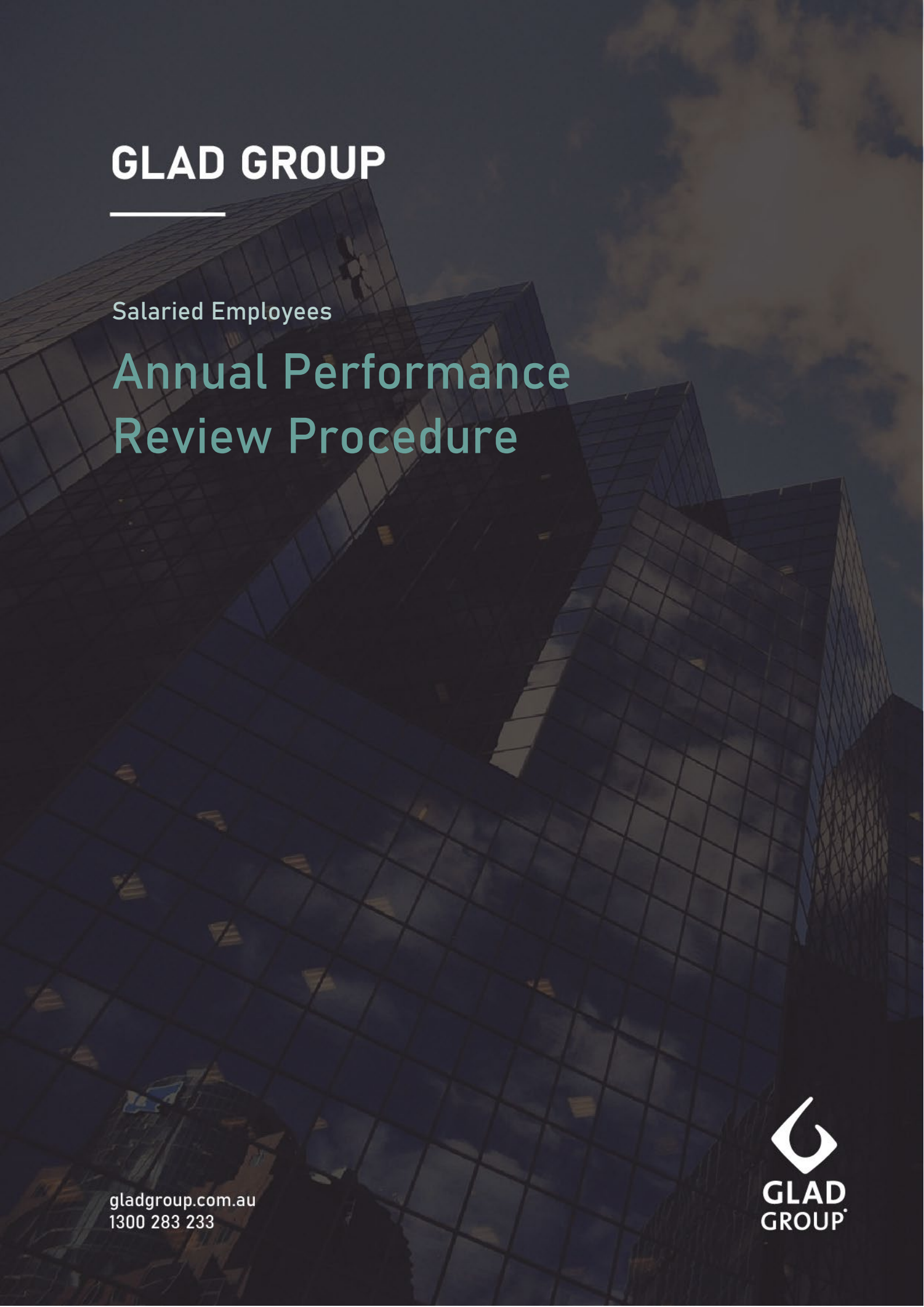


GLAD GROUP

Salaried Employees

Annual Performance Review Procedure

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GLAD GROUP

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INTRODUCTION

There are many company benefits to conducting annual performance reviews. These include improvement of overall performance, increased employee engagement, building a workforce that is working towards common business goals and identifying employee training needs.

Glad Group's salaried employees work to a set of defined performance expectations that are consistent with Glad Group's Values and Target Culture to achieve the following:

- Alignment of business, team and individual objectives;
- Provide direction and action plans for employees
- Define responsibilities and accountabilities for employees
- Improve communication and teamwork across the company
- Effective allocation of resources to ensure employees are set up for success

PERFORMANCE REVIEW PROCESS



Who Does it apply to?

The Performance Review Process applies to:

- Executive Management
- Senior Management
- Middle Management
- Site Management
- Site Supervision
- Administration Staff

How does it work?

Line managers and employees will work together to complete the Performance Management Agreement which is a formal document used to review performance over the current 12-month fiscal year.

Regular feedback meetings must be arranged, at a minimum on a quarterly basis, to check in with your team members, discuss progress and support if needed.

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ANNUAL PERFORMANCE REVIEW SCHEDULE

Glad Group's performance review period works to a fixed 12-month cycle aligned to the fiscal calendar (July 1 – June 30), with planning and review periods in the months before and after.

For new employees their Employee Performance Agreement must be completed within the first 8 weeks of employment.

Planning steps:

	Action	Responsible	Due
Step 1	Complete Performance Agreements for new financial period	Employee and Line Manager	August
Step 2	Quarterly reviews to be conducted to track performance	Employee and Line Manager	September, December and March
Step 3	Meeting to review and score annual Employee Performance Agreement	Employee and Line Manager	To be conducted between the last week of June to the second week of July
Step 4	Completed Employee Performance Agreement and salary recommendation submitted to the People and Culture team	Line Manager	By the third week of July
Step 5	Annual Performance and Salary Reviews	Senior Leadership Team	Last week of July
Return to Step 1 for new financial year planning			

The following Performance Review Procedure will guide you through the Annual Review Process.

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PERFORMANCE REVIEW PROCEDURE

PURPOSE

This performance review procedure is applicable to salaried employees only, and ensures employees and their Line Managers are aware of the expectations and opportunities available for planning, managing, reviewing, recognising and improving individual employee performance.

PROCEDURE OVERVIEW

Glad Group's Performance Review Procedure outlines the process for planning, managing, reviewing, recognising and improving individual performance at Glad Group.

DEFINITION OF GOOD PERFORMANCE

The general definition of what good performance is at Glad Group includes:

- Meeting objectives consistently
- Completing job duties as expected
- Demonstrating Glad Group's Values and Target Culture
- Willingness to learn and develop

An employee may excel in some aspects and require improvements in others. It is the expectation of the Glad Group that all employees meet a minimum standard for all aspects and show willingness to improve where appropriate.

PERFORMANCE AGREEMENT

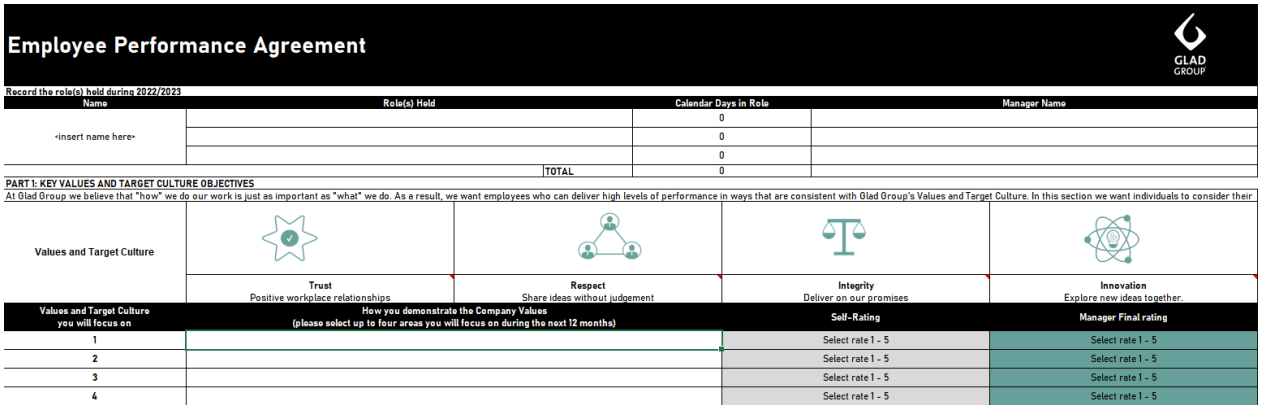
During the Annual Performance Review Process, or the first 8 weeks of employment commencement, each employee must have a Performance Agreement in place. The Performance Agreement is a formal document that is COMPLETED jointly by the employee and their Line Manager. The performance agreement consists of four parts:

- Part 1: Company Values
- Part 2: Goals and Objectives
- Part 3 Review and Feedback
- Part 4: Performance Recommendations

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PART 1: COMPANY VALUES - BEHAVIOURS THAT ARE IMPORTANT FOR SUCCESS

Part 1 focuses on an employee's performance and set objective(s) for what they might do More of, Better, Different, or Less to fully live Glad Group's Values and Target Culture in the delivery of their role.



Employee Performance Agreement

Record the role(s) held during 2022/2023

Name	Role(s) Held	Calendar Days in Role	Manager Name
<insert name here>		0	
		0	
		0	
	TOTAL	0	

PART 1: KEY VALUES AND TARGET CULTURE OBJECTIVES

At Glad Group we believe that "how" we do our work is just as important as "what" we do. As a result, we want employees who can deliver high levels of performance in ways that are consistent with Glad Group's Values and Target Culture. In this section we want individuals to consider their

Values and Target Culture	Trust Positive workplace relationships	Respect Share ideas without judgement	Integrity Deliver on our promises	Innovation Explore new ideas together.
Values and Target Culture you will focus on	How you demonstrate the Company Values (please select up to four areas you will focus on during the next 12 months)		Self-Rating	Manager Final rating
1			Select rate 1 - 5	Select rate 1 - 5
2			Select rate 1 - 5	Select rate 1 - 5
3			Select rate 1 - 5	Select rate 1 - 5
4			Select rate 1 - 5	Select rate 1 - 5

In this section the employee will demonstrate their commitment to the Company values and Target Culture.

Company values and Target Culture

TRUST	Our actions are honest and sincere. We build positive relationships within our workplace community. We do what we say and deliver on our promises.	Actions: 1. Honesty – value truth 2. Listen – hear without judgement 3. Commit – your contribution matters
RESPECT	Built upon trust, respect brings us together. We collaborate, share ideas and foster a welcoming workplace community. We respect one another as we seek to be respected ourselves.	Actions: 1. Diversity – celebrating differences 2. Teamwork – work in partnership 3. Kindness – lift and support others 4. Thank you – recognise the success of others
INTEGRITY	Built on trust and respect, integrity defines who we are by following through on what we say, do, and promise.	Actions: 1. Be responsible – do the right thing 2. Do Good – act in the best interests of others 3. Keep promises – do what you say
INNOVATION	Built on trust, respect and integrity, innovation challenges us to push boundaries. We use our imagination to explore new ideas as we seek to go above and beyond everyday experiences.	Actions: 1. Be creative – think outside the box 2. Push boundaries – challenge the everyday 3. Solution – every problem has one 4. Genius – be an expert

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Four areas of focus must be selected, and these must be:

- Discussed with and agreed upon by the Line Manager
- Clearly defined
- Tied to the objectives in Part 2
- Measurable to assist with ratings at the end of the agreement period

At the end of the agreement period, the employee will provide a self-rating and their Line Manager will provide a final rating, based on the review scale.

Review Scale

1	Exceptional -You're stretching beyond belief	• Delivers above and beyond goals/KPIs and Glad behaviors (>100% achievement) • The top 5% of performance and behaviors at Glad Group Consistently levels up self and team
2	Great - You're kicking serious goals	• Consistency achieves close to 85% of KPIs/Goals/Objectives Delivers above expectations in performance and behaviors for team and self
3	Good - You get it and you're doing it	• Consistently achieves close to 85% of KPIs/Goals/Objectives • Delivers above expectations in performance and behaviors for team and self
4	Time for change - You're not there yet, let's address the gaps	• Missing goals / KPIs from time to time (i.e. <70% achievement) • Displaying behaviors mis-aligned with Glad values from time to time • Significant improvement needed to reach acceptable levels of performance
5	Under-performing- You have some significant gaps to address	• Consistently is missing goals / KPIs (i.e. <50% achievement) • Consistently displaying behaviors mis-aligned with Glad values • Requires significant development to meet role requirements

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PART 2: ESTABLISHING KEY PERFORMANCE GOALS AND OBJECTIVES

The Line Manager and their employee must work together to develop an agreed set of goals/objectives which are the performance measures that align the employee's responsibilities with the goals of the business.

This part captures the key Financial, Balanced Scorecard and Role Specific objectives that are applicable to each employee's role. There is no maximum or minimum number of objectives.

PART 2: ESTABLISHING KEY PERFORMANCE GOALS AND OBJECTIVES

We are all working to acheive the Company goals and objectives. Some of the Company goals and objectives will be more relevant to you than others. Part 2 of the Performanace review Process aligns how you are going to be rewarded against those Company goals and objectives that are

Insert the most important Financial, Balanced Scorecard, and Role Specific objectives for the individual to achieve during the year. Update if roles or objectives change during the calendar year.

Objective Type	Objective Number	Objective Description (What, How Much, By When?)	Weighting (%) = "X" (must equal 100%)	Define if Responsible for or Accountable for (must be an R or an A)	Target (if not described in Objective Description)	Result (Y = Yes or N= No)	Result (% Achieved) = "Y"	Weighted Result ("X" x "Y")
Financial / Balanced Scorecard / Role Specific	Objective 1		0.00%	Select R or A	30/06/2023	Y	0.00%	0.00%
	Objective 2		0.00%	Select R or A		Select Y or N	0.00%	0.00%
	Objective 3		0.00%	Select R or A		Select Y or N	0.00%	0.00%
	Objective 4		0.00%	Select R or A		Select Y or N	0.00%	0.00%
	Objective 5		0.00%	Select R or A		Select Y or N	0.00%	0.00%
	Objective 6		0.00%	Select R or A		Select Y or N	0.00%	0.00%
	Objective 7		0.00%	Select R or A		Select Y or N	0.00%	0.00%
	Objective 8		0.00%	Select R or A		Select Y or N	0.00%	0.00%
	Objective 9		0.00%	Select R or A		Select Y or N	0.00%	0.00%
	Objective 10		0.00%	Select R or A		Select Y or N	0.00%	0.00%
		(must equal 100%)	0.00%				TOTAL (%)	0.00%

Objectives must be written in such a way as to be clear on what is required to be achieved, how much (if a quantum is involved), and most importantly, by when, to make the objective time related and measurable.

It is also important to identify and discuss any concerns in meeting objectives, ensuring the employee has what is needed to succeed.

Weightings must be applied to indicate the relative priority and importance of the objectives.

Responsibilities must be set for the employee as Responsible or Accountable:

- Responsible: the employee is the one who performs the work.
- Accountable: the employee is the one accountable for the work or decisions relating to the work (normally an employee that have direct reports).

Target could be a date, % of completion required, success rate of the set objectives. All targets must be aligned with objectives.

Result must be assigned and recorded by the Line Manager at the end of the agreement period.

Result (% Achieved) must be assigned and recorded by the Line Manager at the end of the agreement period. These can be calculated mathematically, or they can be the Line Manager's subjective assessment of the performance outcome.

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HELPFUL TIPS TO SETTING OBJECTIVES

1. Ask the employee to review the Employee Performance Agreement.
2. Spend quality time analysing the employee's comments.
3. Review notes kept about the employee's performance since their last quarterly review period.
4. Talk to other Line Managers and colleagues for their feedback on the employee's performance.
5. Talk to customers or suppliers for their feedback (if relevant to the role).
6. Assess work completed and projects executed. What was done well? Where are potential areas of improvement?
7. Think about future departmental objectives - how can the employee contribute? How can you develop the employee to ensure they can help meet the required objectives?
8. Maintain a balanced discussion - make a point of providing positive feedback as this can help to maintain motivation and identifying areas of improvement.
9. Where areas for development are identified, highlight options for further training and professional development or discuss opportunities. This allows the employee to know you are offering solutions to encourage professional growth.

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PART 3: REVIEW AND FEEDBACK – FEEDFORWARD AND IMPROVEMENT SUGGESTIONS

Employee progress check-ins

Line Managers and employees must consistently work together to establish ways in which evaluation and feedback will be provided. Once agreed this information will be used to check in on the objectives progress.

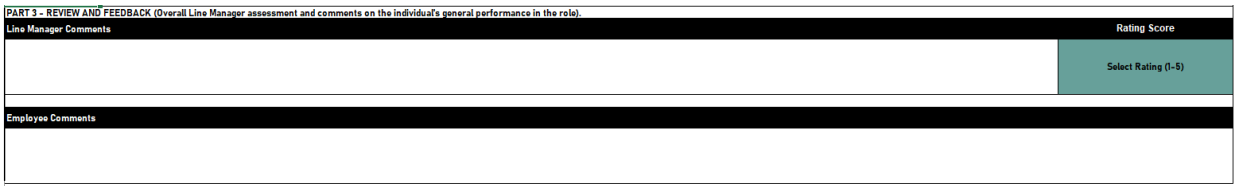
It is the responsibility of the Line Manager to coordinate regular feedback meetings with their employees at a minimum, every quarter.

This could be an agenda item for 1:1 meetings, or it could be a separate activity. An objectives check-in should include the following information (usually prepared by the employee):

- Where am I? (actual progress to date)
- Am I on track?
- If there are gaps, what actions are needed to get back on track?

Annual Formal Review

To make the performance review beneficial, it's essential to prepare by reviewing past information. This can be done by reviewing the employee's job description and the objectives set in their last review. Think about their recent work and whether it has met these expectations. Also, identify areas where the employee has excelled and gone above and beyond expectations, as well as areas for improvement.



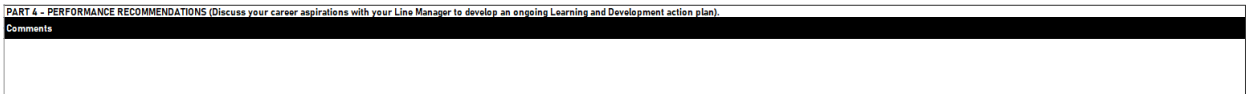
The Review Scale should be used by the Line Manager and the employee to understand and determine the achievements of the set objectives/goals. The rating scale should be a combination of the achievement of the Company Values (Part 1) and the Objectives/goals (Part 2).

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PART 4: PERFORMANCE RECOMMENDATIONS – DISCUSSION OF CAREER ASPIRATIONS AND DEVELOPMENT

Learning and Development

Considering the employee's performance to date, their strengths, career aspirations and development focus, the Line Manager and employee should identify 1-2 areas for development to focus on over the Employee Performance Agreement period. This will form part of the employee development plan which will serve as a roadmap regarding the competencies the employee needs to focus on during the upcoming performance year, and how the employee will move towards meeting their individual career development goals.



Salary Recommendations

Upon the completion of the formal performance review, the Line Manager must provide a salary review recommendation to the People and Culture Team/Chief Operating Officer. Line Managers may not discuss any proposed action with the employee until written approvals are obtained in line with the Delegation of Authority Policy and Remuneration Policy.

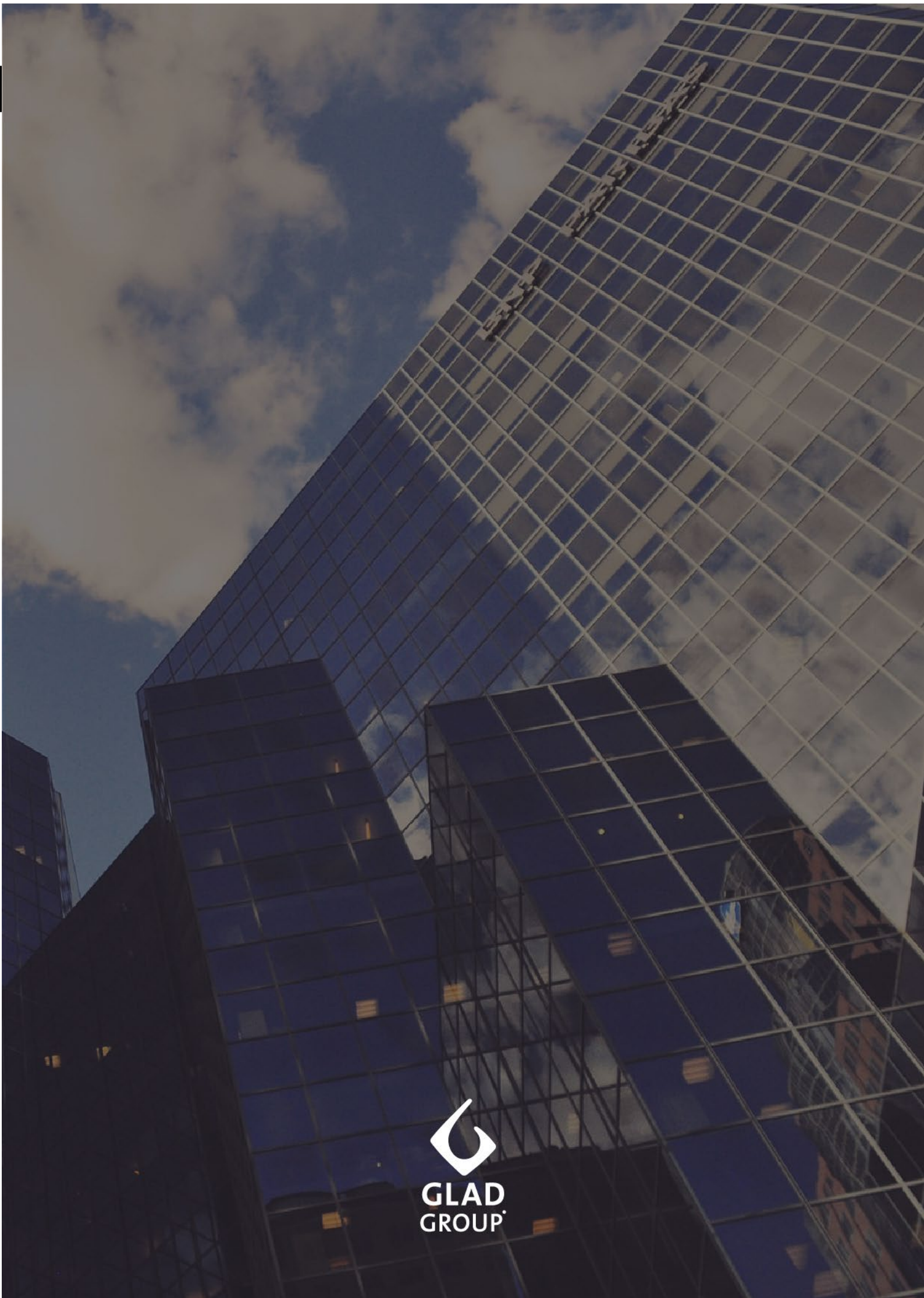
RELATED POLICIES AND PROCEDURES

- Performance Review Policy
- Code of Conduct
- Delegation of Authority
- Remuneration Policy

FURTHER QUESTIONS

People and Culture Team: gladacademy@gladgroup.com.au.

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