



People

Policy

GHD Group

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→ **The Power of Commitment**



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1. Introduction

GHD Group is a group of global professional services companies providing engineering, environmental, advisory, architecture, digital and construction services to private and public sector clients. GHD delivers innovative and responsible business solutions and supports sustainable and socially responsible practices that help achieve GHD's Purpose and Vision in alignment with our Values.

Our Purpose: Together with our clients, we create lasting community benefit.

Our Vision: Water, energy & communities made sustainable for generations to come.

Our Values: Safety, Teamwork, Respect, Integrity

GHD's most important resource is its people. In upholding this core belief, GHD recognises that our collective success hinges on the talent, dedication and diversity of our teams. GHD commits to providing a set of standards and procedures upon which our approach is built to ensure a culture of trust, transparency, and ethical conduct, in turn, facilitating a consistent, fair, and supportive work environment.

2. Purpose

The purpose of this document is to establish the practices that ensure ethical conduct and approaches at GHD relating to people and culture. It outlines the Standards (previously referred to as policies) for people-related matters.

3. Application

This Policy applies to all GHD Group companies and subsidiaries unless the Board specifically indicates otherwise, or local legislation prevents its application.

4. Global employment commitments

4.1 Code of conduct

All GHD employees are required to comply with the [Code of Conduct](#).

4.1.1 Additional behaviour Standards

To support this, additional behaviour Standards have been established as follows:

- [Bullying Standard](#)
- [Harassment Standard](#)

4.1.2 Grievance handling

A grievance is any type of real or perceived problem, concern, dispute or complaint related to work or the work environment which cannot be resolved through day-to-day communication. A grievance may involve bullying, discrimination, harassment, or any other employment related decision or behaviour which is considered to be unfair, unjust or unwelcome.

GHD is committed to maintaining a collaborative work environment and ensures that all employees have every opportunity to express grievances and have them resolved in a fair, equitable and prompt manner.

The [Grievance Handling Standard](#) aims to ensure there is an open, transparent and consistent approach to the handling of grievances, and that complaints or concerns are addressed in a timely and confidential manner.

4.2 Diversity and inclusion

GHD is an equal opportunity employer committed to creating a diverse workforce and inclusive culture, consistent with the Guiding Principles set out in our [Sustainability and Social Responsibility Policy](#), which attracts and retains the best people for the job. Guided by our core values of Safety, Teamwork, Respect, and Integrity, GHD takes preventative and positive action to ensure our work environment and employment practices are non-discriminatory and all people are treated fairly and equally.

GHD is committed to providing a safe and professional workplace free from discrimination.

The [EEO and Discrimination Standard](#) outlines the principles of equal employment opportunity and advises all employees, wherever we operate, across every part of our business, of the expected behaviour at GHD.

4.3 Pay equity

GHD is committed to creating equitable opportunities and experiences for our people. This includes providing equitable pay for people doing similar work who are performing comparably.

Through the [Pay Equity Position Statement](#), GHD commits to continuously monitor pay equity and to expand our focus on under-represented groups such as gender, towards pay equity for all our people.

4.4 Timesheets

All GHD employees are required to complete weekly timesheets recording their working hours allocated against project, proposal, overhead or other numbers incorporated into our management accounting system. In accordance with GHD's [Values](#) and [Integrity Policy](#), all hours worked must be truthfully recorded. Sufficient detail should be provided in comments such that, if the occasion should arise in the future, it will be possible to state with certainty the specific work performed on each day.

4.5 Psychometric assessment

The [Psychometric Assessment Standard](#) establishes GHD's global psychometric assessment principles and guides the consistent use of psychometric assessments across all regions.

The Standard also establishes expectations regarding assessment application, to ensure we are compliant with established legal and ethical best practice in the use of assessments.

Psychometric assessments are used for both selection and development purposes. Within selection, psychometric assessments are a useful tool to understand and define key competencies that are important for success in a role and subsequently determine how well a candidate's work approach aligns with the role. Psychometric assessments are also used for development purposes to help an individual explore how they approach their work and help to better understand their strengths and potential areas for development, relative to their current role and career objectives.

5. Global employment options

5.1 Employee assistance program

GHD offers employees access to the [Employee Assistance Program](#), where they (and in some geographies, their family members), can seek confidential, independent and professional counselling and advice.

5.2 Flexible work

As part of GHD's employee value proposition and as set out in the [Flexible Work Standard](#), GHD commits to supporting employee needs and in recognition of this, wants to ensure that our people are aware of the flexible ways of working available to them. Individual requirements mean that these needs will vary and be based on a variety of factors: an individuals' role, the countries and offices they come from and their own personal lifestyle and needs.

Working at GHD offers opportunities to make changes to when, where and how employees work to better meet individual and business needs and may be in the form of reduced hours, amended start and finish times, or job-sharing, amongst other options. Such arrangements are formal and require approval in advance of the change commencing.

5.3 Hybrid/remote working

GHD is a highly collaborative workplace with a philosophy that values face-to-face interactions and continuous learning and aims to provide a positive and consistent employee-experience across all global locations.

Whilst placing a high value on 'in office' interaction, GHD recognises that hybrid work arrangements and, less frequently, a formal remote work arrangement may create advantages for both employees and GHD. Such advantages include greater life balance, increased job satisfaction, increased productivity and performance, relief of office space constraints, enhanced employee recruitment and retention, environmental sustainability and crisis response.

GHD seeks to provide the opportunity for eligible employees to work remotely or in a hybrid manner without compromising their or their team's work performance, productivity, client delivery, collaboration, development or the essence of our organisational values of Safety, Teamwork, Respect and Integrity.

Requirements in respect of hybrid and remote working are set out in the [Hybrid/Remote Work Standard](#).

5.4 International remote working

GHD offers eligible employees the opportunity to apply to work, for a limited period of time, from a specified international location (usually a specific country) where the employee has valid work rights, GHD has an office, and the employee is engaging in overseas travel for personal reasons.

This approach is determined by GHD's risk mitigation considerations; full details can be found in the [International Remote Work Standard](#).

5.5 Mobility

5.5.1 Treatment of foreign exchange adjustments

This approach ensures that where salary, incentive payments and/or expatriate allowances require adjustment due to foreign exchange fluctuations as outlined in an individual's assignment terms and conditions, GHD will use a Guaranteed Foreign Exchange approach.

Full details of the process, and its application, can be found in the [Foreign Exchange Management Standard](#).

5.5.2 Treatment of leave

Through its Mobility programs, GHD offers employees the opportunity to gain professional and personal development, broaden their global network, develop best practices, and experience different business cultures.

The [Leave Treatment Standard](#) ensures that employees participating in those programs are aware of how leave entitlements and/or accruals will be treated.

5.6 Purchase leave program

The [Purchase Leave Standard](#) provides details of GHD's program which gives eligible employees the option to purchase extra leave that is funded via a pre-tax payroll deduction each pay. This may not be available in some jurisdictions.

5.7 Tenure milestones program

GHD recognises that its' people are its greatest strength and acknowledges the dedication and loyalty of employees by consistently celebrating the tenure milestones under a formal program.

The [Tenure Milestone Standard](#) outlines the process and available rewards that are presented to employees upon reaching eligible tenure milestones with GHD.

5.8 Employee referral program

At GHD, attracting talented professionals who share our values is crucial to our ongoing success. Employees are encouraged to refer candidates who will strengthen and contribute to GHD by bringing diverse skills and perspectives.

The [Employee Referral Standard](#) provides a consistent approach to the management and application of the program across the Enterprise, including eligibility for any related payments.

5.9 Variable reward program

The Variable Reward Program provides an incentive to eligible GHD employees in leadership roles to collectively achieve high performance outcomes. The program aligns with GHD's team culture and desire to be One GHD by rewarding group and regional performance against budget.

The program complements GHD's employee-owned business model and culture, and is based upon the values of Teamwork, Respect, Integrity and Safety.

For details, refer to the [Variable Reward Program Standard](#) and the [Variable Reward Program Digital Standard](#).

5.10 Digital market development reward program

The Digital Market Development Reward Program recognises the activities of eligible Digital team members in generating new work within both their own function and the wider GHD business. It is offered through a formal invitation process.

For full details, refer to the [Digital Market Development Program Management Standard](#).

5.11 Digital products and platforms sales commission

The Digital Products and Platforms (PnP) Commission program provides an opportunity to further compensate identified employees within PnP who achieve financial and operational performance measures by selling GHD products and services.

The purpose is to motivate identified sales roles within PnP to reach and exceed their sales and bookings objectives for GHD. Refer to the [Digital Products and Platforms Sales Commission Standard](#).

6. Local employment requirements

Some employment conditions vary across GHD, depending on local legal requirements, conventions and expectations. These may include:

- Types of employment
- Work hours
- Flexible work arrangements
- Leave (time off) arrangements
- Disciplinary processes
- Local people programs

For further information, refer to:

- [Employment Standards – Australia](#)
- [Employment Standards – Canada](#)
- [Employment Standards – Fiji](#)
- [Employment Standards – New Zealand](#)
- [Employment Standards – Philippines](#)
- [Employment Standards – Qatar](#)
- [Employment Standards – Singapore](#)
- [Employment Standards – United Arab Emirates](#)
- [Employment Standards – United Kingdom](#)
- [Employment Standards – USA](#)

7. Subordinate documents

The following Standards support the People Policy and are subject to approval as noted in Table 1.

Table 1 Subordinate documents

Document	Approval authority
Bullying Standard	ELT
Harassment Standard	ELT
Grievance Handling Standard	ELT
EEO and Discrimination	ELT
Pay Equity Position Statement	ELT
Psychometric Assessment Standard	ELT
Flexible Work Standard	ELT
Hybrid/Remote Working Standard	ELT
International Remote Work Standard	ELT
Foreign Exchange Management Standard	ELT
Leave Treatment Standard	ELT
Purchase Leave Standard	ELT
Tenure Milestone Standard	ELT
Employee Referral Standard	ELT
Variable Reward Program Standard	ELT

Document	Approval authority
Variable Reward Program Digital Standard	ELT
Digital Market Development Program Management Standard	ELT
Digital Products and Platforms Sales Commission Standard	ELT
Employment Standards – Australia	ELT
Employment Standards – Canada	ELT
Employment Standards – Fiji	ELT
Employment Standards – New Zealand	ELT
Employment Standards – Philippines	ELT
Employment Standards – Qatar	ELT
Employment Standards – Singapore	ELT
Employment Standards – United Arab Emirates	ELT
Employment Standards – United Kingdom	ELT
Employment Standards – USA	ELT

