

# People Policy

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| <b>Approved date</b> | 13 December 2023 |
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## 1 POLICY STATEMENT

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The People Policy (“Policy”) outlines the high-level requirements of all Meridian Group companies (‘Meridian’) to apply principles and processes which effectively embed and support a workplace environment for all Meridian employees to be valued, motivated, developed and challenged.

Meridian recognises that attracting, retaining and developing employees will deliver a high-quality employment experience while improving commercial performance. Therefore, Meridian’s commitment to its people extends to all areas of the business, and includes our approach to:

- Recruitment and selection;
- Employment provisions;
- Belonging (separate policy);
- Performance management;
- Remuneration (separate policy);
- Capability development;
- Talent management and succession planning; and
- Employee engagement.
- Health and Safety (separate policy)

## 2 PURPOSE OF THIS POLICY

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This policy is designed to ensure that Meridian recognises the competitive advantage its people bring and is committed to creating and maintaining an inclusive and collaborative workplace culture.

This Policy sets out Meridian’s objectives for achieving an excellent workplace environment and high performing workforce.

## 3 SCOPE AND FIT

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This is a Corporate Group Policy and applies to all entities within the Meridian Group of companies.

## 4 RECRUITMENT

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Meridian companies will consider leading practice and contemporary topics in recruitment and selection and then apply best practice to all recruitment and selection processes including ensuring:

- the nature of the proposed resourcing arrangement (employment - on a full-time, part-time, fixed term or casual basis etc; contractor arrangement, or resourcing through a 3<sup>rd</sup> party provider) is appropriate for the organisation, with Commercial Managers having oversight on arrangements for any Contractors or 3<sup>rd</sup> party providers engaged in their business unit ;
- all roles are genuine and meet business needs;
- appropriate processes are in place to determine the job sizing (and therefore remuneration basis) for a role to be filled;
- business cases for new roles, or for the filling of existing roles, are reviewed through a “one-up” principle and approved by the applicable GM;
- recruitment is undertaken via procedures that ensure we recruit people who are best-suited to the roles we wish to fill, and are appropriate for the organisation;
- wherever possible, we seek to promote from within –vacancies including key project or fixed term opportunities will therefore be advertised internally, as well as going to the external market if appropriate;
- external advertising is aligned with the applicable company brand;
- there are appropriate screening (including reference and criminal convictions check), interview, and offer procedures in place, and standardised contractual documentation is prepared for all employees and contractors to be directly engaged by Meridian companies;
- induction procedures are in place for all new employees and contractors;
- Meridian builds a strong, diverse workforce and an inclusive workplace;
- The company’s employment brand is enhanced at every opportunity.

## 5 EMPLOYMENT PROVISIONS

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All employees will be engaged on employment terms and conditions and documentation which comply with the organisation’s standard framework, and applicable legislation.

All contractors will be engaged on a contract for services appropriate for the organisation’s needs.

A person may not be concurrently engaged on both a contract for services and an employment agreement for the same or different parts of the Meridian Group.

An employee who is made redundant from a role in one part of the Group may not be re-engaged as an employee or contractor in the same or another part of the Meridian Group, within a 1-year period, without GM and Chief People Officer approval.

## 6 CAPABILITY DEVELOPMENT

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Meridian is committed to recognising, developing and retaining talent and will endeavour to:

- develop and implement learning and development programmes across the business which:
  - enhance effectiveness in roles, build constructive behaviours and
  - strengthen capability for professional and career growth;
- recognise talent and create a pipeline of high potential leaders;

- develop robust management leadership initiatives that will strengthen and develop employees at all levels of Meridian;
- develop people managers who are skilled and confident to lead their teams in accordance with the values of the company.

## 7 TALENT MANAGEMENT & SUCCESSION PLANNING

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Meridian companies will identify and develop employees with the potential to fill key business leadership positions. In order to do so Meridian will ensure it has procedures in place to:

- identify the roles most critical to be filled from within the organisation;
- identify those with the potential to assume greater responsibility in the organisation;
- provide critical development experiences to those that can move into key roles;
- engage leadership in supporting the development of high-potential leaders;
- refer to succession plans and other internal data to make better workforce planning decisions for the critical roles identified; and
- provide employment arrangements that encourage the engagement and retention of potential successors.

## 8 PERFORMANCE MANAGEMENT

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Meridian companies endeavour to enable employees to make their best possible contribution to the business through feedback, encouragement and ensuring they know what is expected of them.

Where performance is below an acceptable level, leaders will work with individuals in a considered and supportive way to help them meet the standards required in their role.

In instances where employees have repeatedly not met the required standards, or who do not act in accordance with the company's Code of Conduct, appropriate remedial and/or disciplinary action will be taken, in line with the organisation's procedures for dealing with such matters.

## 9 EMPLOYEE ENGAGEMENT

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Meridian companies are committed to creating a work environment where employees are engaged and productive. To do so Meridian companies will:

- develop a culture which is constructive, inclusive, commercial and collaborative.;
- create a culture that is consistently reinvigorated and delivers exceptional results in a manner we are all proud of;
- encourage leaders to champion the Meridian culture, and encourage employees to demonstrate Meridian's expected behaviours; and
- conduct regular employee engagement surveys, and progress initiatives to further enhance employee engagement.

## 10 IMPLEMENTATION

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The Meridian Executive team will:

- Communicate clear expectations for leaders and employees in relation to this policy;
  - Ensure there is effective communication in place for all procedures related to this policy;  
and
  - Ensure there is relevant training to employees, to meet the requirements of this policy.
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