PERFORMANCE REVIEW POLICY

1.0. SCOPE

This policy is applicable to all salaried employees of the Glad Group of Companies.

2.0. PURPOSE

The objective of this policy is to outline performance review guidelines and principles for all Glad Group employees. It will ensure that a consistent approach is followed when conducting Annual Performance Reviews and that role-related skills and knowledge, employee competencies and behaviours, are evaluated and compared against set standards and business objectives.

3.0. POLICY

Glad Group's Performance Review Policy has been designed to link the achievement of the organisation's purpose, objectives, vision and values to team and individual objectives. This approach will ensure that they flow from the top of the organisation to all Glad Group employees.

3.1. Definition of Good Performance

The general definition of what good performance in the Glad Group looks like includes:

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

Each employee may excel in some areas of their role and require improvements in others. It is the expectation that all employees meet a minimum standard for all aspects and show willingness to improve.

3.2. Performance Agreement

The Performance Agreement is a formal document that is completed jointly by the employee and their Manager. The format of the Performance Agreement is developed by People and Culture and outlines the expectations from employees and Managers during the review process. The Performance Agreement also provides the review scale for performance rating.

3.3. Formal Review

The performance review process is conducted annually for each financial year to 30 June, with Performance Agreements defined in May for the following year and formal Annual Performance Reviews conducted in July. It is a requirement for Managers to conduct regular check-ins with their team members on a quarterly basis as a minimum, to track progress and performance against that agreed to.

3.4. Annual Schedule

© COPYRIGHT GLAD GROUP (ALL RIGHTS RESERVED)

ACTION	RESPONSIBLE	DUE
Group Scorecard Finalised	Senior Leadership team	Annually in March
Performance Agreement	Employee and Manager	Annually in May for the following year
Annual Performance Reviews	Managers	Annually from 1 July
Quarterly Check Ins	Employee and Manager	Quarterly

3.5. Assisting Employees Prepare for the Annual Review Process

To help employees take ownership for their performance, Managers should engage them in conversations about how their performance supports their career motivations. This starts with gaining some clarity regarding the individual's career goals.

Employees should be allowed at least a week to complete their self-reflection prior to initiating a formal review of performance. This step will help employees take ownership of their results and identify what they are learning. It also reveals to the manager how the employee views their own performance to allow for calibration when needed.

To make the Annual Performance Review a beneficial process, it's essential for Managers to prepare by reviewing past information. Managers should review the employee's job description and the objectives set in their last review, then review their recent work to determine if it has met these expectations. They also need to identify areas where they have excelled and gone above and beyond expectations, as well as areas for improvement.

3.6. Salary Reviews

A performance review forms part of the approach to conducting a salary review, however a positive performance review does not always result in an salary increase. Salary increases are determined based on a number of factors as per Glad Group's Remuneration Policy.

Salary increase requests must be supported by a performance review for salary change processing. Managers may not discuss any proposed action with the employee until all written approvals are obtained.

Approvals for salary increases must be given in line with the Delegation of Authority Policy and Remuneration Policy.

4.0. PERFORMANCE REVIEW PROCESS

People and Culture establish the format and timing of all review processes. The completed Performance Agreements must be retained in the employee's personnel file.

© COPYRIGHT GLAD GROUP (ALL RIGHTS RESERVED)

5.0. ROLES AND RESPONSIBILITIES

Chief Executive Officer

The responsibilities of the Chief Executive Officer (CEO) are to:

- Develop the Company's annual objectives and Scorecard in conjunction with the Senior Leadership Team and Advisory Board
- Ensure that the Senior Leadership Team is familiar with the performance management system and objectives relevant to their department
- Carry out their responsibilities in accordance with this policy

Senior Leadership Team

The responsibilities of the Senior Leadership Team are to:

- Work jointly with the CEO to develop the company's objectives and Scorecard
- Communicate and cascade objectives through their teams
- Incorporate any other important metrics for their teams
- Hold their teams accountable to ensure that they follow this process
- Carry out their responsibilities in accordance with this policy

People and Culture

The responsibilities of People and Culture are to:

- Continuously review and refine the performance review framework to ensure it supports the achievement of the company objectives
- Ensure that the performance review system fairly and consistently evaluates each individual's performance against the relevant company objectives
- Provide ongoing support and development for Managers' skills that are required to effectively conduct performance reviews
- Ensure that all Managers are aware of their responsibilities in the performance management process

Managers

- Set clear objectives for your team members, ensuring that they understand their job duties and expectations of their performance
- Conduct regular reviews (as described by this policy) providing objective and useful feedback to enable your team to achieve their objectives
- Discuss training and development opportunities that may be required or be of interest to your team members

Employees

- Participate openly and honestly in planning and assessing their own performance objectives
- Self-assess their achievements against the agreed upon objectives
- Seek clarification on job expectations where necessary
- Consult with their Manager, seek advice and express views about any aspect of their work
- Seek opportunities and take responsibility for ensuring staff development and career advancement needs are met.

© COPYRIGHT GLAD GROUP (ALL RIGHTS RESERVED)

6.0. LOG OF CHANGES

DATE	AMENDMENTS	AUTHORISED BY	REVISION
November 2022	Initial Policy	Ann Shanahan	1
November 2024	COO changed to CEO, Head of Department changed to Senior Leadership Team	Ann Shanahan	2

7.0. RELATED POLICIES AND PROCEDURES

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

8.0. FURTHER QUESTIONS

People and Culture: gladacademy@gladgroup.com.au

© COPYRIGHT GLAD GROUP (ALL RIGHTS RESERVED)