

REGISTER OF
ENTERPRISE AGREEMENTS

ENTERPRISE AGREEMENT NO: 97/27

LR.C. NO: 97/290

DATE APPROVED/COMMENCEMENT: 13 February 1997

TERM: Expires 31 December 1998

NEW AGREEMENT OR
VARIATION: New

GAZETTAL REFERENCE: VOL 297 I.G. 21. 3. 97.

DATE TERMINATED:

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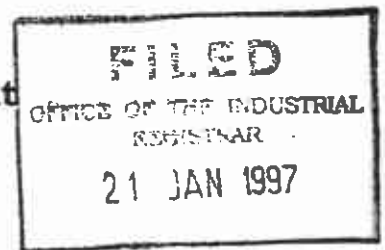
TITLE: Corporate Express Australia Limited Epsom Road Distribution Centre
Enterprise Partnership Agreement 1996

COVERAGE/DESCRIPTION OF

EMPLOYEES: Persons engaged in occupations covered by the Storemen and Packers,
General (State) Award at Epsom Road, Rosebery

PARTIES: Corporate Express Australia Limited & National Union of Workers New
South Wales Branch

**Corporate Express Australia
Enterprise Partnership Agreement
Epsom Road Warehouse
Rosebery**



Clause 1. Housekeeping

- Title
- Parties Bound
- Duration
- Relationship to Parent Award.

Clause 2. Looking After Our People

"Happy people produce happy customers"

- Selecting the right people
- Better performance management
- Job security statement
- Training and career paths
- Incentive scheme / KPIs
- Staff appraisals of managers
- Pay rise.

Clause 3. Looking After Our Customers

"It takes months to win a customer, moments to lose one"

- Complete orders
- On time delivery
- Accurate fill
- Packaged neatly
- Clean, undamaged product
- Customer visits and feedback
- Continuation of service during the dispute resolution process.

Clause 4. Looking After The Business

"The profitability of Corporate Express is our only guarantee of jobs and pay"

- Goods delivered next day if the order is placed by 6 PM
- Manage the stock integrity
- Customer returns within 24 hours
- Cost effectiveness at all times
- Teamwork between departments
- Implementation committee
- Acceptable shareholder return.



Clause 1: Housekeeping

1.1 Introduction

This partnership agreement, by aiming to increase the efficiency and productivity of the Corporate Express Australia Epsom Road Distribution Centre, can help to maximise the job security of the employees.

1.2 Title

This Agreement is called the Corporate Express Australia Limited Epsom Road Distribution Centre Enterprise Partnership Agreement 1996.

1.3 Parties Bound

The parties bound by this partnership agreement are Corporate Express Australia Limited (**CEA**), its Epsom Road Distribution Centre Employees at lots one and two and the National Union of Workers, New South Wales Branch (**NUW**). It shall apply to all employees who are members or are eligible to be members of the NUW and who are engaged in occupations covered by the Storeman and Packers General (State) Award ("**employees**"). The agreement applies to all existing and future employees in this category.

1.4 Duration

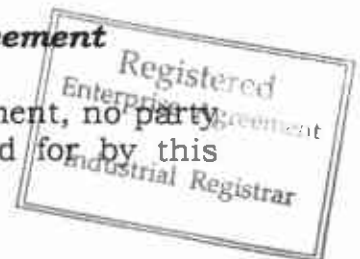
This Agreement will effectively operate 1 January 1997 and shall remain in force until 31 December 1998.

The parties are committed to commence discussions for the development of a new Agreement at least three months prior to the expiration of this Agreement. The parties agree that pay increases incorporated into the new Agreement will not commence at least three months after the expiration of this Agreement.

1.5 No Further Claims During the Term of the Agreement

The parties agree that during the life of the Agreement, no party shall raise any further claims, except as allowed for by this Agreement, provided they are:

- (a) Mutually agreed and
- (b) Able to be ratified by the NSW Industrial Relations Commission.



1.6 Relationship With the Parent Award

This Agreement shall be read and wholly interpreted in conjunction with the Storemen and Packers General (State) Award. Where there is any inconsistency, this Agreement shall take precedence to the extent of the inconsistency, provided that the Award shall not form part of this Agreement.



Clause 2: Looking After Our People

"Happy people produce happy customers"

2.1 Changing Working Hours

Any change of working hours shall be done through consultation and agreement between CEA, the NUW and with the employees. If an award variation is agreed, the appropriate application to the NSW Industrial Relations Commission shall be made.

2.2 The People Side of Our Vision

Our Vision, through the application of the Employee Bill of Rights, ensures that all employees are able:

1. to participate in management decisions;
2. to be informed of company activities;
3. to express views without fear;
4. to be treated with dignity and respect;
5. to obtain recognition and remuneration in accordance with contribution;
6. to obtain education, personal development and growth;
7. to work in a safe environment;
8. to equal opportunity.

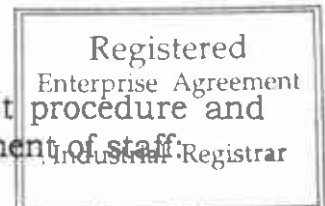
2.3 Selecting the Right People

We shall review our selection and employment procedure and incorporate the following factors in the employment of staff.

- (a) Proper job descriptions will be developed for all positions describing the knowledge, skills experience, personal qualities required and performance standards,
- (b) Job vacancies will be filled by a combination of the following recruitment actions:

1. Advertising Vacancies

Vacancies shall be advertised within the distribution centre, and/or in the employment sections of the newspaper, and/or the CES,



2. *Applicants for Positions*

Applicants shall apply for employment by completing the Application for Employment form,

3. *Assessing Applicants*

Applicants shall have their qualifications, knowledge and experience assessed against CEA's criteria for the position.

4. *Entry Employment*

Successful applicants shall be employed subject to a three month probationary period. During this time, their performance will be under review, and their employment may be terminated at any time for unsatisfactory work performance, in accordance with the provisions contained in clause 2.4. Subject to satisfactory work performance during the probationary period, the employee's employment shall be confirmed.

5. *Induction Training*

During the probationary period of employment, the employee shall undergo an induction programme designed to familiarise them with their job, the distribution centre facility, their fellow employees and the company structure and Vision.

6. *Confirmation of Employment*

The Warehouse manager reviews the person's performance with the person, their work team, and subject to satisfactory outcome of the appraisal, the person's employment is confirmed.

2.4 Better Performance Management

We recognise the importance of ensuring that all employees who work in the distribution centre perform their jobs in accordance with their job requirements and the expectations of their fellow team members. We believe that this directly leads to the distribution centre achieving its objectives so that everyone can share the benefits.

It is important to have a performance management system so that we can fairly ensure that everyone contributes to their team's and the distribution centre's productivity.

We shall review our performance appraisal systems and incorporate the following factors:

- (a) Six monthly performance appraisal of staff, including the staff appraisal of the management team,

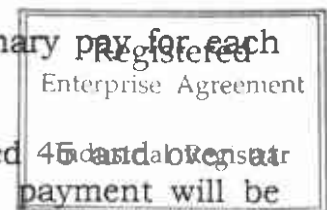
- (b) Operation of the Performance Management Counselling provisions supported by a written record of the counselling. The process shall apply for each separate performance issue as stand alone, and is described below:
1. The manager describes The current work performance and explains why this is a problem,
 2. The employee is asked to explain and provide the reasons for their performance,
 3. The manager explains what needs to change, when these changes shall occur and what actions shall be taken to help the employee improve their performance to meet the requirements described,
 4. The manager explains what shall happen if the employee's performance does not improve within the time specified,
 5. Employees who receive three written counselling warnings will have their employment terminated.
 6. After three months without further counselling, the employee's record shall be wiped clean.

2.5 Security of Employment

We recognise that the only guarantee of job security is the continued profitability of the company.

Where CEA has made a definite decision that it no longer wishes the job the employee has been doing to be done by anyone, and that decision leads to the termination of employment, the following retrenchment provisions will apply:

- (a) A period of four weeks' notice, or payment in lieu, plus
- (b) Severance payment of four weeks' ordinary pay for each year of completed service.
- (c) Provided that where an employee is aged 45 and above at the time of termination, a further 25% payment will be made.
- (d) Procedural guidelines for the application of this clause shall be determined by the parties.



2.6 Training and Career Path

A new classification structure providing a career path for all employees shall be developed for implementation on 1 July 1997. The structure allows for four grades of storeperson, the criteria for each level shall be determined by the Implementation Team (see clause 4.7) prior to April 1997.

Prior to and during implementation, no employee shall be financially disadvantaged by the new career path structure. The structure will incorporate the following factors:

(a) Classification levels based on the attainment of competency in certain job tasks. These minimum rates will apply with effect from 1 July 1997.

1. Storeperson Grade 1: Entry level (first three months of employment).
Rate of Pay @ 1/7/97: \$431.25 per week, \$11.50 per hour.
2. Storeperson Grade 2
Rate of Pay @1/7/97: \$468.75 per week, \$12.50 per hour.
3. Storeperson Grade 3 Multiskilled
Rate of Pay @1/7/97: \$506.25 per week, \$13.50 per hour.
4. Storeperson Grade 4 Broadband
Rate of Pay @1/7/97: \$562.50 per week, \$15.00 per hour.

(b) Progression to higher job grades and higher earnings based on learning new skills. Progression through the grades shall be managed in accordance with the provisions below:

1. All employees shall be assessed and graded in accordance with their demonstrated application of job skills and knowledge on 1 July and 1 January each year.
2. An employee must have at least six month's service in the lower grade before they can be considered for progression to the next highest grade.
3. Once graded as Grade 3 (multiskilled) or Grade 4 (broadband), the employee must work in the areas they

are skilled for at least a week during a six month period to maintain their knowledge and skills of those areas.

- (c) A structured training programme designed to provide all employees with the opportunity to learn new skills, and ascent through the career path structure.

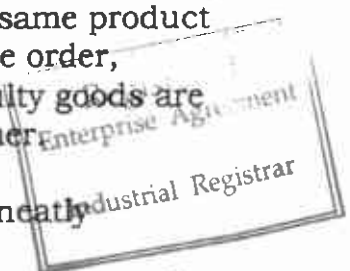
2.7 Productivity and Performance Indicators for the Distribution Centre

We have identified five critical productivity and performance standards for the distribution centre. They are:

Our Performance Standards

How these will be Measured

1. Goods are to be delivered to the customer the next working day provided that their order was placed before 6.00 PM.
2. The customer is to receive their goods in accordance with the service standards detailed below:
 - (a) The order is filled accurately
 - exactly what the customer ordered is what they get,
 - two brands of the same product are not in the same order,
 - no damaged or faulty goods are sent to the customer
 - (b) The order is packed neatly
 - the box is clean,
 - the label is placed neatly on the box,
 - contents are packed so that they stay in place during delivery,
3. Customer Returns are to be achieved with a 24 hour turnaround.
4. Stock integrity levels are maintained within standards.
5. The reduction and maintenance of absenteeism levels.

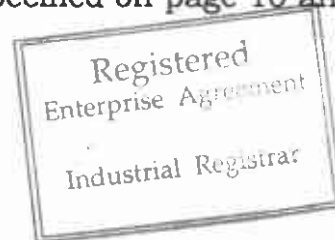


Productivity Indicators (that is, the measures of performance against Performance Standards) shall be put in place by the Implementation Team prior to 1 April 1997. These shall be realistic and achievable and contribute to the success of the distribution centre. Progress shall be communicated to employees weekly.

The Productivity Indicators shall be reviewed quarterly by the Implementation Team. The productivity standards may be adjusted by the Implementation Team to reflect the needs of the distribution centre. They may be mitigated should circumstances outside the distribution centre's control result in adverse outcomes. Consequent changes to the Key Productivity Indicators will then be made, by consultation and agreement.

2.8 Pay Rise

Pays will be adjusted in accordance with the scale below during the life of this Agreement. We acknowledge that an interim increase of 4% was passed on to all employees on 17 July 1996. We agree that this increase is to be absorbed into the totality of the final increase agreed by us as specified on page 10 and 11.



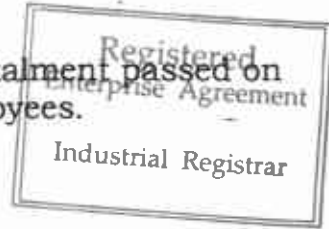
<i>Date</i>	<i>Increase/Bonus</i>	<i>Reason</i>
17/7/96	4% Increase	Interim increase to be absorbed by the totality of the increase agreed during the life of the Agreement.
1/1/97	4% Increase	Second instalment passed on to all employees.
1/7/97	2% Increase to the payroll.	Effect of the introduction of the new career structure. Actual increase per person varies based on current rate & skill levels.
1/12/97	2% of annual salary Bonus	Based on the satisfactory achievement of targets agreed per clause 2.7 during 1/1/97 - 30/11/97. Paid to every permanent employee with at least three month's service, based on: <ul style="list-style-type: none"> • the employee's ordinary time hourly rate of pay, exclusive of overtime and allowances, • Pro-rata payment for people who commenced after 1/1/97.
1/1/98	3.0% Increase	Third instalment passed on to all employees.
1/12/98	2% Bonus	Based on the satisfactory achievement of targets agreed per clause 2.7 during 1/1/98 - 30/11/98. Paid to every permanent employee with at least three month's service, based on: <ul style="list-style-type: none"> • the employee's ordinary time hourly rate of pay, exclusive of overtime and allowances, • Pro-rata payment for people who commenced after 1/1/98.

Registered
Enterprise Agreement
Industrial Registrar

1/12/98

3.0% Increase

Fourth instalment passed on
to all employees.



Clause 3: Looking After Our Customers

"It takes months to find a customer, minutes to lose one"

3.1 The Customer Side of Our Vision

Our Vision places a high priority in exceeding our customer's expectations. We do this by anticipating, listening and responding to their needs.

3.2 The Importance of Our Customers

We recognise that our company is only as good as the service we provide to our customers. Without customers, there is no Corporate Express, no distribution centre and no jobs.

3.3 Customer Visits and Feedback

We will seek feedback from our customers regarding our service so that we can better understand their expectations and develop improved ways of serving them. This will be achieved by:

1. Our quarterly survey of our customers' perceptions of our service, and
2. Inviting customers to discuss their service needs with all distribution centre employees quarterly.

3.4 Continuance of Service and Issue Resolution

Disputes and grievances need to be handled in an open and constructive manner which avoids adverse impact on customers and the business.

Within this framework, every attempt shall be made to resolve the matter "in the line"; recognising the availability of other support within and outside the company, but not resorting to it as a matter of first course.

The following procedure shall be adopted for the resolution of any grievance on site, so that the matter is resolved at the closest point to the workplace.

1. Any grievance must initially be dealt with as close to the source as possible, with graduated steps for further discussion and resolution at higher levels of authority, if unresolved initially.

2. The dispute, arising out of employment, shall be referred by the delegate and/or the Consultative Committee to the appropriate supervisors and managers. Their aim should be to try to resolve the matter equitably and promptly within their own capacity.
3. If the dispute is not resolved at this level, the matter shall be discussed between the union delegate and/or the consultative committee and representatives of senior management appointed for this purpose.
4. Failing settlement at this level between the company and the delegate and/or the consultative committee, the delegate shall refer the dispute within 24 hours to the union organiser, who will take the matter up with management. All efforts shall be made by the organiser and the company to settle the matter.
5. Failing settlement, the State Secretary of the union and the relevant representatives of the company may also be involved in discussion at this stage.
6. During the discussions, the status quo shall remain, and work shall proceed normally. Status quo shall mean the situation existing immediately prior to the dispute.
7. At any time, either party shall have the right to notify the dispute to the Industrial Registrar.



Clause 4: Looking After The Business

*"The profitability of Corporate Express
is our only guarantee of jobs and pay"*

4.1 Customer Service Standards

Customer service standards have been established with Productivity Indicators in Clause 2.7.

4.2 Improving Efficiencies

The clauses which follow describe the action we shall be taking to help improve the efficiencies in the distribution centre. Our objective is to ensure that whatever we do is done so that we contribute to an acceptable return to our shareholders and exceed our customers' service expectations.

4.3 Teamwork Between Departments

We shall enhance teamwork between the distribution centre departments and also other departments within the company by improving the training and communication processes operative:

- (a) Regular cross training between departments in accordance with the training plan for the distribution centre.
- (b) Weekly interdepartmental team meetings.
- (c) The establishment of a social club.
- (d) The operation of a monthly distribution centre news letter.

4.4 Hours of Work

The ordinary working hours exclusive of meal times shall be 37.5 hours per week Monday to Friday worked as follows:

- (a) The hours to be worked will be between the span of hours 6.00 am and 6.00 PM
- (b) Once having been fixed, the time for commencing and finishing work shall not be altered without at least 6 days' notice to the employees concerned.

4.5 Flexibility of Hours of Work



This clause shall be read in conjunction with clauses 1.5 and 2.1.

The parties to this partnership agreement may agree additional flexibility's in relation to ordinary hours of work. Any additional flexibility's negotiated must meet the business needs and not impact in a detrimental way on CEA's business goals of providing optimum productivity and the highest standard of customer service.

Examples of additional flexibility's include, but are not limited to a 19 day month, 9 day fortnight, 4 day week, etc. The final arrangement shall be that agreed between CEA, the consultative committee and the NUW through the union delegate.

4.6 Casual and Permanent Employment

The company commits to maintaining its workforce at the ratio of 85% permanent and 15% temporary/casual staff. This ratio may vary based on business needs, with consultation and agreement.

Our definition of casual staff is an employee engaged on an hourly basis for short periods of time.

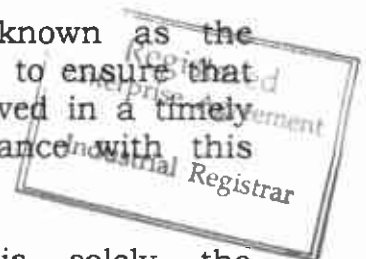
All other employees will be employed as permanent or temporary staff, either full-time or part-time.

No employee shall be employed full-time as a casual for a period of greater than three months. At this time, their performance shall be reviewed and they will either be employed as permanent staff, or their employment shall be terminated.

4.7 Implementation Team

We shall elect a team of people, to be known as the Implementation Team, who shall meet monthly to ensure that the implementation of this Agreement is achieved in a timely manner and to monitor the ongoing compliance with this Agreement.

The role of the Implementation Team is solely the implementation of this Agreement to add value and structure to CEA. The Team is not concerned with day to day "housekeeping" items, which are to be directed to the Warehouse Consultative Team, the Occupational Health and Safety Team, union delegate, etc.



The Team will consist of 6 members, 2 of whom will be management representatives, and 4 will be representatives of the employees. The team may seek assistance from external resources. If there is a cost involved, this shall require CEA approval.



Signed as an agreement on this 13th day of January 1997
~~December, 1996.~~

Signed for and on behalf of the National Union of Workers (NSW Branch), by the State Secretary, who is duly authorised to sign this agreement on its behalf.



Signature

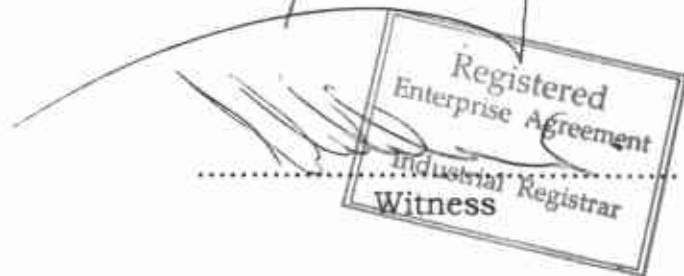


Witness

Signed for and on behalf of Corporate Express Australia Limited, by the National Manager Human Resources, who is duly authorised to sign this agreement on its behalf.



Signature



Registered Enterprise Agreement
Industrial Registrar
Witness