

Promotion Framework

To apply from 1 July 2025

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1. GUIDELINES

WHY ESTABLISH A FRAMEWORK?

O'Brien Accountants & Advisors (hereafter referred to as "the Firm") aims to create and maintain a culture of high performance. Coupled with the firm's Remuneration and Vision 2030 strategies, we aim to identify, acknowledge, encourage, and reward outstanding performance.

The purpose of this framework is to guide decision-making to ensure overall alignment with the Firm's KPIs and drive a performance-based culture where:

- When the Firm is doing well, all stakeholders are to benefit – Clients, People, Community & Shareholders. If people and clients are doing well along with a fair and equitable return to shareholders in line with the Firm's 2030 Vision, the Firm's benchmark to be a great Firm as defined in the Firm's business plans (with reference to Good to Great), returns necessary to attract equity participation by key team members, then there are more resources available for community
- Measurement and contribution to performance to align with the drivers behind the Firm's 2030 Vision in particular, value, wise counsel work and clients
- Performance is measured based on the level of contribution to key strategic goals and the achievement of Firm, team and individual targets aligned to our 2030 Vision
- Behaviours are measured in line with the Firm's high-performance culture and core values
- The promotion process is transparent, consistent, and fair and remuneration offered is based on the skills and experience the individual brings to the Firm
- Outstanding performance is acknowledged and rewarded so high-calibre individuals are motivated to continue to perform well; and
- Remuneration process is free from bias, with a focus on equity across all diversity groups.

This framework applies to all roles below Associate Director.

For associate director roles and above, the Korn Ferry assessment criteria apply.

This framework is also complemented by a Reward and Recognition Policy and a Remuneration Committee charter.

EQUITY COMMITMENT

The Firm is committed to enhancing our culture and maintaining a diverse environment where all employees can receive and enjoy the same rewards, resources, and opportunities regardless of their background or gender identity.

2. PROMOTION CRITERIA

ELIGIBILITY

Eligibility for a promotion is based not just on the consistent demonstration of technical capability. Common dimensions include:

- Performance: Consistency, quality, and impact of work.
- Leadership Potential: Ability to inspire, guide, and influence others.
- Strategic Thinking: Vision, innovation, and decision-making.
- Collaboration & Influence: Teamwork, communication, and stakeholder management.
- Growth Mindset: Willingness to learn, adapt, and take on challenges.
- Cultural Fit & Values Alignment: Embodiment of company values and behaviours.

The following attributes also need to be demonstrated by (on an ongoing and consistent basis) the candidates being assessed for promotion;

- Critical thinking
- Commercial acumen
- Effective Verbal and written communication
- Ability to reflect on their level of self awareness
- Displayed examples of use of initiative
- Consistent demonstration of technical ability (not all, a sufficient number) aligning to higher role
- Consistently demonstrate asking good questions to build insight to achieve client, your and business goals
- Management of your and your colleagues' time to achieve tasks
- Demonstrate initiative to find multiple solutions to any task or problem and then work with key individuals (if not manager) to build the solution to address the issue
- Displays of discretionary effort
- Communicate the value of promoting this individual into this role \$. Client experience and the intangible traits of their conduct and behaviour

ASSESSMENT PROCESSES

To conduct a fair, transparent and considered assessment of a candidate's suitability for a promotion, a Manager should collect data across multiple sources to ensure a balanced view:

- **Manager Evaluation:** Structured feedback based on performance and leadership.
- **Peer Feedback:** 360-degree reviews or surveys.
- **Self-Assessment:** Reflection on achievements and readiness.

- **Performance Metrics:** KPIs, OKRs, or other quantifiable results.
- **Development Activities:** Participation in training, mentoring, or stretch assignments.

Additional resources

Managers are encouraged to utilise the Head of HR, the FYI capability guide, and 3-year career plan templates the help assess suitability.