



T&G Policies

Taylor & Grace Whistleblowing Policy

Policy Brief and Purpose

Taylor and Grace is committed to operating in compliance with all applicable laws, rules, and regulations, including those concerning accounting and auditing, and prohibits fraudulent practices by any of its directors, interns, employees, or volunteers.

This policy outlines a procedure for employees to report actions that they reasonably believe violates a law, or regulation or that constitutes fraudulent accounting or other practices. This policy applies to any matter which is related to Taylor and Grace's business and does not relate to private acts of an individual not connected to Taylor and Grace.

Reporting

If an employee has a reasonable belief that a co-worker or Taylor and Grace has engaged in any action that violates any applicable law, or regulation, including those concerning accounting and auditing, or constitutes a fraudulent practice, the employee is expected to immediately report such information to Taylor and Grace's General Manager, Craig Bulman. If the employee does not feel comfortable reporting the information to the General Manager, they are expected to report the information to the next appropriate person, in most cases Managing Director and Head of Strategy, Darren Taylor.

All reports will be followed up promptly, and an investigation conducted. In conducting its investigations, Taylor and Grace will strive to keep the identity of the complaining individual as confidential as possible, while conducting an adequate review and investigation.

Review

Taylor and Grace will not retaliate against an employee in the terms and conditions of employment because that employee:

- (a) reports to the General Manager, the Managing Director, and Head of Strategy or to a federal, state or local agency what the employee believes in good faith to be a violation of the law; or
- (b) participates in good faith in any resulting investigation or proceeding, or

(c) exercises their rights under any state or federal law(s) or regulation(s) to pursue a claim or take legal action to protect the employee's rights.

Taylor and Grace may take disciplinary action (up to and including termination) against an employee who in management's assessment has engaged in retaliatory conduct in violation of this policy.

In addition, Taylor and Grace will not, with the intent to retaliate, take any action harmful to any employee who has provided to law enforcement personnel or a court truthful information relating to the commission or possible commission by Taylor and Grace or any of its employees of a violation of any applicable law or regulation.

If Taylor and Grace is unable to objectively review the report of policy violation it will appoint an impartial third party who will determine whether any wrongdoing occurred. Taylor and Grace will choose what action is to be taken if the third party identifies misconduct.

Supervisors will be trained on this policy and Taylor and Grace prohibition against retaliation in accordance with this policy.



Taylor and Grace Subsidised Food Policy

Policy elements & purpose:

Taylor and Grace is committed to providing employees with a multitude of healthy food options in the working space.

We encourage healthy working practices through an array of methods which include having readily available healthy food and drink options that employees can utilise at their leisure. These items are provided by the Taylor and Grace business and do not affect the income of our employees. These items include but are not limited to:

- Fresh fruit (provided weekly)
- Granola and muesli bars (provided weekly)
- Doughnut Day
- Tea and Coffee
- Drinking water
- Celebratory food and drink outings



Taylor & Grace Training Policy Template

Policy Brief and Purpose

Taylor and Grace is committed to the continuous training and personal development of our employees. We recognize that our employees are our greatest asset and helping them develop is crucial to the achievement of our organisation's purpose.

All training practices and procedures are designed to support individuals to achieve their goals and their Key Success Indicators; and will ensure that both the individual and organisational objectives are achieved in a cost-effective manner.

All training activities will be planned and monitored on an ongoing basis. Training needs are evaluated from commencement of employment and on an on-going basis.

Training budget

The training budget will be allocated at the beginning of each financial year in accordance with training needs identified in conjunction with performance reviews and Taylor and Grace's goals for the forthcoming year.

The training plan will be reviewed annually, and the budget allocated accordingly. The sum available for personal development may vary from year to year depending on training needs which will take priority.

Identification of training needs

Job-related training needs will be identified at a number of stages:

- Recruitment – on commencement of employment, any immediate training needs will be identified and discussed by the relevant member of management and will be organised during the first three months of employment wherever possible.
- During the employee's induction when senior management and employee are setting initial targets and objectives.
- At 3 months when Taylor and Grace's feedback process is implemented.
- During each review at which initial targets and objectives are reviewed.
- At the time of an employee being promoted or given additional responsibility either on a temporary or permanent basis, or being given responsibility for a particular project.

Process

Senior management will be responsible for analysing training needs identified by any of the processes above and will discuss with the employee the most appropriate and cost-effective way of addressing these.

Training needs may be resolved in a number of ways:

- sending an individual on a course
- training a number of individuals together, either on or off-site
- on the job training, including being allocated specific responsibilities, projects etc. with supervision and feedback

- working alongside other members of staff
- using in-house expertise to run workshops

All bookings for training will be dealt with by senior management to ensure that training is recorded, budgeted and evaluated.

Evaluation

All training will be evaluated by management as a means of feedback from the trainee. Trainees will be asked for verbal and written feedback to the management regarding the course content, organisation and the quality.

Training and development undertaken will be reviewed by senior management. This will enable Taylor and Grace to ensure that the training organisations and/or methods being used are meeting both the organisation's and the trainees' objectives to ensure the appropriate value is achieved.

Taylor & Grace Internal Hiring Policy

Policy brief & purpose

Our employee promotion policy presents our guidelines for advancing and promoting employees from within Taylor and Grace. We want to invest in our employees and reward those who perform well.

This policy includes the process that senior management must follow when promoting employees. We will communicate this policy to all employees to avoid confusion about who should be promoted and when.

Scope

This policy applies to all employees who qualify for promotion. Employees may be promoted only after their 3-month onboarding period ends and if they are not under a performance management plan.

We define promotion as a move to a position of higher rank, responsibility and salary. Often, employees may advance to positions that don't come with higher managerial authority. Instead, these advancements may be a career or role change that helps employees develop and grow.

Employees may be promoted within the same or another department or branch.

Policy elements



Taylor and Grace will promote employees based on their performance and workplace conduct. Acceptable criteria for promotion are:

- Experience in the job or tenure.
- High performance level in recent review cycles.
- Skillset that matches the minimum requirements of the new role.
- Personal motivation and willingness for a change in responsibilities.

These criteria reflect the bigger picture of an employee's work. Taylor and Grace should avoid making decisions for promotion based on recent or insignificant events. Senior management should keep logs with important incidents that they might want to consider when it's time to promote one of their team members.

In accordance with Taylor and Grace's policies, we will not tolerate promotions that are based on:

- Managers' subjective opinions unsupported by performance evaluations or metrics
- Discrimination
- Fraternisation
- Favouritism
- Nepotism

When can Taylor and Grace consider employees for promotion? Promotions may occur when:

- A job opening is advertised internally as well as externally
- A position opens unexpectedly and our company wants to fill it from within
- An employee has consistently good performance evaluations and senior management deems them ready for the next step in their career.
- An employee acquires a credential that allows them to advance

Process for standard promotions

Taylor and Grace will establish a promotion review process at the end of every year. During this process, senior management may consider selecting employees to move to a higher-level position, or a position that better matches their skills and aspirations. Spontaneous promotions may also occur if a business need arises.

Senior Management should follow this process:

1. Meet with employees to talk about their career goals and/or aspirations for a promotion.
2. Identify opportunities to promote one or more team members, if applicable (by either filling vacancies, creating new jobs or enhancing job titles.)
3. Senior management should discuss the promotion of an employee before approval. They should also inquire about the new position's salary range and any new benefits they should present to their team members.
4. Arrange a meeting with the employee to determine whether they'd be happy with this career move.

Taylor and Grace must keep detailed records of the process to support their decisions to promote employees. These records may be useful if other employees find the decision unfair or sue the company.

Internal job posting



Taylor and Grace aims to post job openings internally before posting externally. Internal candidates may be given priority in the hiring process since they're already familiar with our culture and expectations.

Job postings should mention if the promotion involves relocation. Discrimination against protected characteristics is prohibited both for internal and external hiring decisions.

When posting job openings internally, Taylor and Grace should:

1. Consider all applications equally, based on their predetermined requirements
2. Determine whether an internal candidate has the skills to perform the job
3. Examine recent performance evaluations of internal candidates
4. Interview qualified internal candidates if necessary
5. Inform candidates whether they were selected for promotion.
6. Keep records of the application review process and note the criteria with which they rejected/hired an internal candidate.

Career development outside of promotion

Taylor and Grace may choose to expand employees' duties, authority and autonomy without promoting them directly.

These changes may not always come with a formal title change. Employees may be awarded a higher salary, bonuses or share options. The new benefits depend on the position and are at the General Manager, Craig Bulman and Managing Director and Head of Strategy, Darren Taylor's discretion.

Senior management should keep an updated promotion plan in their team members' file and discuss future career moves during performance reviews.

Taylor & Grace Grievance Procedure Policy

Policy brief & purpose

Our grievance procedure policy explains how employees can voice their complaints in a constructive way. Senior management should know everything that annoys employees or hinders their work, so they can resolve it as quickly as possible. Employees should be able to follow a fair grievance procedure to be heard and avoid conflicts.

The company encourages employees to communicate their grievances. That way we can foster a supportive and pleasant workplace for everyone.

Scope



This policy refers to everyone in the company regardless of position or status.

Policy elements

Grievance definition

We define grievance as any complaint, problem or concern of an employee regarding their workplace, job or coworker relationships.

Employees can file grievances for any of the following reasons:

- Workplace harassment
- Health and safety
- Supervisor behaviour
- Adverse changes in employment conditions

This list is not exhaustive. However, employees should try to resolve less important issues informally before they resort to a formal grievance.

Employees who file grievances can:

- Reach out to their direct supervisor or HR department
- File a grievance form explaining the situation in detail
- Refuse to attend formal meetings on their own
- Appeal on any formal decision

Employees who face allegation have the right to:

- Receive a copy of the allegations against them
- Respond to the allegations
- Appeal on any formal decision

Taylor and Grace is obliged to:

- Have a formal grievance procedure in place
- Communicate the procedure
- Investigate all grievances promptly
- Treat all employees who file grievances equally
- Preserve confidentiality at any stage of the process
- Resolve all grievances when possible
- Respect its no-retaliation policy when employees file grievances with the company or external agencies

Procedures

Employees are encouraged to talk to each other to resolve their problems. When this isn't possible, employees should know how to file a grievance:

1. Communicate informally with their direct supervisor. The supervisor will try to resolve the problem. When employees want to complain about their supervisor, they should first try to



discuss the matter and resolve it between them. In that case, they're advised to request an informal meeting. Supervisors should try to resolve any grievance as quickly as possible. When they're unable to do so, they should involve General Manager, Craig Bulman.

2. If the grievance relates to a supervisor behavior that can bring disciplinary action (e.g. sexual harassment or violence), employees should refer directly to General Manager, Craig Bulman or Managing Director and Head of Strategy, Darren Taylor.
3. Accommodate the procedure outlined below

Taylor and Grace's General Manager, Craig Bulman or next appropriate person should follow the procedure below:

1. Ask employee to fill out a grievance form
2. Talk with the employee to ensure the matter is understood completely
3. Provide the employee who faces allegations with a copy of the grievance
4. Organise mediation procedures
5. Investigate the matter or ask the help of an investigator when needed
6. Keep employees informed throughout the process
7. Communicate the formal decision to all employees involved
8. Take actions to ensure the formal decision is adhered to
9. Deal with appeals by gathering more information and investigating further
10. Keep accurate records

This procedure may vary according to the nature of a grievance. For example, if an employee is found guilty of racial discrimination, the company will begin disciplinary procedures.

Taylor & Grace Disciplinary Policy

Policy Brief and Purpose

Disciplinary action at Taylor and Grace is intended to fairly and impartially correct behaviour and performance problems early on and to prevent reoccurrence.

Disciplinary action may involve any of the following: verbal warning, written warning, suspension with or without pay, and termination of employment, depending on the severity of the problem and the frequency of occurrence. Taylor and Grace reserves the right to administer disciplinary action at its discretion and based upon the circumstances.



Taylor and Grace recognises that certain types of employee behaviour are serious enough to justify termination of employment, without observing other disciplinary action first.

These violations include but are not limited to:

- Workplace violence
- Harassment
- Theft of any kind
- Insubordinate behaviour
- Vandalism or destruction of company property
- Presence on company property during non-business hours
- Use of company equipment without prior authorization
- Indiscretion regarding personal work history, skills, or training
- Divulging business practices or any other confidential information
- Any misrepresentation of the company to a customer, a prospective customer, the general public, or an employee

Taylor & Grace Code of Ethics Policy

Policy Brief and Purpose

The purpose of this Code of Ethics is to act as a guide for our team to operate in a professional, ethical manner at Taylor and Grace. It recognises our responsibilities to act intelligently, ethically, and sustainably within the organisation and provides a framework for how we connect with our clients, partners, friends, and the world at large.



The Purpose and Values of the Business

Taylor and Grace values playfulness, simplicity, collegiality, differespazio and curiosity, and believes that when we work with people who share our values, things really sing.

Our mission is to help you find your brand mojo.

First Peoples Acknowledgement

Taylor and Grace respectfully acknowledge the Traditional Owners of the land we operate on, the Wurundjeri Woi Wurrung and Bunurong Boon Wurrung peoples of the Eastern Kulin and pay respect to their Elders past, present and emerging.

Respect for Others

It's mandatory to respect everyone you interact with. Be kind, polite and understanding. You must respect others' personal space, opinions and privacy. We don't tolerate any kind of violence and any such conduct will result in immediate termination. You're also not allowed to harass or victimise others.

What constitutes harassment or victimisation?

To answer this, we have a policy on harassment [\[insert link to anti-harassment policy\]](#) and a more specific policy on sexual harassment [\[insert link to sexual harassment policy\]](#) you can take a look at.

As a general rule, try to put yourself in someone else's place. How would you feel if someone behaved in a specific way to you? If the answer is "I wouldn't like it much" or "I would never let them behave like that to me", then we don't tolerate this behaviour no matter the person it comes from.

If someone, be it customer, colleague or stakeholder, is offensive, demeaning or threatening toward you or someone you know, report them immediately to Taylor and Grace's General Manager, Craig Bulman or to the next appropriate person, in most cases Managing Director and Head of Strategy, Darren Taylor. You can also report rudeness and dismissiveness if they become excessive or frequent.

Integrity and Honesty

First, always keep in mind our company's mission. We all work together to achieve specific outcomes. Your behaviour should contribute to Taylor and Grace's goals, whether financial or organisational.

Be honest and transparent when you act in ways that impact other people. We don't tolerate malicious, deceitful or petty conduct. Lies and cheating are not condoned and, if you're discovered, you may face progressive discipline or immediate termination depending on the damage you did.



Stealing from the company or other people is illegal. If you're caught, you will face repercussions depending on the severity of your actions. For example, if you steal office supplies, you may receive a reprimand or demotion (at a minimum), while if you steal money or data (e.g. engaging in fraud or embezzlement), you will be terminated and face legal consequences. The decision is at General Manager, Craig Bulman and Managing Director and Head of Strategy, Darren Taylor's discretion on a case-by-case basis.

Conflict of Interest

Conflict of interest may occur whenever your interest in a particular subject leads you to actions, activities or relationships that undermine Taylor and Grace. This includes situations like using your position's authority for your own personal gain or exploiting company resources to support a personal money-making business. Even when you seemingly act to the company's advantage, you may actually disadvantage it. For example, if an employee uses dubious methods to get competitor intel and raise their sales record, their action will have a positive impact on the company's revenue, but it will put us at a legal risk and promote unhealthy business practices. Similarly, using incentives or bribes to influence government endorsement or ratification for company activities would count as a conflict of interest.

If it turns out you have created a conflict of interest for yourself, you will be terminated. If the conflict of interest was involuntary we will take actions to rectify the situation. If you repeat the offence, you may be terminated.

Justice

Don't act in a way that exploits others, their hard work or their mistakes. Give everyone equal opportunity and speak up when someone else doesn't.

Be objective when making decisions that can impact other people, including when you're deciding to hire, promote or fire someone. Be sure that you can justify any decision with written records or examples. Seek and use the most objective methods in any case; for example, when interviewing candidates, ask equitable interview questions to all of them and avoid judging non-job-related criteria, like dress, appearance, gender, race, ability etc.

Also, don't discriminate against people with protected characteristics, as this is forbidden by law. If you suspect you may have an unconscious bias that influences your decisions, ask for help from General Manager, Craig Bulman.

When exercising authority, be fair. Don't show favouritism toward specific employees and be transparent when you decide to praise or reward an employee.

If you need to discipline an employee, be sure to have prepared a case that you can present. You must not retaliate against employees or applicants (such as in cases when they've filed complaints) as this is forbidden by law.

Be just toward customers and vendors. If you think our company was in the wrong in a specific instance, don't try to cover it up or accuse the other side. Discuss with General Manager, Craig Bulman to find solutions that can benefit both sides.

Lawfulness

You are obliged to follow all laws which apply to Taylor and Grace.



When you're preparing contracts, clauses, disclaimers or online copy that may be governed by law, please ask for verification from senior management before finalising anything.

You're also covered by our confidentiality and data protection policy. You must not expose, disclose or endanger information of customers, employees, stakeholders or our business.

Following laws regarding fraud, bribery, corruption, and any kind of assault is a given. You are also obliged to follow laws on child labour and avoid doing business with unlawful organisations.

If you're not sure what the law is in a specific instance, don't hesitate to ask General Manager, Craig Bulman.

Competence and Accountability

We all need to put a healthy amount of effort in our work. Not just because we're all responsible for the organisation's success, but also because not meeting our obligations impacts our colleagues. Incomplete or slow working might hinder other people's work or cause them to shoulder the burden themselves. This comes in direct conflict with our respect and integrity principles.

We also expect you to take up opportunities for learning and development, either on-the-job or via educational material or training. If you are unsure how you can achieve this, have an open discussion with General Manager, Craig Bulman.

Also, take responsibility for your actions. We all make mistakes or need to make tough decisions and it's important we own up to them. Failing to be accountable on a regular basis or in important situations will result in termination. If you take responsibility and come up with ways to fix your mistakes where possible, you will be in a far better position.

Employees

Our team, both in-house and those with whom we collaborate in partnership, are at the heart of the work we deliver to our clients. We value their contribution, innovation and ideas that help us work with purpose-led clients who are changing the world. We aim to nurture the talent, health, happiness, education, and skills of our employees. In turn, we hope that employees will be respectful of each other and of clients, colleagues, and partners outside Taylor and Grace.

We strive to honour the diversity of our staff and to promote their ideas, work, and aspirations. We seek to create a workplace in which the skills and talents of each employee are best used to help us achieve our overarching goals. All employees have access to a regularly updated employee handbook that provides details about benefits, and other work-related information. Discrimination, of any kind, is not consistent with our mission and values, and it will not be tolerated.

Clients

Our clients exchange their financial resources for our services and products. In this way, they trust Taylor and Grace to be honest and clear in our communications. Most importantly, they trust that the work that Taylor and Grace deliver also matches or exceeds their requirements, and that we provide our services on time and in a professional manner.

We expect that all employees will treat clients courteously and kindly. And, when issues do arise, we expect these to be addressed fairly and appropriately. We believe in fair pricing and in



honouring agreements in good faith. We will do our best to send timely invoices and we expect to be paid by clients in a timely manner as well.

Suppliers

We rely upon our vendors to provide the highest quality products and services available. We believe in the prompt settlement of bills to each of our suppliers and a quick resolution to any disputes. All things being equal, including quality of services provided and cost, we aim to equally consider vendors, suppliers, and other partners that are owned and operated by disadvantaged and underrepresented groups.

Community

Our company does not act in a vacuum. Our existence is made possible by the quality and delivery of local, state, and federal services, including, but not limited to, government services like Medicare, courts of law, parliamentary democracy, and national defence. Our obligations to the natural world are countless as well; we receive and enjoy an abundance of clean water, air, and energy. In light of this, our obligation to the spirit and letter of the applicable laws of the land is paramount. We will protect and preserve our natural world and be involved in our local community.

Sustainability

Whenever possible, we will work with local suppliers to source products and services to fulfil our business needs. Taylor and Grace will continue to assess and reduce its carbon footprint, recycle and reuse products, and source sustainably produced paper and other products. We aspire to keep sustainability a core feature of our practice, our work habits and workspaces, and our aspirations for ourselves, our clients, and our planet. While far from perfect, we aspire to do what's right for the place we call home.

Review and Accessibility

We will review this code of ethics annually to ensure that it reflects our values, our communications and our actions.

Reporting

The only way to know if Taylor and Grace is upholding this code of ethics, is if employees, clients, colleagues, partners, and others let us know. As a values-driven organisation striving to continually improve, we invite this feedback and accountability.

Taylor & Grace Breastfeeding Policy

Policy brief & purpose



This policy refers to our provisions for breastfeeding employees. We recognize that breastfeeding has many benefits for new mothers and their children. Our company wants to support our employees whenever they need it. Our breastfeeding policy is part of our program for supporting mothers in completing their parental duties and bonding with their babies.

Scope

This policy applies to all new mothers in our company regardless of rank, status and position.

Policy elements

New mothers can pump/express milk or breastfeed their babies in the workplace. They can take reasonable unpaid breaks whenever there's need. A general provision for these breaks is 15 minutes. But, employees are allowed to take as much additional time as they need.

For this purpose, we have also planned for a lactation room. This room will be:

- Separate from bathrooms and meeting rooms
- Shielded from view by the public and coworkers
- Equipped with comfortable chairs, and electric plugs
- Cleaned and sanitised regularly

- Lockable from the inside

Taylor and Grace have access to a fridge where employees can store their milk.

In general, we will be ready to take more steps to make breastfeeding mothers feel more comfortable.

Unless the law provisions differ, lactation breaks are generally unpaid. If employees would like to receive their usual compensation, they can choose to extend their working time (daily or weekly) to cover time spent in the lactation room. To do this, they have to receive approval from General Manager, Craig Bulman. Another alternative is to use their Paid Time Off (PTO).

We should note that employees will be compensated as usual if they are summoned for an emergency or occupied with urgent job-related issues during their lactation breaks. However, we encourage employees to use these breaks as expected.

General rules

- Employees can use this policy's provisions for one year after their child's birth.
- Breastfeeding employees should not be disturbed with work issues when using the lactation room.
- If employees use their paid breaks to pump/express milk, they will be compensated as usual. Employees can use their lunch breaks for this purpose too.
- Employees should inform their supervisors when they want to use the lactation room to avoid confusion.



- Supervisors aren't allowed to prohibit employees from using break time for breastfeeding and pumping/expressing milk.
- Employees should not take break time when it's not needed or be consistently late to return.
- Supervisors and the HR department are obliged to communicate this policy to employees.
- At a time when infants are very young and breastfeeding is frequent, it'd be best for new mothers to use their maternity leave.
- All employees should support new mothers. We will not tolerate comments, disturbance, or victimisation of our employees.

Procedure

To make sure that this policy works well, we require employees to record their lactation breaks. They can do this through a timekeeping system or through communication with General Manager, Craig Bulman. In this case, both the General Manager and employee are responsible for recording break times.

Also, to avoid confusion and tension between many employees who need to breastfeed, we will set up a system where employees can book the lactation room. In this case, employees can use the room for the determined time and no longer. Multiple employees can use the room simultaneously only after mutual consent.

Employees who have complaints about the process, the room or their coworkers' behaviour can follow Taylor and Grace's grievance procedure to let us know. All legitimate complaints will be investigated and resolved.

Policy brief & purpose

Our anti-harassment policy expresses our commitment to maintain a workplace that's free of harassment, so our employees can feel safe and happy. We will not tolerate anyone intimidating, humiliating or sabotaging others in our workplace. We also prohibit wilful discrimination based on age, sexual orientation, ethnicity, racial, religion or disability.

Scope

This workplace harassment policy applies to all employees, contractors, public visitors, customers and anyone else whom employees come into contact with at work.

Policy elements

What is the definition of harassment in the workplace?

Harassment includes bullying, intimidation, direct insults, malicious gossip and victimisation. We can't create an exhaustive list, but here are some instances that we consider harassment:

- [Sabotaging someone's work on purpose.]
- [Engaging in frequent or unwanted advances of any nature.]
- [Commenting derogatorily on a person's ethnic heritage or religious beliefs.]
- [Starting or spreading rumours about a person's personal life.]
- [Ridiculing someone in front of others or singling them out to perform tasks unrelated to their job (e.g. bringing coffee) against their will.]
- [Insert any additional examples as required]

Sexual harassment is illegal, and we will seriously investigate relevant reports. If an employee is found guilty of sexual harassment, they will be terminated.

How to address harassment

If you're being harassed, whether by a colleague, customer or vendor, you can choose to talk to any of these people:

- **Offenders.** If you suspect that an offender doesn't realise they are guilty of harassment, you could talk to them directly in an effort to resolve the issue. This tactic is appropriate for cases of minor harassment. Avoid using this approach with customers or stakeholders.
- **General Manager.** If customers, stakeholders or team members are involved in your claim, you may reach out to General Manager, Craig Bulman.
- **Managing Director and Head of Strategy.** If you are not completely comfortable with reaching out to Taylor and Grace's General Manager, you can make a claim to Managing Director and Head of Strategy, Darren Taylor.

Disciplinary Consequences



Punishment for harassment depends on the severity of the offence and may include counselling, reprimands, suspensions or termination.

Policy brief & purpose

Our anti-discrimination policy explains how we prevent discrimination and protect our employees, customers and stakeholders from offensive and harmful behaviors. This policy supports our overall commitment to create a safe and happy workplace for everyone.

- Taylor and Grace complies with all anti-discrimination laws, such as Age Discrimination Act 2004, Disability Discrimination Act 1992, Racial Discrimination Act 1975 and Sex Discrimination Act 1984. We explicitly prohibit offensive behaviour (e.g. derogatory comments towards colleagues of a specific gender or ethnicity.)

Scope

This policy applies to all employees, contractors, visitors, customers and stakeholders.

Policy elements

Discrimination is any negative action or attitude directed toward someone because of protected characteristics, like race and gender. Other protected characteristics are:

- Age
- Religion
- Ethnicity/ nationality
- Disability/ medical history
- Marriage / civil partnership
- Pregnancy / maternity/ paternity
- Gender identity/ sexual orientation

Discrimination and harassment

Our anti-discrimination and anti-harassment policies go hand-in-hand. We will not tolerate any kind of discrimination that creates a hostile and unpleasant environment for employees, interns or volunteers.

This is not an exhaustive list, but here are some instances that we consider discrimination:

- [Hiring managers disproportionately disqualifies male or female job candidates on purpose.]
- [Managers bypassing team members with specific protected characteristics (e.g. race) for promotion without being able to formally prove (e.g. with documentation) the reasons other employees were selected instead.]
- [Employees making sexist comments.]
- [Employees sending emails disparaging someone's ethnic origin.]
- [Insert additional examples as required.]

Employees who harass their colleagues will go through our disciplinary process and we may reprimand, demote or terminate them depending on the severity of their offence.

We recognise that sometimes discrimination is unintentional, as we may all have unconscious biases that could be difficult to identify and overcome. In case we conclude that an employee



unconsciously discriminates, we will support them through training and counselling and implement processes that mitigate biases as we indicate in the next section. But, if this person shows unwillingness to change their behaviour, we may demote or terminate them.

Taylor and Grace will not be lenient in cases of assault, sexual harassment or workplace violence, whether physical or psychological. We will terminate employees who behave like this immediately.

Actions to prevent discrimination

To ensure that our conduct and processes are fair and lawful, we:

- [Use inclusive language in job ads and include EEO statements.]
- [Set formal job-related criteria to hire, promote and reward team members.]
- [Offer compensation and benefits according to position, seniority, qualifications and performance, not protected characteristics.]
- [Accommodate people with disabilities.]
- [Require managers to keep detailed records of their decisions concerning their team members and job candidates.]

We will also consider additional measures to prevent discrimination, like:

- [Using hiring processes that reduce bias like structured interviews and blind hiring programs.]
- [Organising training on diversity, communication and conflict management to improve collaboration among employees of different backgrounds.]

What to do in cases of discrimination

If you are the victim of discriminatory behavior (or if you suspect that others are being discriminated against,) please talk to General Manager, Craig Bulman as soon as possible. Taylor and Grace's General Manager is responsible for hearing your claim, investigating the issue and determining punishment.

Punishment for discriminatory behavior depends on the severity of the offence.

If you decide to make a claim to a regulatory body, Taylor and Grace are committed and bound by law not to retaliate against you.

How we address discrimination complaints

Senior management is proactive and responsive about determining whether discrimination occurs. For example, we:

- [Look into similar claims about the same person or process to determine if discrimination is systemic.]
- [Track metrics and look into data that give us some insight on people's behaviours (e.g. percentage of job applicants of a certain race a hiring manager disqualifies.)]
- [Evaluate testimonies on social media that visitors, job candidates or former employees have made.]
- [Conduct discreet interviews and gather information.]



We will investigate all claims discreetly. We will never disclose who made a complaint to anyone or give out information that may help others identify that person.

We should all strive to prevent and address discrimination. Be aware of your implicit biases and speak up whenever you or your colleagues are discriminated against. If you have any ideas on how we can ensure fairness and equality in our workplace, we are happy to hear them.

