

Equity Policy - Australia

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		New policy per comprehensive policy review			
			Prepared by	Checked by	Verified by
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	Signature				

Equity Policy

1.1 Policy

1. **1.1.1** Cundall Johnston and Partners Pty Ltd (“Cundall”) is committed to providing a fair and equitable workplace.
- 1.1.2** This commitment is supported and underpinned by a number of robust employment policies relating to specific matters including:
 - equal opportunities and harassment
 - diversity
 - social involvement
 - ethical business
- 1.1.3** This Policy sets out Cundall’s approach to other matters relating to workplace equity, not covered elsewhere.
- 1.1.4** Cundall may vary or replace this Policy at any time. For the avoidance of doubt, this Policy does not impose any contractual obligations on Cundall.

1.2 Employment Equity

- 1.2.1** Permanent, full-time employment contracts form the primary basis of Cundall’s employment arrangements and the majority of Cundall’s staff are employed on the basis of such contracts.
- 1.2.2** On occasion, alternative arrangements may be agreed with individual members of staff on a case-by-case basis. For example:
 - Where employees request a part-time or other flexible working arrangement, to help them to balance work and personal commitments.
 - Where employment is provided as part of an educational outreach or other initiative (for instance summer placements or internships).
 - Where resource is required on an ad hoc, casual or temporary basis to service a specific requirement (for instance in the case of a freelance photographer who works for a number of organisations).

1.3 Pay Equity

- 1.3.1** Cundall is committed to ensuring equity and equality in its pay scales. Pay scales vary only by reference to fair and objective factors such as job role, grade, experience and skill.
- 1.3.2** Pay scales are regularly benchmarked against external market data and national legislation, to ensure that they remain fair, equitable and competitive.

- 1.3.3** Cundall's HR team undertakes regular (at least annual) equal pay audits to ensure that no unfair discrepancies exist between employees of different genders who are performing equal work.
- 1.3.4** Senior level pay is determined by Cundall's Management Board, with oversight from the group's "Remuneration Committee". Regular (at least annual) audits are undertaken to monitor the pay gap between the highest and lowest paid employees in the Company, and the outcome of these audits is published internally.
- 1.3.5** As a minimum, Cundall complies with all applicable minimum wage legislation. Cundall is committed to exceeding minimum requirements and ensuring that all staff are paid a "living wage" (determined by reference to guidance in the territory in which the worker is employed (where available)), and this commitment is set out in Cundall's "One Planet Living" Action Plan.

1.4 Employee Self-Organisation, Unionisation and Collective Bargaining

- 1.4.1** Cundall recognises the rights of its employees to freedom of association. No employee shall be discriminated against on the basis of their membership or non-membership of a union.
- 1.4.2** Employees are free to self-organise in order to undertake collective bargaining should they wish to do so, and Cundall will engage proactively with employee group representatives in this situation.

1.5 Transparency

- 1.5.1** Cundall aims to be transparent in its dealings with its staff and has in place a number of mechanisms to disclose and discuss matters which may affect staff and/or their employment. These include:
- Regular team meetings at a local level
 - Quarterly business briefings in each office, which include reports on the financial performance of the business
 - Twice-yearly newsletters
 - An intranet site, where management and staff can post updates
 - Regular social events
 - Annual performance appraisals

1.6 Further Information

Further information relating to workplace equity may be obtained from any Director or from Human Resources.