

1. INTRODUCTION

Gold Road strives to ensure the workforce is equipped and prepared to deliver on operational and strategic objectives. Targeted and planned talent initiatives that support sustained talent performance, development of talent and employee engagement help the business to achieve such operational and strategic objectives.

2. PURPOSE

The Talent Management and Performance Standard articulates Gold Roads approach and commitment to:

- Workforce planning
- Talent Succession
- Talent Performance
- Career Development
- Leadership Capability Development
- Talent Retention
- Employee Engagement.

3. TALENT AND PERFORMANCE OBJECTIVES

3.1 Workforce Planning

Gold Road conducts both formal and informal workforce planning throughout the calendar year. Our approach to workforce planning is detailed below.

- **Formal Workforce Planning:** Formal workforce planning should be conducted annually with Business Leader and People & Culture. Formal workforce planning activities support the budgeting process and ensure workforce plans reflect the strategic and operational business plans with relation to talent (skills and number of employees), and address identified gaps or surplus talent resourcing.
- **Informal Workforce Planning:** Informal workforce planning occurs due to changes in operational requirements and business plans throughout the calendar year to ensure delivery of objectives and support budget management. People & Culture will partner with Business Leaders to identify solutions workforce planning needs.

This may include:

- A review of talent resourcing to respond to operational requirements (upscale/ downscale)
- Secondments and transfers to new projects and site locations
- Address skills/ capability gaps due to changes in business priorities and projects.

3.2 Talent Succession

Talent Succession (planning and management) is a key accountability of the Executive and Senior Leadership team, and it is expected that there be clear oversight of progress and risks associated with succession withing the Gold Road business.

On a quarterly basis, the Executive and Senior Leadership team are required to report on succession risks, plans and progress. Succession planning throughout lower levels of the organisation occurs through regular interactions and planning with Business Leaders and People & Culture.

Talent Succession is a key responsibility of leaders. Frameworks, processes, and tools are developed and maintained by the People and Culture Team to support leaders manage Talent Succession activities.

Recruitment and Selection associated with succession/ promotion opportunities is addressed in Gold Road Employment Standard and Diversity and Inclusion Standard.

3.3 Talent Performance

Leaders are responsible and accountable to managing the performance of their team, with support from the People and Culture team (frameworks, tools, processes, and coaching/advice).

Gold Road has a clearly defined Performance Framework for eligible employees, this has THREE (3) key components:

1. Defining performance goals/ objectives, identifying development needs and objectives.
2. Regular review and feedback throughout the performance period
3. Final review and assessment of performance (self-assessment and manager assessment) including the assessment/ evaluation of:
 - Goal/ objective achievement.
 - Performance and progress in role (as per position description).
 - Evaluation of behaviour against Gold Road Values/Core Behavioural Competencies.

The above framework ensures employees and leaders engage in regular conversations regarding performance standard and expectations, and that performance is actively assessed and managed throughout the year.

Calibration

All performance ratings are calibrated. The Calibration Process ensures fairness and equity in the performance assessment and rating process. It involves managers from the broader function coming together to discuss the performance of employees and achieve agreement on performance appraisal ratings. The goal of the meeting is for participants to discuss the most important criteria that differentiate top performers; reviewing the proposed ratings of employees; and ensuring alignment with the criteria identified for top performers.

Performance Related Bonus and Incentives

Gold Road provides suitable bonus and incentive schemes to provide reward and recognition for employees meeting and exceeding performance expectations.

Substandard Performance

Gold Road actively manages substandard performance through a defined process which includes:

- Identification and assessment of performance gaps
- Communication and consultation with employee on performance concerns, and reset expectations
- Design and develop Performance Improvement Plan
- Review and feedback on performance improvement as per the plan
- Assessment of progress and determination of appropriate outcomes.

3.4 Career Development

Gold Road's philosophy regarding career development is that 'individuals are the owners of their career'. Leaders play an important role in support and enabling reasonable career development expectations through providing development opportunities, access to training, mentoring and defined career pathways (where practicably possible).

During the performance review process, leaders and employees are encouraged to discuss career development, to then further explore opportunities and development needs to achieve such career objectives (where reasonable).

An Individual Development Plan (IDP) may be developed/ recommended to provide formal structure and commitment to the development initiatives. The IDP is typically developed in partnership with the employee and leader, with support from the People & Culture team.

3.5 Leadership Development

Gold Road is currently in the process of developing a defined leadership capability model that clearly articulates the expected behaviours and accountabilities of a leader. The capability model will vary across leadership levels and will support with the design and development of future leadership development initiatives.

Leadership development is currently managed on an individual basis, and is targeted to support with addressing individual behaviour, skill, and knowledge gaps, through a variety of internal and external initiatives.

Gold Road has several company wide initiatives for all leaders to drive the expected leadership behaviours and company culture:

- Induction and onboarding
- Formal training programs
- One-one coaching (external and internal)
- Externally facilitated programs to develop leadership competency.

3.6 Talent Retention

Targeted talent retention strategies are developed in consultation with business leaders and People and Culture to ensure key talent is retained within the organisation. Strategies will vary dependant on the role, the individuals, and the retention risk identified. Mechanisms that support talent retention within the business include a variety of monetary and non-monetary benefits as well as job opportunities and career development. These may include:

- Employee Retention Share Schemes
- Study Assistance Support
- Leadership development opportunities
- Job assignment and projects
- Temporary job secondments to new projects/ site
- Flexible work arrangements (adjustments to work location, hours of work and rosters).

3.7 Employee Engagement

Annually Gold Road conducts an employee engagement survey to obtain feedback from the employees on a variety of topics relating to Gold Road and the work environment. The high-level areas in which we obtain feedback from employees includes:

- Engagement overall
- Enablement (training, accountability, freedom, resourcing)
- Leadership
- Culture
- Safety
- Health and wellbeing
- Respect in the workplace.

The annual Employee Engagement & Culture Survey is well supported by the Executive and Senior Leadership team as it provides valuable information to help understand and evaluate:

- How employees feel about working at Gold Road;
- Where we perform well; and
- Where improvement may be needed.

The survey is conducted on an annual basis and is delivered on behalf of Gold Road by a third-party provider to ensure anonymity of the data. On receiving the results, debrief sessions are facilitated by the People and Culture team, supported by Leaders.

Action planning then takes place at department level and is driven by department leaders and supported by the People & Culture team.

4. POLICY REVIEW

This standard is to be reviewed on an annual basis by the General Manager, - Capability & Culture.

5. DOCUMENT CONTROL

Version Number	Revision Date	Document Owner	Document Approver
Version 4.0	3 December 2021	General Manager – Capability & Culture	Board of Directors