

OUR GOVERNANCE



Campbell Page has established a framework of policies and processes to ensure it meets the highest standards of best practice governance.

Although we are not a listed company, the Board has adopted the ASX Corporate Governance Council's Principles and Recommendations, to the extent that they apply to Campbell Page. The Board has also ensured that our policies and processes meet the Governance Standards for not-for-profit companies set by the Australian Charities and Not-For-Profit Commission (ACNC).

The Campbell Page Board Charter sets out the respective roles, responsibilities and authorities of the Campbell Page Board of Directors and senior management. The Board has also established Committees to assist the Board in discharging its duties. These include:

- The Board Audit and Risk Committee, which oversees all aspects of financial and non-financial reporting, control, audit functions, risk management and compliance.
- The Governance, Board Development and Remuneration Committee provides advice and assistance to the Board regarding board evaluation, appointment of new directors, board and director training and development, director induction, remuneration and governance matters generally.



Our Policies

Campbell Page has adopted a number of policies that support the Governance framework. Some key policies are outlined below. To access any of these policies in full, please send an enquiry with your details to:

Safety&Wellbeing@campbellpage.org.au

Risk Management

At Campbell Page we have a Risk Management policy which ensures a systematic approach of identifying, assessing, controlling, monitoring and reporting events, scenarios and/or circumstances that may prevent our organisation from achieving its objectives, cause harm, or undermine sustainability and profitability.

The benefits of effectively managing risk include but are not limited to:

- Helping to achieve business objectives and performance targets
- Identifying core competencies and areas for improvement
- Preventing financial losses and unbudgeted expenses
- Protecting brand, image & reputation
- Ensuring compliance
- Identifying inefficiencies in business practices and process

In order to realise these benefits, our risk management process is structured, coordinated and timely. The Risk Management Policy sets out the principles, framework and methodology to be utilised by all staff when managing risks.

Our policy is considered in relation to our other relevant policies, including but not limited to:

- Code of Conduct;
- Fraud and Corruption Control Policy;
- Compliance Policy; and
- Managing Unacceptable Performance and Conduct.

This Policy has been developed in line with the principles and guidelines provided in the **ISO 31000:2009 Risk Management Principles and Guidelines**.

Conflict of Interest

Do What's Right

A conflict of interest is a situation in which an individual has competing interests or loyalties. A Conflict of interest arises when a worker has a secondary interest which could improperly influence work or performance matters.

All of our staff are obliged to make objective and unbiased decisions and judgements, and they need to be aware that a conflict of interest may consciously or unconsciously affect their ability to function objectively. As such, all employees are obligated to declare any conflicts of interest.

A conflict of interest can be actual or perceived. An actual conflict of interest is where a secondary interest improperly influences work matters. A perceived conflict of interest is where secondary interests could create a perception by others that work matters may be improperly influenced.

Our commitment

'Do what's right' is at the heart of our Conflict of Interest Policy and as a team, we have an absolute obligation to declare and appropriately manage both potential and actual conflicts of interest in an effective and pre-emptive manner.

In fulfilling our commitment to Campbell Page, we see it is important to view a potential conflict of interest from a third party perspective. The Conflict of Interest Policy does this by defining actual or reasonably perceived conflicts, outlines the types of relationships that may be potential conflicts, and provides a management plan to resolve potential conflicts of interest. If in doubt, we declare it!

At Campbell Page we are committed to ensuring the organisation and all its employees act at all times in compliance with all laws, and in compliance with the ethical standards, as set out in our Code of Conduct.

Whistle-blower Policy

Campbell Page recognises that any genuine commitment to detecting and preventing illegal and other undesirable conduct must include, as a fundamental cornerstone, a mechanism whereby staff members and others can report their valid concerns freely/ in confidence and without fear of repercussion. Our Whistle-blower Policy provides such a mechanism and encourages the reporting of such conduct.

Our Whistle-blower Policy aims to provide the following outcomes:

- more effective compliance with laws;
- a healthier and safer work environment;
- more effective management;
- improved morale; and
- A record of the fact that Campbell Page takes its governance obligations seriously.

All information received by Campbell Page concerning suspected or actual fraudulent Conduct will be collected, considered and handled in a way that has regard to the law, privacy, confidentiality, fairness and legal privilege.

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