Management Team, and the Board.

Our leadership style and mission at Port of Milford Haven is central to creating and sustaining our operating culture coherently across our organisation. We require a robust, vibrant, engaging operating culture to match the needs of our business: to meet the demands placed on us as a Trust Port, and to deliver our strategy to sustain our purpose of building the Haven's prosperity. The parameters within which our operating culture evolves are set out through the Port's Culture Framework:



The Culture Framework is a foundation for our leadership; the evolution of our organisation's operating culture within the parameters of the Framework is a goal.

Our Leadership Code is a guide: here to help us maintain our standards, to facilitate how we get things done, to steer how we interact, and to reinforce the effect we wish to have on those we provide our leadership to. The Port's Leadership Code is the yardstick against which we demonstrate what good leadership means at Port of Milford Haven. All those who hold leadership positions at Port of Milford Haven are expected to have knowledge of our code of leadership, to abide by its principles, to develop themselves according to its tenets, and to demonstrate it through action.

Our Leadership Code on a page

2. The three themes

Leadership at Port of Milford Haven, like our operating culture, is founded on the three cornerstones of our business: **safety, collaboration, excellence**. These three words alone however do not give sufficient granularity to what we mean by good leadership and what leadership should look and feel like at Port of Milford Haven. For this we turn to three further ideals which we ask leaders to hold in mind and to act on, everyday. These are the ABC of leadership at Port of Milford Haven.

A. Be a leader

We count on each other. We trust each other to be honest and authentic. To act in accordance with the parameters we have chosen for the framework within which our culture will evolve and we will thrive. To be constructive. To have the conversations which need to be had in our organisation.

Central to our success as leaders is our self-development, as we grow in and into our roles. In particular we recognise that our leaders should have emotional intelligence as a defining characteristic. We do not expect our leaders to be superhuman, and we are here to help each other. We welcome the challenge leadership gives us.

B. Play my part

The Port's leaders must be aligned with, committed to, and help people within our organisation to relate their own roles, goals, and behaviours to, the Port's aims, vision, purpose, and strategy. To achieve this essential aspect of leadership the Port's leaders should be visible, approachable, and accessible.

We are here to build the Haven's prosperity, and we are judged on our results. Our leaders must demonstrate taking accountability, follow good governance practice for delegated authority, and in particular must be proactive to maintain, improve, and champion safe operating practice everyday.

C. Have an effect

Leadership is about having a desired effect on other people and our organisation as a whole. Leadership effect has two elements for us.

First, to lead is about enabling others to succeed. It means getting the best out of others. It means helping others to flourish, to grow, and to achieve results, in their teams and as individuals. To lead requires us to have a desire to work with people and with our teams, to develop and empower others.

The second effect we want from leadership is about how we make people feel. Our goals as an organisation are for our people:

- i. to enjoy and to be proud of working at Milford Haven Port Authority;
- ii. to feel valued and to make a valued contribution;
- iii. to feel trusted, to trust us as leaders, and not be afraid to challenge.

The way we lead supports and must help deliver these goals. For us a reflection of good leadership is the success of those around us and in our charge.