

## Remuneration policy

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### 1.0 Purpose

This policy ensures remuneration practices support the company to attract, motivate, retain, and reward employees equitably to deliver the premium performance necessary to drive achievement of strategic objectives. It helps focus employees on delivering sustainable, superior shareholder returns.

### 2.0 Principles

- We are a performance driven organisation, committed to rewarding performance through pay.
- We align performance expectations to our business strategy, key result areas and values.
- We are committed to fair and equitable remuneration outcomes, encompassing equity for gender and other diversities and company-wide consistency.
- We deliver pay outcomes that are competitive with relevant external markets.
- We consider affordability and our wider financial performance and sustainable shareholder returns in delivering remuneration outcomes.

### 3.0 Remuneration market and positioning

Our remuneration framework is underpinned by independent benchmarking against the New Zealand private sector, with reference to the New Zealand property and property investment sectors where appropriate.

Our remuneration will be set with reference to the median of the market for fixed remuneration and variable pay.

For executive and business critical roles, the upper quartile may be used as a reference where necessary to ensure we can attract and retain key talent in a competitive market.

This market approach provides a robust and competitive basis for creating remuneration ranges to enable individual remuneration to be managed when taking account of individual capability, skills, experience, and contribution relative to the role, peers, and the external market. It also provides sufficient flexibility to reward premium performance with premium pay.

### 4.0 Remuneration structure

Our remuneration structure is designed to attract, retain, motivate, and reward employees equitably to deliver premium performance aligned to our strategy, business objectives, shareholders' interests, and investment performance.

<b>Component</b>	<b>Description</b>
<b>Base salary</b>	Annual cash salary or hourly wages paid to employees for the role, reviewed annually based on capability, skills, experience, and performance, and alignment to the external market.
<b>Fixed remuneration</b>	Base salary plus the value of financial benefits including KiwiSaver employer contributions and insurance premiums.
<b>Short-term incentive (STI)</b>	Annual at-risk cash-based incentive for eligible roles, paid subject to overall company performance and based on individual performance and behaviours and the achievement of individual goals and objectives.
<b>Long-term incentive (LTI)</b>	Multi-year incentive typically delivered in the form of equity such as Performance Share Rights (PSR) that is subject to the company achieving minimum shareholder-aligned performance targets over the period that the incentive applies.

### **Application of remuneration components**

For non-executive and less senior employees, remuneration is largely delivered in cash, with entitlement to and the proportion of short-term at-risk variable pay varying based on role size and the impact of the role on Company performance.

Consistent with the Company's desire to reward premium performance with premium pay and provide strong alignment with shareholders' interests, the remuneration package for the CEO and their direct reports places greater weight on remuneration components that are dependent on the performance of the individual and the Company respectively.

### **Remuneration review**

Remuneration is reviewed annually. Salary review will be in accordance with the intent and direction of this policy, and in particular, the principles described in section 2.0 and benchmarking described in section 3.0.

All permanent employees employed for at least 3 months before the review date are eligible for remuneration review. Any changes made to individual salaries and conditions between reviews will be considered when a new remuneration review is undertaken.

A review of remuneration will not necessarily result in any change to an individual's remuneration.

### **Performance framework inputs**

Performance outcomes are a key input into remuneration decisions, considered alongside relativity and other factors described in this policy. Our performance framework provides a consistent mechanism for assessing the performance of employees against strategically aligned objectives, and against behaviours that demonstrate our values.



## 5.0 Employee benefits

In addition to monetary reward, the Company aims to reward employees with additional discretionary benefits. Benefit packages are reviewed annually to ensure market competitiveness, relevance to employees and affordability.

## 6.0 Remuneration and Nominations Committee

The Remuneration and Nominations Committee (RNC) is a subcommittee of the Board of Directors of the Company.

The principal purpose of the RNC is to assist the Board to confirm there are appropriate remuneration policies and practices in place to ensure the Company continues to attract and retain top talent at all levels of the organisation.

Specifically, the RNC assists the Board in the following areas of remuneration governance:

- reviewing remuneration policies and practices to ensure the Company continues to attract and retain top talent at all levels;
- reviewing the remuneration of the CEO and their direct reports; and
- reviewing and making recommendations to the Board on Director remuneration.

The RNC discharges its responsibilities by informing the Board of decisions made within its remit, and by making recommendations to the Board and reporting back on all material matters and issues requiring Board decisions.

The full responsibilities of RNC are detailed in the RNC Charter.

## 7.0 Director remuneration

Directors' remuneration is paid in the form of Directors' fees. Additional fees are paid to committee chairs and committee members to reflect the additional responsibilities of those roles.

Directors' remuneration does not include any short-term incentive, long-term incentive or other performance-based remuneration components.

The RNC assists the Board in determining the amount of remuneration to be paid to Directors. Any change to the total fee pool available to be paid to Directors is subject to Shareholder approval.

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