Human Resources Policy

HR Policy | Global

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Replace all references to "the Company" with your organisation's name.

Document Control

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Contents

1. Purpose

This policy sets out the Company's framework for managing the employment lifecycle of its people, from recruitment and onboarding through performance, development, leave, workplace behaviour, health and safety, and exit. It establishes the minimum standards that all people practices, procedures and subordinate policies must meet, and the accountabilities for delivering them.

The policy exists to ensure that the Company meets its obligations as an employer under applicable employment, labour, safety, privacy and anti-discrimination law in each jurisdiction in which it operates; that its people practices are consistent with the ILO fundamental principles and rights at work and the UN Guiding Principles on Business and Human Rights; that employment decisions are fair, consistent and merit-based; and that the workforce has the capability, conduct and accountability required of a regulated financial institution.

This policy has been approved by the Board of Directors. It is owned by the Chief People Officer, who is accountable for its implementation, maintenance and annual review.

2. Scope

This policy applies to the Company and all of its controlled entities, and to all directors, employees (permanent, fixed-term and casual or equivalent categories under applicable local law), secondees and, where stated, contractors, agency and labour hire personnel and volunteers (together, workers). Workplace behaviour, health and safety and grievance provisions apply to all workers; employment entitlement provisions apply to employees as required by applicable law and their contracts.

The policy applies to all locations and modes of work, including Company premises, remote and hybrid work, client sites, work-related travel, and work-related events and functions, and to work-related conduct on communication and social media platforms.

Detailed operational requirements are set out in the subordinate policies and procedures listed in Appendix A. Where a subordinate document conflicts with this policy, this policy prevails unless the subordinate document imposes a stricter standard.

Jurisdictional application. This policy states international best practice drawn from the frameworks listed in the Regulatory Framework section. The Company must map the requirements of this policy to the employment, labour, safety, privacy and anti-discrimination law of each jurisdiction in which it operates, and must document that mapping. Where the law of a jurisdiction imposes a stricter or additional requirement, local law prevails; where this policy is stricter than local law, this policy applies to the extent permitted.

3. Definitions

Term	Definition
Accountable Executive	A director or member of senior management to whom the Board or Chief Executive Officer has assigned named, documented individual accountability for a business line, function or material risk class of the Company, including any person registered, certified or designated under the senior manager accountability regime applicable in the Company's jurisdiction(s).
Bullying	Repeated unreasonable behaviour directed towards a person or group of workers that a reasonable person would regard as humiliating, intimidating, threatening or demeaning, and that creates a risk to physical or psychological health, safety or dignity at work. Reasonable management action carried out in a reasonable manner is not bullying.
Collective Agreement	An agreement between the Company and a trade union, works council or other body of employee representatives that sets terms and conditions of employment for a defined group of employees, made and enforceable under applicable local law.
Discrimination	Any distinction, exclusion or preference made on the basis of a protected attribute that has the effect of nullifying or impairing equality of opportunity or treatment in employment or occupation, other than a distinction based on the inherent requirements of the role.
Fit and Proper Assessment	The documented process by which the Company determines whether a person meets the required standards of honesty, integrity, competence, financial soundness and freedom from disqualification, undertaken before appointment to a regulated role, periodically thereafter, and on the emergence of adverse information.
Flexible Working Arrangement	An agreed change to an employee's working arrangements, such as hours, patterns or location of work, made under this policy and any right to request flexible work conferred by applicable local law.
Grievance	A concern, problem or complaint raised by a worker about their work, working conditions, working relationships or

	treatment by the Company or another worker.
Performance Improvement Plan (PIP)	A documented, time-bound plan that sets out a performance shortfall, the required standard, the support to be provided, review checkpoints and the consequences of not achieving sustained improvement.
Probation	The initial period of employment, set in the employment contract and consistent with applicable local law, during which suitability for ongoing employment is actively assessed and confirmed.
Protected Attribute	A personal characteristic in respect of which discrimination is prohibited under applicable local law or the Company's policies, including race, colour, national or ethnic origin, sex, sexual orientation, gender identity, age, disability, pregnancy, marital status, family or carer responsibilities, religion, political opinion, social origin and trade union membership or activity, consistent with ILO Convention No. 111.
Psychosocial Hazard	An aspect of work design, systems of work, the working environment or workplace interactions that may cause psychological harm, such as excessive job demands, low job control, poor support, poor organisational change management, remote or isolated work, or bullying and harassment.
Regulated Role	A role for which applicable local law or a regulator in a jurisdiction in which the Company operates requires fitness and propriety assessment, approval, registration, certification or notification before appointment, together with any other role the Company designates as requiring a suitability assessment, including directors and senior managers.
Sexual Harassment	An unwelcome sexual advance, unwelcome request for sexual favours, or other unwelcome conduct of a sexual nature, in circumstances in which a reasonable person would anticipate the possibility that the person harassed would be offended, humiliated or intimidated.
Victimisation	Subjecting, or threatening to subject, a person to any detriment because they have made, propose to make, or have supported a complaint, report or

	grievance, or have exercised a workplace right.
Worker	Any person who carries out work for the Company or a subsidiary, including directors, employees, secondees, contractors, subcontractors, consultants, agency, temporary and labour hire personnel, interns, apprentices and volunteers.
Works Council	A body of elected employee representatives with information, consultation or co-determination rights under applicable local law, which the Company must engage before specified employment decisions take effect.

4. Regulatory Framework

The key legislation, regulations and standards relevant to this document include (as amended from time to time):

Instrument / Standard	Relevance
ILO Declaration on Fundamental Principles and Rights at Work (1998, as amended 2022) and the fundamental ILO Conventions	Establishes the baseline rights this policy implements: freedom of association and collective bargaining, elimination of forced and child labour, non-discrimination in employment, and a safe and healthy working environment.
ILO Convention No. 111 (Discrimination, Employment and Occupation) and Convention No. 100 (Equal Remuneration)	Anchor the merit-based, non-discriminatory employment decisions and equal pay for work of equal value requirements of this policy.
ILO Convention No. 190 and Recommendation No. 206 on Violence and Harassment (2019)	Frame the Company's proactive, risk-based duty to prevent and respond to violence, harassment and sexual harassment in the world of work, including third-party and work-related conduct.
ILO Conventions No. 155 and No. 187 on Occupational Safety and Health	Underpin the Company's duty of care for the physical and psychological health and safety of workers and the requirement for a systematic, consultative approach to managing workplace risks.
UN Guiding Principles on Business and Human Rights (2011)	Require the Company to respect labour and human rights across its workforce and supply of labour, conduct human rights due diligence, and provide access to effective grievance mechanisms.
OECD Guidelines for Multinational Enterprises on Responsible Business	Set expectations for responsible employment and industrial relations

End of preview

This is a preview extract. The complete document continues beyond the pages shown here.

The full document is supplied as a single, fully editable Microsoft Word (.docx) file immediately after purchase — including every remaining section, the definitions, the regulatory framework references and all appendices and templates.

Bracketed prompts such as [30 days] mark the points where your own thresholds, committee names and local regulatory references are inserted.