

# GDI Property Group

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## Corporate Governance Statement

30 June 2021

GDI Property Group comprises GDI Property Group Limited ACN 166 479 189 (the Company) and its subsidiaries and GDI Property Trust ARSN 166 598 161 (the Trust) and its subsidiaries. The responsible entity of the Trust is GDI Funds Management Limited ACN 107 354 003, AFSL 253 142, a wholly owned subsidiary of the Company.

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### **CORPORATE GOVERNANCE STATEMENT**

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GDI Property Group (GDI) through its Board, Board Committees and executive management team believes sound corporate governance practices enhance stakeholder outcomes. GDI is therefore committed to meeting the expectations of all stakeholders in relation to corporate governance.

The 4<sup>th</sup> Edition of the ASX Corporate Governance Council Principles and Recommendations (**ASX Recommendations**) was released in February 2019. GDI Property Group has adopted the ASX Recommendations and all governance practices outlined in this Corporate Governance Statement applied for the entire reporting period. Where a Recommendation has not been followed, the reason for not following the Recommendation and the alternative governance practices GDI Property Group has adopted in respect of that Recommendation are disclosed.

This Corporate Governance Statement is current as at 30 June 2021, revised to 23 August 2021 to the extent of any post balance date changes. It was approved by the Board and is available on GDI's website.

#### **Overview of corporate structure**

GDI comprises the stapled entities GDI Property Group Limited (ACN 166 479 189) and GDI Property Trust (ARSN 166 598 161). GDI Funds Management Limited (ACN 107 354 003, AFSL 253 142), a wholly owned subsidiary of GDI Property Group Limited, is the responsible entity of GDI Property Trust. The Boards of GDI Property Group Limited and GDI Funds Management Limited each have common membership. Pursuant to an Investment Management Agreement, GDI Investment Management Pty Limited (ACN 126 353 820), a wholly owned subsidiary of GDI Property Group Limited, is the Investment Manager of GDI Property Trust.

GDI Funds Management Limited and GDI Investment Management Pty Limited, either directly or through wholly owned subsidiaries, also act as trustees and Investment Managers (as the case may be) of the unlisted unregistered managed investment schemes operated by GDI.

#### **Principle 1: Lay solid foundations for management and oversight**

The Boards of GDI Property Group Limited and GDI Funds Management Limited each have common membership (collectively the Board). The Board has adopted a Board Charter which details the composition, values and functions of the Board and those matters delegated to various committees and to the executive management team. The Board Charter is reviewed periodically. A copy of the Board Charter is available on GDI's website. The key responsibilities of the Board are:

- reviewing, approving and monitoring corporate strategy;
- defining GDI's purpose and approving GDI's statement of values and code of conduct that underpin GDI's desired culture;
- appointing and if appropriate, replacing the CEO and approving the appointment of other senior executive, including the company secretary;
- overseeing management;
- promoting and facilitating effective communication with security holders;
- establishing and monitoring policies governing GDI's relationship with other stakeholders;
- establishing, maintaining and promoting ethical and responsible decision-making;
- overseeing financial and capital management; and
- overseeing the compliance and risk management programmes.

The Board holds at least eight scheduled meetings during the year and additional meetings are convened as required. Board papers are designed to focus Board attention on key issues and standing items, including corporate governance, compliance, asset performance and initiatives and financial performance. Day-to-day management of GDI's affairs and implementation of corporate strategy and property initiatives are delegated by the Board to management under the direction of the Managing Director.

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Prior to any new Board appointment, GDI will undertake numerous steps to qualify a candidate as appropriate for election. Such steps could include the use of third-party consultants, conducting interviews, stakeholder consultation and referencing. In addition, appropriate checks such as a person's character, experience, education, criminal record and bankruptcy searches will be undertaken. This was undertaken for all current directors prior to their appointments.

In accordance with GDI Property Group Limited's Constitution and the ASX Listing Rules, at each annual general meeting there must be an election of directors, even if there is neither a director who has served three years nor a director filling a casual vacancy. In relation to directors seeking re-election, GDI provides security holders with biographical details, details on other material directorships, the term of office currently served, a statement from the Board that confirms the Board's view of that director's independence and its support for the re-election.

In addition, biographical details of all directors are provided on GDI's website in the 'About GDI' section.

Each director has received a letter of appointment which details the key terms of their appointment, including such issues as performance expectations, conflicts of interest, disclosure obligations, remuneration and GDI policies. The Managing Director and all other members of the executive management team have a formal job description and letter of appointment outlining the terms of their employment.

The Company Secretary is accountable directly to the Board on all matters to do with the proper functioning of the Board. The Company Secretary's role includes advising the Board and its Committees on governance matters, monitoring that the Board's and its Committees' policies and procedures are followed, co-ordinating Board papers and ensuring minutes accurately capture the business of the Board's and Committees' meetings. The Company Secretary also facilitates the professional development of directors. The Chair of the Board and each Committee provides feedback to both the Managing Director and the Nomination and Remuneration Committee on the effectiveness of the Company Secretary in performing these duties and this feedback forms an important component of the Company Secretary's annual performance review and remuneration outcomes.

The Board has approved a Diversity Policy which sets out the framework GDI has in place to achieve appropriate diversity in its Board, executive management team and broader workplace. Diversity in the context of GDI's Diversity Policy covers gender, age, language, ethnicity, cultural background, sexual orientation, religious belief, educational levels, life and work experiences, socio economic background, personality and marital status and family responsibilities. A copy of the Diversity Policy is available on GDI's website.

The Board established measurable objectives in relation to gender diversity for FY21:

<b>Objective</b>	<b>Compliant</b>	<b>Progress / Commentary</b>
At least one female director	✓	One of the four independent directors (25%) is female.
At least one female is interviewed for greater than 75% of vacant roles	✓	During FY21 GDI employed one new person, a female office manager in its Perth office.
Parents (or carers) are offered flexible working arrangements	✓	Parents (or carers) are offered flexible working arrangements via a number of means, including: <ul style="list-style-type: none"><li>• additional non-cumulative annual leave;</li><li>• working from home arrangements;</li><li>• a generous maternity leave policy; and</li><li>• flexible working hours.</li></ul> The provision of such flexible working arrangements meant GDI was able to seamlessly manage the working from home period during both FY20 and FY21.
Over a three year period, hire at least one female senior executive and at least one female in the asset side of the business	X	During FY21, there were no new hires in either the asset side of the business or at the senior executive level.

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GDI acknowledges that as a member of the S&P/ASX300 Index at the commencement of the reporting period, its measurable objective for achieving gender diversity in the composition of its board does not meet the not less than 30% of its directors of each gender threshold. As GDI does not intend to appoint any additional Board members, and in 2018 it completed a board renewal process, GDI did not adopt and has subsequently not adopted the recommendation to have not less than 30% of its directors of each gender.

The table below outlines the proportion of permanent women and men employed by GDI Property Group as at 30 June 2021:

	Women		Men	
	Number	%	Number	%
Board	1	20	4	80
Senior Executives <sup>1</sup>	0	0	3	100
Whole organisation	6	50	6	50

The Nomination and Remuneration Committee oversees a Board performance evaluation program, which addresses the performance of individual directors, as well as the overall performance of the Board and its Committees. The program runs on a two year evaluation cycle. In addition, the Board regularly considers its and the Committees performance at Board meetings and considers ways it can improve its and the Committees effectiveness and individual contributions. A formal performance evaluation program was completed during the prior year and demonstrated the Board's competencies and effectiveness.

GDI has an established process for the performance review of all staff. The performance of the executive management team is evaluated at least annually, in addition to regular feedback during the performance period. At the reviews, the professional development of the executive is also discussed, along with any training which could enhance their performance. Both qualitative and quantitative measures are used in the evaluation. Prior to its IPO in 2013, GDI engaged the services of an independent consultant to assist with establishing key performance indicators that align performance to securityholder returns. This remains relevant and formed the framework for the evaluation process of the executive management team, including the Managing Director, which was undertaken in the year ended 30 June 2021.

#### Principle 2: Structure the Board to be effective and add value

GDI recognises that independent directors are important in reassuring securityholders that the Board properly fulfils its role. The Board comprises a majority of independent directors. The independent directors (including the Chair) are considered to meet the test of independence under the ASX Guidelines and those contained in the Board Charter. Each year, their independence is assessed and they have each undertaken to inform the Board as soon as practical if they think that their status as an independent director has or may have changed.

The Board is comprised of five members, four independent non-executive directors, including an independent non-executive Chair, and the Managing Director. The Board considers that its members comprise individuals with an appropriate mix of skills, personal attributes and experience that allow the directors individually, and the Board collectively, to discharge their duties effectively and efficiently. The Board comprises individuals who understand the business of GDI and the environment in which it operates and who can effectively assess the executive management team's performance in meeting agreed objectives and goals. A summary of each director's qualifications and experience is provided on GDI's website.

If warranted, the Board may resolve to obtain professional advice about the execution of the Board's responsibilities at GDI's expense and an individual director may, subject to the Chair's approval, also at GDI's expense, seek professional advice.

The Board has established two Board committees to assist in the execution of the Board's responsibilities, a Nomination and Remuneration Committee and an Audit, Risk and Compliance Committee. Each Committee

<sup>1</sup> Senior Executives includes all executives reporting directly to the Managing Director.

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consists of a majority of independent directors, is chaired by an independent director, other than the Chair, and has a separate charter which includes a description of its duties and responsibilities, copies of which are available on GDI's website. The Board's membership, length of service and attendance record for both the Board and its committees is as follows:

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Name	Description	Years of service	Board		Audit, Risk and Compliance Committee		Nomination and Remuneration Committee			
			Meetings held	Meetings attended	Meetings held	Meetings attended	Meetings held	Meetings attended		
Ms. G Anderson	Independent Chair	7.5 years	11	11	Member	5	5	Member	2	2
Mr. J Tuxworth	Independent	4.5 years	11	11		-	-	Chair	2	2
Mr. G Woodgate	Independent	3.8 years	11	11	Chair	5	5		-	-
Mr. S Burns	Independent	2.8 years	11	11	Member	5	5	Member	2	1
Mr. S Gillard	Managing Director	7.5 years	11	11		-	-		-	-

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The Nomination and Remuneration Committee oversees the Board performance evaluation program, which addresses the performance of individual directors, as well as the overall performance of the Board and committees. The program runs on a two year evaluation cycle. The Nomination and Remuneration Committee also make recommendations to the Board in relation to succession planning generally, board induction programs and professional development, board recruitment, re-election of directors and Managing Director and the executive management team succession planning.

When the appointment of another independent director is being considered, or if a director vacancy occurs, the Board, through the Nomination and Remuneration Committee, by reference to the Board Skills Matrix (see below) firstly identifies any gaps or weaknesses in the skills and experience of the existing directors and then identify the particular skills, experience and expertise that would best complement Board effectiveness.

Candidates are then identified using both established professional networks and if necessary professional intermediaries. The extent to which each candidate addresses any identified gaps or weaknesses and provides an appropriate cultural and values fit for GDI are the main factors taken into account in the selection process. Any relevant gender diversity objectives set by the Board are also taken into account when identifying appropriate candidates. However, selection and appointment occurs on the basis of merit.

Once appointed, a director is provided with induction materials to familiarise themselves with GDI.

The Nomination and Remuneration Committee, in conjunction with the Company Secretary, reviews the relevant skill areas required by the Board both individually and as a whole for the proper functioning of GDI's Board utilising a Board Skills Matrix. The Board Skills Matrix benchmarks the individuals skills against pre-determined minimal requirements, which when reviewed with the Board's Diversity Policy identifies any skill gaps within the Board as a whole, development requirements of individual board members and focus areas to achieve the Board's diversity objectives. GDI encourages its Board members to participate in on-going training to both keep their skills relevant and develop their individual skills and, where appropriate, provides in-house training to Board members. During the year ended 30 June 2021, the Board had numerous experts attend Board meetings to provide briefings on relevant matters to GDI, including office market conditions and commercial development, insurance, compliance and cyber security.

GDI considers the individual outcomes of the Board Skills Matrix confidential, but provides securityholders with the following summary output. Skills "ticked" are where the Board believes it has exceeded, as a collective, the pre-determined minimal requirements.

Skill	Board
Experience as a director and senior executive	✓
Commercial expertise	✓
Strategic thinking	✓
Risk, compliance and governance	✓
Stakeholder engagement	✓
Personal attributes	✓

The Board does not weight any particular requirement higher than any other, but does strive to have the right mix of strategic thinking and commercial expertise within a sound risk, compliance and governance framework. The Board currently believes it has the mix right and that, coupled with a harmonious working relationship, has resulted in what it believes to be a very effective Board.

#### Principle 3: Instil a culture of acting lawfully, ethically and responsibly

GDI is committed to and strives to act honestly and with integrity in all its dealings. GDI's core values are articulated in its Code of Conduct and are disclosed below:

**Integrity** – We act honestly and with integrity in all our dealings, both internally and externally;

**Respect** – We respect all people, their ideas and cultures and our words and actions must reflect this respect;

**Performance** – We strive to perform to the best of our ability to maximise returns to our securityholders and investors;

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**Compliance** – We aim to adhere to both the letter and spirit of all the laws and regulations that govern our business; and

**Safety** – We are committed to providing and maintaining a safe working environment to safeguard the health and safety of our employees, consultants, contractors, customers, suppliers and other persons who visit our workplace, or who we work with, as required by law.

GDI's Code of conduct also sets out our commitments, ethical standards and policies and outlines the standards of conduct expected of our business and people, taking into account our legal and other obligations to our stakeholders. In particular the Code of Conduct states, amongst other things, all directors and staff must:

- act fairly, honestly and with integrity in all GDI matters;
- perform their duties to the best of their ability;
- never take advantage of the property or information of GDI, or their individual position for personal gain;
- never act in a manner which is likely to harm the reputation of GDI; and
- always abide by applicable laws.

GDI has clear communication lines in the event of a breach of the Code of Conduct, with the Company Secretary being responsible for reporting any material breach to the Board. The Code of Conduct also includes consequences for its breach, including disciplinary action or termination of employment. A copy of the Code of Conduct is available on GDI's website.

GDI believes that often the best information about whether GDI, or individuals within GDI, are meeting or exceeding our core values, comes from our employees. Employees are encouraged to speak up about any unlawful, unethical or irresponsible behaviour, or any other contravention of our Code of Conduct, and are protected from doing so under our Whistleblower Policy. Employees are encouraged to report any genuine matter or behaviour that they honestly believe contravenes GDI's Code of Conduct, policies or the law. A report on any whistleblower activity is provided to the Audit, Risk and Compliance Committee. A copy of our Whistleblower Policy is available on GDI's website.

The Board has also adopted a Fraud, Bribery and Corruption Prevention Policy. Fraud, bribery and/or corruption in all forms are behaviours that are contrary to GDI's values and culture. GDI is actively committed to preventing fraud, bribery and corrupt conduct throughout the organisation. GDI developed its Fraud, Bribery and Corruption Prevention Policy as part of its overall corporate governance framework. GDI has clear communication lines in the event of a breach of the Fraud, Bribery and Corruption Prevention Policy, with the Company Secretary being responsible for reporting any material breach to the Board. A copy of the Fraud, Bribery and Corruption Prevention Policy is available on GDI's website.

#### **Principle 4: Safeguard integrity in financial reporting**

While responsibility for GDI's financial accounts rest with the Board, it has established an Audit, Risk and Compliance Committee as an efficient and effective mechanism to oversee the corporate reporting process. The responsibilities, roles, composition and structure of the Audit, Risk and Compliance Committee are set out in its charter and include:

- oversight of the integrity of GDI's financial reporting;
- oversight of the effectiveness of GDI's risk management and internal controls;
- oversight of GDI's systems and procedures for compliance with applicable legal and regulatory requirements;
- monitoring the extent of compliance with GDI Property Trust's Compliance Plan;
- reporting any breaches of the Corporations Act or GDI Property Trust's Constitution;
- assessing the adequateness of the Compliance Plan; and
- reporting to the Board.

The charter includes information on the procedures for selection and appointment of the external auditor and for the rotation of external audit engagement partners. Details of the risk monitoring duties of the Audit, Risk and Compliance Committee are set out in Principle 7 below. A copy of the Audit, Risk and Compliance Committee Charter is available on GDI's website.



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The Audit, Risk and Compliance Committee consists of three independent non-executive directors, with a Chair who is not the Chair of the Board. All members of the Audit, Risk and Compliance Committee are financially literate and understand GDI's business. The names of the members of the Audit, Risk and Compliance Committee are provided in Principle 2 above and their qualifications are as described on GDI's website.

The Audit, Risk and Compliance Committee meets at least quarterly, including with external auditors at least twice each year (and more frequently if required) to review the adequacy of existing external audit arrangements and the scope of the annual audit and half year review. The external auditors will have a direct line of communication at any time to either the Chair of the Audit, Risk and Compliance Committee or the Chair of the Board. The chair will report the activities of the Audit, Risk and Compliance Committee to the Board after each meeting. The external auditors, GDI's Managing Director, the Risk Manager and Chief Financial Officer will be invited to attend Audit, Risk and Compliance Committee meetings at the discretion of the Committee. The external auditor also attends the AGM.

Prior to approving GDI's financial statements at half and year end, the Board receives a declaration from the Managing Director and Chief Financial Officer that, in their opinion, the financial records of GDI have been properly maintained and that the financial statements comply with the appropriate accounting standards and give a true and fair view of the financial position and performance of GDI, and that the opinion has been formed on the basis of a sound system of risk management and internal control, which is operating effectively.

GDI does not release any periodic reports other than its half year and annual financial statements. However, the Board receives regular financial updates and detailed performance versus approved budgets at least quarterly.

#### **Principle 5: Make timely and balanced disclosure**

GDI is committed to complying with both the letter and spirit of its continuous disclosure obligations and providing securityholders with comprehensive, timely and equal access to information about its activities to enable them to make informed decisions.

GDI has established a number of policies designed to ensure compliance with the ASX Listing Rule disclosure requirements including its Continuous Disclosure Policy and its Media and External Communication Policy, both of which are on GDI's website. These policies ensure that information requiring disclosure to the ASX is firstly identified and then secondly disclosed in a full, timely and accurate manner, including any new or substantive investor or analyst presentation. The policies include a vetting and authorisation process and in relation to the Media and External Communication Policy, strict limitation on anyone other than the nominated person, usually the Managing Director, making any public comments.

All directors and employees are aware of their obligations to ensure GDI complies with the ASX Listing Rules and the limits of their respective authority.

#### **Principle 6: Respect the rights of securityholders**

GDI recognises that securityholders, in addition to their rights to be informed in a timely manner of all major developments affecting GDI, should have ready access to information that is balanced and understandable about results, proposals or meetings.

Generally, information will be provided to securityholders through:

- releases to the ASX in accordance with the continuous disclosure obligations;
- GDI's website: [www.gdi.com.au](http://www.gdi.com.au);
- Annual Reports; and
- General meetings to be held at least annually.

GDI's website is a key source of information for securityholders and is used to complement the official release of company information to the market. GDI encourages securityholders to send and receive information electronically by registering their email address with GDI's security registry, Link Market Services.

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GDI has also designed and implemented an investor relations program to facilitate effective two-way communication with securityholders. The program has been designed to maximise the opportunities for securityholder engagement without over burdening GDI's small executive management team. This is achieved through active engagement at the AGM, post yearly and half yearly result briefings, meeting with investors on request and responding to any enquiries, and participation at broker sponsored conferences. GDI also recognises the benefit of independent research (including broker research) and the CFO has as an objective increasing independent research coverage. However, in accordance with the Continuous Disclosure Policy and the Securities Trading Policy (both of which are available on GDI's website), no selective information is provided to any analysts.

GDI has also adopted a Securityholder Communication Policy, a copy of which can be found on GDI's website. The Securityholder Communication Policy includes processes GDI has in place to facilitate and encourage participation at meetings, including the AGM, and was pleased with the success of its 'hybrid' November 2020 AGM, where a record number of investors attended either in person or virtually.

#### **Principle 7: Recognise and manage risk**

GDI's Board believes risks arise at every level of business, from the implementation of high-level strategies through to the physical security and safety of any working environment. As such, it is the responsibility of every person within GDI to be aware of enterprise risks and to provide feedback with respect to perceived risks, either through informal staff channels or within the context of more formal risk identification processes.

GDI's risk management framework is documented in its Enterprise Risk Management Policy. This policy is reviewed at least annually by the Board.

Ultimately it is the responsibility of the Board and executive management team to ensure that risk is managed appropriately within GDI. It is also a function of the Board and executive management team to develop overall risk management awareness across GDI.

GDI has established an Audit, Risk and Compliance Committee, one objective of which is to assist the Board in managing the risks within GDI and fulfilling its corporate governance responsibilities. The duties and responsibilities of the Audit, Risk and Compliance Committee are contained in the Audit, Risk and Compliance Committee Charter. The duties and responsibilities specifically in relation to risk management include:

- overseeing the identification, evaluation and implementation of measures to deal with any actual or perceived Conflicts of Interest;
- monitoring and reviewing management of GDI's enterprise risks;
- reviewing the adequacy of GDI's processes for managing risk;
- considering any incident involving fraud or other break down of internal controls;
- reviewing GDI's insurance program;
- monitoring and reviewing the effectiveness of GDI's internal control environment, including the effectiveness of internal control procedures; and
- monitoring the adequacy and effectiveness of compliance systems in relation to the legal exposures of GDI.

The Audit, Risk and Compliance Committee meets at least quarterly, with the chair reporting the activities to the Board after each meeting. A copy of the Audit, Risk and Compliance Committee Charter is available on GDI's website.

The Audit, Risk and Compliance Committee has delegated specific risk related responsibilities to the Risk Manager, who is responsible for, amongst other things:

- establishing and implementing the Risk Management Program and the policies and procedures that are required to effectively manage risk within GDI;
- promoting a risk management culture within GDI;
- establishing clear delineations of lines of responsibility for managing the end to end risk process;
- continuously monitoring changes in GDI's activities and ensuring that risks arising from any significant changes are considered within the risk framework;

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- maintaining GDI's risk register;
- ensuring that risk controls and treatment plans are carried out efficiently and effectively; and
- preparing risk management reports for management, the Audit, Risk and Compliance Committee, and the Board.

GDI utilises a workflow management tool that enables the Audit, Risk and Compliance Committee and employees to manage and monitor GDI's risks and its overall compliance performance. GDI's Risk Manager has the principal responsibility of coordinating GDI's Risk Management Program. Within its operations the Risk Management Program requires GDI to review its risks and to consider risks arising from the relationships with key stakeholders, including other group entities, as well as those arising from external events that are beyond its control. Each identified risk event is loaded onto the workflow management tool, assessed as to its likelihood and consequence, ranked in priority and linked to existing controls and/or treatment plans. The workflow management tool is supported by day-to-day monitoring of risks by GDI staff, who are trained to be aware of risk issues and raise them with the Risk Manager as they arise. During the reporting period GDI engaged the services of an external consultant on a retainer basis to supplement GDI's risk and compliance programme.

Management reported to the Board (through the Audit, Risk and Compliance Committee) on the effectiveness of the management of the material risks faced by GDI. The Board/Audit, Risk and Compliance Committee has reviewed the risk management framework and is satisfied that it continues to be sound. In the absence of an internal audit function, the Audit, Risk and Compliance Committee reviews and evaluates GDI's risk management framework quarterly and such review and evaluation is a standing agenda item at Committee meetings. The Audit, Risk and Compliance Committee also receives a degree of assurance from the fact that compliance by GDI Funds Management Limited, the Responsible Entity of GDI Property Trust, with GDI Property Trust's Compliance Plan is also audited by an external auditor.

GDI recognises that all businesses have some level of exposure to risks and these are disclosed in the Directors Report contained in the Annual Financial Report. Furthermore, GDI is pleased to have published its second ESG Report. Following both internal and external stakeholder engagement, the 12 most material topics were identified and have been reported on using the reporting principles and disclosures set out in the Global Reporting Initiative (GRI) Standards. The GRI Standards have been issued by the Global Sustainability Standards Board to allow organisations to report on impacts related to environmental, social and governance matters.

In addition, GDI's ESG reporting includes disclosures issued by the Sustainability Accounting Standards Board (SASB). The SASB Standards allow organisations to report on investor focused financially material and industry specific ESG disclosures.

The Audit, Risk and Compliance Committee consider GDI's risks at least quarterly. The specific environmental risks that GDI is exposed to, and the Audit, Risk and Compliance Committee considers include:

Risks	Effects	Mitigant(s)	Management
<ul style="list-style-type: none"><li>• Costs of energy</li><li>• Advancements in energy sources, procurement and technology leaving existing buildings dated</li><li>• Climate change, higher temperatures and adverse weather events</li></ul>	<ul style="list-style-type: none"><li>• Increased cost of occupancy</li><li>• Redundancy of current building technology</li><li>• Decreasing appeal of assets to existing and potential tenants</li><li>• Increasing costs of insurance for adverse weather events</li><li>• Shorter life expectancy on plant leading to increased capital expenditure</li></ul>	<ul style="list-style-type: none"><li>• Continued investment into the assets</li><li>• NABERs ratings for all assets</li><li>• Utility audits and formal monitoring programs</li><li>• Energy procurement improvements</li></ul>	<ul style="list-style-type: none"><li>• Quarterly review by Audit, Risk and Compliance Committee</li></ul>

GDI does not believe that it has any material exposure to social risks.

#### Principle 8: Remunerate fairly and responsibly

The following principles shape GDI's remuneration strategy:

- creating and enhancing value for all GDI stakeholders;
- emphasising the 'at risk' component of total remuneration to increase alignment with security holders and encourage behaviour that supports both entrepreneurship and long term financial soundness within the confines of GDI's risk management framework;
- rewarding performance; and
- providing a competitive remuneration proposition to attract, motivate and retain the highest quality individuals within a framework of ethical standards of behaviour.

The Board has established a Nomination and Remuneration Committee operating under an approved written charter that incorporates various responsibilities, including reviewing and recommending compensation arrangements for the directors, the Managing Director and key executives and setting remuneration policy. Minutes of all committee meetings are available to the Board and the Chair of the committee reports to the Board after each committee meeting. The committee has three members, all of which are independent non-executive directors. A copy of the Nomination and Remuneration Committee Charter is available on GDI's website.

GDI's remuneration policy is determined by the Nomination and Remuneration Committee which makes recommendations to the Board in relation to remuneration:

- in the case of non-executive directors, for consideration of any increase by securityholders at the AGM; and
- in the case of the executive management team, for decision.

During the reporting period, the Board engaged the services of Ferguson Partners to benchmark and review GDI's remuneration levels and policies. No changes to the level of salaries, incentives or the incentive structure were made in FY21 as a result of that review, although a small increase in salaries to certain executives and the directors fees has been made for FY22.

GDI's remuneration policy links the nature and amount of Managing Director and the executive management team's remuneration to GDI's financial and operational performance.

GDI operates a Performance Rights Plan and issues performance rights to all staff. GDI does not currently pay any other form of security-based remuneration. The Board has on-going and absolute discretion to cancel unvested performance rights at any time where the Board considers such cancellation is necessary to protect the financial soundness of GDI, or if the Board subsequently considers that having regard to information which has come to light after the grant of performance rights, the granting of performance rights was not justified. GDI's Security Trading Policy and the terms of the Performance Rights Plan prohibit any holder of performance rights from entering into transactions in associated products which limit the economic risk of participating in unvested entitlements.

The structure, policies and practices in relation to non-executive directors, the Managing Director and senior executive remuneration is described in the Remuneration Report (within the Directors' Report). Details of the nature and amount of each element of the remuneration of each director of GDI and other Key Management Personnel (KMP) are also disclosed in the relevant section of the Directors' Report. Non-executive directors receive a fixed fee, are not entitled to participate in any performance related compensation and there is no retirement benefit scheme for non-executive directors other than payment of statutory superannuation.