REMUNERATION POLICY

1.0. PURPOSE

This policy outlines the remuneration principles for all Glad Group employees.

Glad Group seeks to:

- appropriately remunerate employees for their role
- motivate employees to perform in the best interests of Glad Group
- make remuneration decisions in a way that promotes equity and consistency
- comply with applicable legislation, industrial instruments and contractual obligations applicable to an employee's employment

2.0. SCOPE

This policy is applicable to all Glad Group's employees.

Glad Group consists of:

- **Glad Group Pty Ltd** | ABN 62 092 928 115
- Glad Security Pty Ltd trading as **Glad Group Services** | ABN 99 122 097 590
- **Glad Maintenance Pty Ltd** | ABN 85 127 522 481
- **Auxus Pty Ltd** | 12 655 147 292
- Stratium Global Pty Ltd trading as **Unifyd Technology** | 55 627 094 366
- **Australian Protective Services Pty Ltd** | 47 610 471 424

3.0. POLICY STATEMENT

Glad Group aims to pay its employees fair and equitable remuneration having regard to their position and contribution to the organisation.

Glad Group's remuneration principles are:

- Glad Group is committed to the principles of fairness, pay equity and gender balance.
- Individuals involved in the decisions relating to remuneration and reward will be mindful of unconscious bias, diversity, gender equity and will hold a commitment to pay equity
- the remuneration process will be transparent, conducted in good faith and with appropriate levels of confidentiality
- remuneration is based upon the duties and responsibilities the employee is expected to perform within their role
- remuneration reviews are based upon an individual's performance and overall contribution to the organisation and balanced against the overall performance of the organisation
- remuneration will be competitive with the external market in which Glad Group operates, balanced against the requirement for Glad Group to maintain viability

3.1. Employee Remuneration

Glad Group consists of non-salaried and salaried employees. The process below outlines the remuneration and review process for both types of employees.

<u>Non-Salaried Employees</u>

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Glad Group remunerates non-salaried employees in accordance with the relevant industrial instrument applicable to their employment. They receive an hourly rate of pay, penalties, allowances and overtime in accordance with their industrial instrument and their contract of employment.

Salaried Employees

Salaried employees receive an annual salary which covers annual leave loading, reasonable additional hours worked and any penalties and allowances that would otherwise have been paid under an applicable industrial instrument. The annual salary cannot be less than the minimum entitlements an employee is entitled to under the industrial instrument that applies and the National Employment Standards.

Glad Group remunerates salaried employees in line with market rates applicable to comparable Australian organisations. For roles that are not industry specific Glad management may at its discretion obtain and apply remuneration data from the general market.

Setting remuneration in relation to market rates ensures that Glad Group pays remuneration that is competitive with comparable organisations enabling it to attract and retain high performing staff.

Remuneration will reflect the scope and accountability of the role within the organisation with reference to that paid for a comparable role in a comparable organisation.

Remuneration is also set having regard to the performance of the organisation and its trading position, which will determine the budget available for distribution for salary reviews each year.

Salary packages are made up of the annual salary plus superannuation and any additional allowances (not already included in the annual salary) aligned to the employee's position, for example a motor vehicle allowance.

3.2. Salary Review Process

Non-Salaried Employees

Wages increases for non-salaried employees is subject to amendments applicable to the employees' industrial instrument.

Salaried Employees

Salary reviews for salaried employees are conducted annually in July of each year with any salary increase being payable from the first full pay period on or after 1 July. The salary review follows the annual performance review process.

In a salary review, an employee's base salary is reviewed based on:

- the employee's role and job accountabilities;
- individual employee performance;
- obligations under industrial instrument or contracts of employment;
- the organisation's performance and/or capacity to pay;
- events outside of the organisation's control (e.g. COVID-19); and
- market remuneration data.

Consideration of the above factors in a salary review may lead to a nil, moderate or significant increase in base salary.

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3.3. Disclosure of Remuneration Data

Glad Group will maintain confidentiality over remuneration data, however, may disclose this data in the following circumstances:

- in accordance with this policy or an associated policy
- in accordance with any applicable law or regulation
- to undertake the performance and salary appraisal process
- for internal benchmarking and analysis purposes

3.4. Escalation Process

If an employee has questions or concerns regarding their remuneration, they are directed to raise this with their manager who will advise how a remuneration decision has been made in relation to their role or investigate any concerns, as appropriate. If further investigation is required, the manager will liaise with People & Culture who will advise the manager and employee of the outcome.

The Fair Work Ombudsman, www.fairwork.gov.au, provides assistance to employers and employees with education, assistance, advice and guidance on employment related queries.

3.5. Decision Making Responsibilities

As per Remuneration Limits detailed in the Delegation of Authority Policy.

4.0. ROLES AND RESPONSIBILITIES

ROLE	RESPONSIBILITY
Managers (for non-executive employees)	▪ Ensuring accurate job descriptions are in place, with sufficient information to allow comparisons and consistent assessments to be undertaken ▪ Conducting effective employee performance reviews in line with the performance review procedure ▪ operating in a manner that is fair and equitable whilst being mindful of unconscious bias, diversity, gender equity and a commitment to pay equity ▪ Aligning remuneration recommendations in line with broader operational strategies and policies
People & Culture	▪ Ensuring that the remuneration policy framework is in place and its policies are fit for purpose ▪ Conducting annual market reviews of salaried roles within the business as required ▪ Ensuring that employees covered under an industrial instrument are paid the correct rates ▪ Reviewing salary recommendations ▪ Operating in a manner that is fair and equitable whilst being mindful of unconscious bias, diversity, gender equity and a commitment to pay equity

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Chief Operating Officer	▪ Ensuring that all salaried employees are paid based on market rates for similar positions in a similar market taking into consideration experience, background and performance ▪ Reviewing and making recommendations to the Advisory Board relating to staff remuneration, bonuses and incentives ▪ Operating in a manner that is fair and equitable whilst being mindful of unconscious bias, diversity, gender equity and a commitment to pay equity
Advisory Board	▪ Approving recommendations relating to staff remuneration, bonuses and incentives ▪ Ensuring there is no gender or other inappropriate bias in the remuneration of senior executives and other employees ▪ Operating in a manner that is fair and equitable whilst being mindful of unconscious bias, diversity, gender equity and a commitment to pay equity

5.0. LOG OF CHANGES

DATE	AMENDMENTS	AUTHORISED BY	REVISION
21/12/2022	General updates and removal of salary confidentiality clause.	Ann Shanahan	1.0
24/02/2025	Biennial review	Ann Shanahan	2.0

6.0. RELATED POLICIES

- Glad Group Code of Conduct
- Delegation of Authority Policy
- Performance Review Policy

Authorised by:

Kiri Chase

Head Of People & Culture