

## APPENDIX A

### HR Team Allocation of Responsibilities

General Manager Human Resources		
Stream 1 (Operational focus) Head of:	Stream 2 (Talent focus) Head of (new):	Stream 3 (Governance focus) Head of (new):
<ul style="list-style-type: none"> <li>• HR Coordinator 1</li> <li>• Travel Manager</li> <li>• Payroll &amp; Records (new)</li> </ul>	<ul style="list-style-type: none"> <li>• HR Coordinator 2 (new)</li> <li>• Recruitment Specialist (new)</li> </ul>	
<ul style="list-style-type: none"> <li>• Diversity and inclusion (shared)</li> <li>• Workforce planning (shared)</li> <li>• Culture</li> <li>• Job design</li> <li>• Job sizing (and associated rem)</li> <li>• Remuneration               <ul style="list-style-type: none"> <li>○ Design</li> <li>○ Analytics, including external comparative &amp; equal pay</li> <li>○ Salary reviews</li> <li>○ Bonus                   <ul style="list-style-type: none"> <li>• Programme design</li> <li>• Communication</li> <li>• Execution</li> </ul> </li> <li>○ Benefits</li> <li>○ CEO remuneration</li> <li>○ Board liaison support</li> </ul> </li> <li>• Performance reviews</li> <li>• Policies, legal, risk management and compliance</li> <li>• Health and Safety               <ul style="list-style-type: none"> <li>○ Work from home</li> <li>○ Compliance</li> <li>○ Premises</li> </ul> </li> <li>• Wellness</li> <li>• Employment relations, including performance improvement</li> <li>• Exit interviews</li> <li>• External relationships               <ul style="list-style-type: none"> <li>○ Peers</li> <li>○ SSC/MoF/Treasury</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Diversity and inclusion (shared)</li> <li>• Workforce planning (shared)</li> <li>• Recruitment &amp; talent bank</li> <li>• Psych testing and development</li> <li>• Contracts</li> <li>• Role change processes</li> <li>• Onboarding (comprehensive)</li> <li>• New hire surveys</li> <li>• Talent agendas</li> <li>• Talent plans</li> <li>• Development plans (IDPs)</li> <li>• Secondments</li> <li>• Succession</li> <li>• Coaching</li> <li>• Learning &amp; development programmes               <ul style="list-style-type: none"> <li>○ Centralised</li> <li>○ Leadership development</li> <li>○ Technical capability development</li> </ul> </li> <li>• Intern programme</li> <li>• External relationships               <ul style="list-style-type: none"> <li>○ Alumni</li> <li>○ Peers</li> <li>○ Universities</li> <li>○ Schools (for Div&amp;Inc planning)</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Diversity and inclusion (shared)</li> <li>• Creating an HR Governance Centre of Excellence</li> <li>• Guardians' Board education</li> <li>• Guardians' Board development</li> <li>• External director pool development</li> <li>• Facilitating and leading in house directors' leadership programme</li> <li>• Supporting external director recruitment for investee companies</li> <li>• Assisting direct investment professionals with HR-related due diligence for investee companies</li> <li>• Board evaluations</li> <li>• External relationships               <ul style="list-style-type: none"> <li>○ Investee company Boards</li> <li>○ Peers</li> <li>○ Universities</li> </ul> </li> </ul>
<b>Payroll and Records Administrator</b>		
<ul style="list-style-type: none"> <li>• Payroll, leave, easipay maintenance and support</li> <li>• Starter &amp; leaver processes and checklists</li> <li>• Records               <ul style="list-style-type: none"> <li>• Compliance</li> <li>• Training records</li> <li>• Employee contracts and documentation                   <ul style="list-style-type: none"> <li>• Leave and benefits</li> <li>• Org chart</li> </ul> </li> </ul> </li> <li>• Dashboards and analysis</li> <li>• Travel backup</li> <li>• SSI verifications (Guardians)</li> </ul>		