



ASCENTdata

Executive & Board Remuneration Report

Market Cap between \$300 Million - \$500 Million

Reporting Year: 12 months to 30 September 2020

Prepared By: AscentData

AscentData Pty Ltd
Level 7, 10 Queen Street
Melbourne, Victoria 3000, Australia
T: 1300 260 809 T: +61 3 9654 3210
www.ascentdata.com.au ACN: 610 444 598

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OVERVIEW

Welcome to the AscentData Executive and Board Remuneration Report. This Executive and Board Remuneration Report provides informative analysis on board and executive remuneration for companies with a market capitalisation of \$300 Million - \$500 Million.

The data used in this report is collected from publicly disclosed information in Remuneration Reports for each Australian listed company. AscentData has a substantial database of remuneration information for ASX listed companies, with more than 1000 companies in our database. This enables AscentData to gain an in-depth understanding of remuneration practice for both board and senior executive roles in Australian companies.

Our Executive and Board Remuneration Report series aims to provide clients with an informative and cost effective means to understand how your current remuneration practices align with the Australian companies with a similar market capitalisation. These reports provide analysis of multiple aspects of board and executive remuneration practices and policies across the comparator group included in each report.

While these reports do not provide specific benchmarking of your roles to the analysis presented (this is available in AscentData Tailored Reports), they do provide a guide as to remuneration practices within the comparator group. In addition, each report includes analysis of year-on-year movement for each role included in this report.

Executive roles in companies have many titles. In undertaking our analysis we group like roles into standard, generic titles. For example, companies may have roles responsible for sales and marketing, sales, or marketing. In our Executive and Board Remuneration Reports these are aggregated under Top Executive Sales & Marketing. However, our database does enable further segmentation where there is sufficient data reported by companies.

What is in this report?

Analysis of remuneration of 70 companies with a market capitalisation of \$300 Million - \$500 Million as at 30 September 2020.

COMPANIES INCLUDED IN THIS REPORT

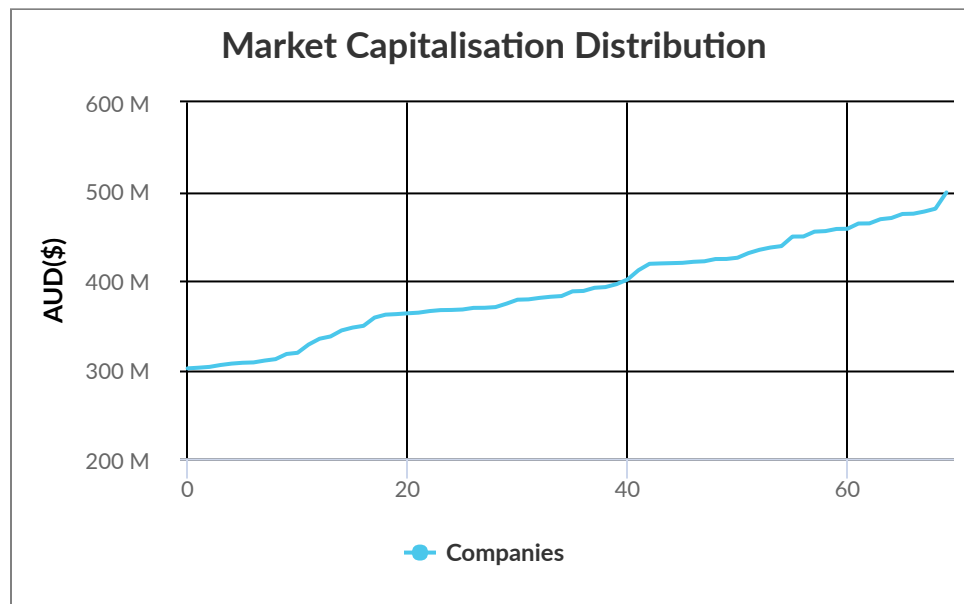
Financial Year End Dates

Companies included in this report may have a variety of Financial Year end dates through the year. The following table shows the distribution of reporting dates grouped by quarter, for companies that are included in the analysis in this report:

	Financial Year end date			
	Q1 31 December 2019	Q2 31 March 2020	Q3 30 June 2020	Q4 30 September 2020
This Report	15	4	49	2
% of all Companies	21 %	6 %	70 %	3 %

Market Capitalisation Distribution

This graph shows the distribution of companies included in this comparator group by market capitalisation. Market capitalisations are calculated as at 30 September 2020:











Companies by Sector

The following table provide details of the distribution of companies across the three main segments of this report:

	No. of Companies in this Report	% of Companies in this Report
All Industries (excl. Financial and Resources)	37	53%
Financial Services	18	26%
Resources	15	21%
All Industries (including all Sectors)	70	100%

INTRODUCTION

The AscentData database includes extensive data on board and executive roles. This report contains analysis on the following board and executive roles shown by the ticks in the right hand column, that are reported by listed companies, within the scope of this report:

Generic Title	Examples of other reported titles used for this role	Included
Chair	Chairman Chair	
Non Executive Director	Non Executive Director	
Chief Executive Officer	Managing Director Group Managing Director	
Chief Financial Officer	Group Chief Financial Officer Finance Director CFO and Company Secretary	
Top Executive: Operations	Chief Operating Officer Group Chief Operating Officer Group General Manager, Operations	
Top Executive: Business Unit	Executive Director / Executive General Manager / Group Executive / Chief Executive, [Product/Subsidiary/Region/Business Line] For example: <ul style="list-style-type: none"> Executive General Manager, Retail Group General Manager, (Region) Chief Executive Officer, Consumer Products 	
Top Executive: Sales & Marketing	Marketing Director Chief Marketing Officer General Manager, Sales Group General Manager, Business Development Executive Director, Sales, Marketing and Distribution	
Top Executive: Legal	General Counsel Group Counsel General Legal and Company Secretary	

INTRODUCTION

Generic Title	Examples of other reported titles used for this role	Included
Top Executive: People	Director, Human Resources Director, People & Culture Group Executive, People and Culture Chief People Officer	
Top Executive: IT & Technology	Chief Information Officer Group General Manager, IT Head of Technology	
Top Executive: Strategy, Development & Commercial	Executive General Manager, Commercial Head of Corporate Development General Manager, Projects Chief Executive, Strategy and Development	
Top Executive: Other Roles	Executive Director / Executive General Manager / Group Executive / General manager Includes a range of other roles, including; <ul style="list-style-type: none"> • Exploration • Geology • Innovation • Corporate Services • Health, Safety & Environment • Sustainability • Administration 	<ul style="list-style-type: none"> • Financial Services • Company Secretary • Supply • Risk • Research • Investment 

For some roles with limited records (where the sample size is 3 or 4), only the Median and Mean (Average) are provided. In the case of less than three records reported, no data is provided. Data for additional roles is contained in the AscentData database. Further analysis may be provided in our Tailored Reports. Please contact us for further information about our alternative reporting options.

INTRODUCTION

For each role a range of data points are provided:

- Chair and Non-executive directors
 - Base Cash fees
 - Total fees
- Executive roles
 - Base pay (BP)
 - Fixed pay (FP)
 - FP + STI
 - Total Package (FP + STI + LTI)

There is a broad range of salaries for each position, so it is essential to understand the distribution of cases to allow effective and reliable salary comparisons. Points within the range of salaries are provided for:

Term	Definition
25th Percentile (1st Quartile)	the point below which sit 25% of cases, and above which sit 75% of cases
Median (Median)	the mid-point of cases, above and below which sit 50% of cases
75th Percentile (3rd Quartile)	the point below which sit 75% of cases, and above which sit 25% of cases
Mean (average)	the average across all cases calculated by adding all salaries together and dividing by the number of cases

In addition, the analysis in this report includes:

- Year-on-year movements for 'all records'
- Year-on-year movements for 'same incumbents'
- Board and Committee fee policies
- Board annual fee limits
- Board equity pay
- STI design and policy
- LTI design and policy
- Gender analysis
- Share ownership policy

METHODOLOGY AND GLOSSARY

The methodology used for the development and administration of AscentData reports ensures a reliable process, delivering consistent quality data.

Methodology

Currency

There are some cases of Australian companies which report in other currencies. Therefore, it is important that these records are converted to a single currency using a consistent methodology. Where companies reported in other than Australian Dollars (AUD) the reported data has been converted to AUD utilising the average annual exchange rate for each company's financial year.

Capture Period

The data capture period is for the financial year 12 months ending on 30 September 2020 regardless of the actual financial year end date for each company during the year. For example, this report includes company data based on Financial Year end dates of:

- 31 December 2019
- 31 March 2020
- 30 June 2020
- 30 September 2020

Data has not been aged for the variation in the above reporting period.

Treatment of part year and termination pay

Where a Chair, director, or executive has had less than 12 months' payment within a year, that record has been excluded from calculations.

Termination pay, sign on bonuses, other extraneous or "one off" payments e.g. relocation costs, are excluded where this amount has been identified.

Treatment of Short Term Incentives

Where a company has a Short Term Incentive (STI) plan that defers part of a STI payment, for the purposes of this report the total STI is treated as having been earned in the data capture year, even though payment may be received in the following years.

The majority of companies report "Maximum" STI policy. Based on analysis of the practice adopted by ASX companies, where Target STI Policy is not provided, a Target is calculated by dividing the reported Maximum by 1.5

Treatment of Long Term Incentives

For the purposes of the calculation of annual Total Package and same incumbent change analysis, the Long Term Incentive (LTI) values listed in statutory remuneration tables have been utilised.

Limited Records

- If sample size is less than 3, no data is included ;
- If sample size is 3 or 4, the Median (Median) and Mean (Average) is included, and
- If sample size is 5 or more, the 25th, 50th, 75th percentile and Mean results are included.

"All Records" Year on Year movement

As there are changes each year in the companies and individuals, the median and mean results is calculated for each year across all records. The Year on Year movement is the percentage change between the values for each year.

"Same Incumbent" Year on Year Movement

These records are for the same executives in the same roles over both years. The percentage increase from year to year is calculated for each incumbent. The median and mean of these percentage increases are then calculated.

METHODOLOGY AND GLOSSARY

Glossary

Term	Definition
Base Fee	Annual fee, fees for chairing, or being a member of a board committee (where applicable).
Total Fee	Total Fee is made up of Base Fee, plus benefits, superannuation and the value of equity granted for the year.
Committee Fees	Fees paid for chairing or being a member of a board committee.
Base Pay	Cash salary paid to an executive.
Superannuation	Payment made to superannuation.
Benefits	Other entitlements not captured above e.g. parking, motor vehicle etc. Sign on bonuses, termination payments and relocation expenses have been excluded where these payments have been identified.
Fixed Pay (FP)	Salary + Superannuation.
Short Term Incentive (STI)	An incentive plan where payment is based on measures over a 12 month or shorter period.
Long Term Incentive (LTI)	An incentive plan where the measurement period is greater than 12 months.
Total Package (TP)	Base Pay + Superannuation + Benefits + Actual Short Term Incentive + Long Term Incentive Reported Value Granted, ie, The sum of FP+STI+LTI+benefits.
25th percentile	The point below which sit 25% of cases, and above which sit 75% of cases.
Median / Median	The mid-point of cases, above and below which sit 50% of cases.
75th percentile	The point below which sit 75% of cases, and above which sit 25% of cases.
Mean (average)	The average across all cases calculated by adding all salaries together and dividing by the number of cases.
Year on Year	Comparing the change in remuneration for the same role over two periods. This may be used to assess changes for the total population or for people who have been in the same role in both reporting periods.

BOARD PAY

Overview

Board pay is always subject to scrutiny by shareholders. This section of the Executive and Board Remuneration Report provides analysis on actual fees paid, the components of board remuneration, and the policy position for fees. The analysis includes:

- Actual fees paid, including year-on-year movements
- Fee policy for base fees and committee fees
- Gender analysis
- Annual Fee Limits
- Equity allocations

Board Remuneration Tables

The data for the Chair and Non-Executive Directors relates to the remuneration received by the incumbent for the year across the following pay elements:

Pay Element	Description
Base Fees	Cash fees paid (including committee fees paid)
Total Fees	Base Fees + Superannuation + Benefits + Equity

Where there is insufficient data from the population of a role, no data is shown for that data point. Specific guidelines adopted for the presentation of analysis is based on the number of records available and is contained in the Methodology section of this report.

The data relates to incumbents who filled the role for the full year. Therefore, individuals who commenced, were promoted, or ceased during the year are excluded from the analysis.

Year on Year movement

In addition to providing actual remuneration paid for the financial year, the report provides year on year movement for each role. There are two views of this information based on the following populations:

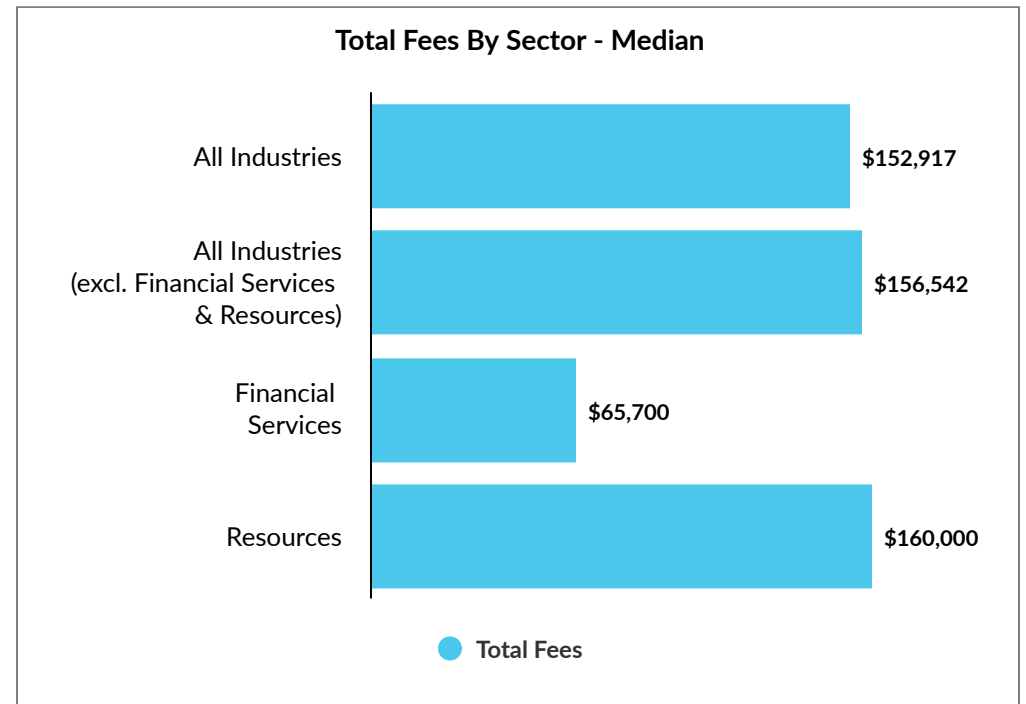
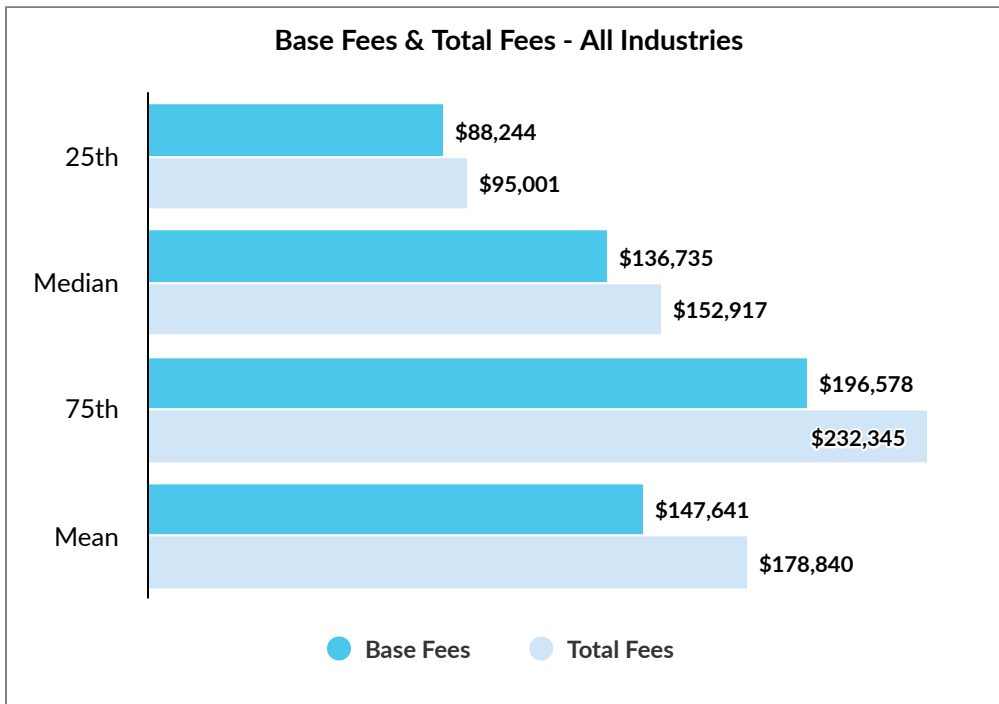
- “All Records” compares all full year records reported in this report, with the full year records reported in the 12 months prior to the period of this report. Therefore, this is influenced by board members appointments and cessations over the two year period, as there will be some changes in board members and companies between the two years. The median and mean result is calculated for each year separately, and the percentage movement between these two values is calculated
- “Same Incumbent Records” provides analysis of the level of movement in the fees of board members that have been in the same role for all of the period of this report and the previous 12 months. The percentage increase from year to year is calculated for each incumbent. The median and mean of these percentage increases is then calculated.

BOARD PAY

Chair

Actual Base Fee includes annual fee, fees for chairing, or being a member of a board committee (where applicable). Actual Total Fee is made up of Base Fee, plus benefits, superannuation and the value of equity granted for the year.

The Chair analysis excludes Executive Chairs, and Chairs who performed the role for part of the reporting year.



BOARD PAY

Chair

Reported Fees All Full Year Records

All Industries	25th	Median	75th	Mean
Base Fees	\$88,244	\$136,735	\$196,578	\$147,641
Total Fees	\$95,001	\$152,917	\$232,345	\$178,840
Records	55			

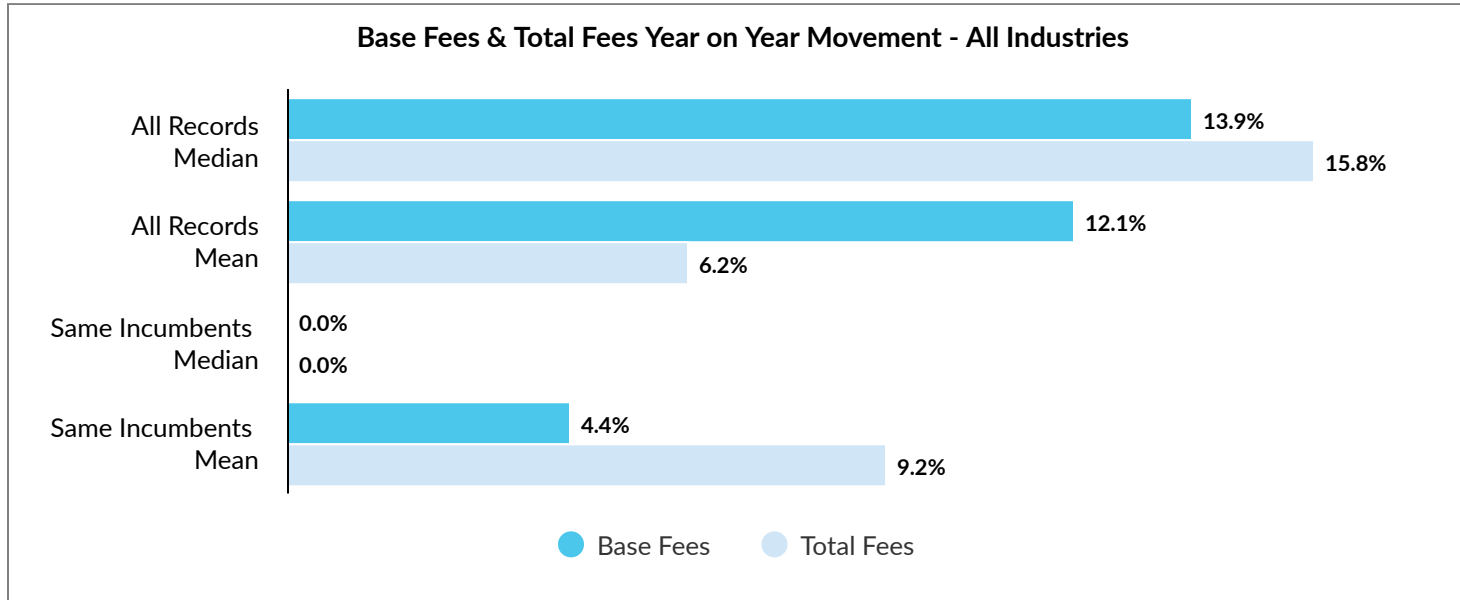
Financial Services	25th	Median	75th	Mean
Base Fees	\$45,662	\$60,000	\$173,107	\$107,550
Total Fees	\$50,000	\$65,700	\$189,553	\$117,617
Records	12			

All Industries (excl. Financial Services & Resources)	25th	Median	75th	Mean
Base Fees	\$94,428	\$136,872	\$177,178	\$150,501
Total Fees	\$117,886	\$156,542	\$207,408	\$176,539
Records	32			

Resources	25th	Median	75th	Mean
Base Fees	\$126,250	\$136,875	\$216,334	\$179,413
Total Fees	\$134,547	\$160,000	\$237,234	\$246,759
Records	11			

BOARD PAY

Chair



BOARD PAY

Chair

Year on Year Movement – All Records and Same Incumbent

	All Records		Same Incumbents	
	Median	Mean	Median	Mean
All Industries				
Base Fees	13.9 %	12.1 %	0.0 %	4.4 %
Total Fees	15.8 %	6.2 %	0.0 %	9.2 %
Latest Year Records	55		48	
Previous Year Records	54			

	All Records		Same Incumbents	
	Median	Mean	Median	Mean
Financial Services				
Base Fees	0.0 %	2.9 %	0.0 %	1.7 %
Total Fees	0.0 %	3.5 %	0.0 %	1.7 %
Latest Year Records	12		12	
Previous Year Records	15			

	All Records		Same Incumbents	
	Median	Mean	Median	Mean
All Industries (excl. Financial Services & Resources)				
Base Fees	14.1 %	13.3 %	0.0 %	2.8 %
Total Fees	14.6 %	19.0 %	0.0 %	14.5 %
Latest Year Records	32		26	
Previous Year Records	28			

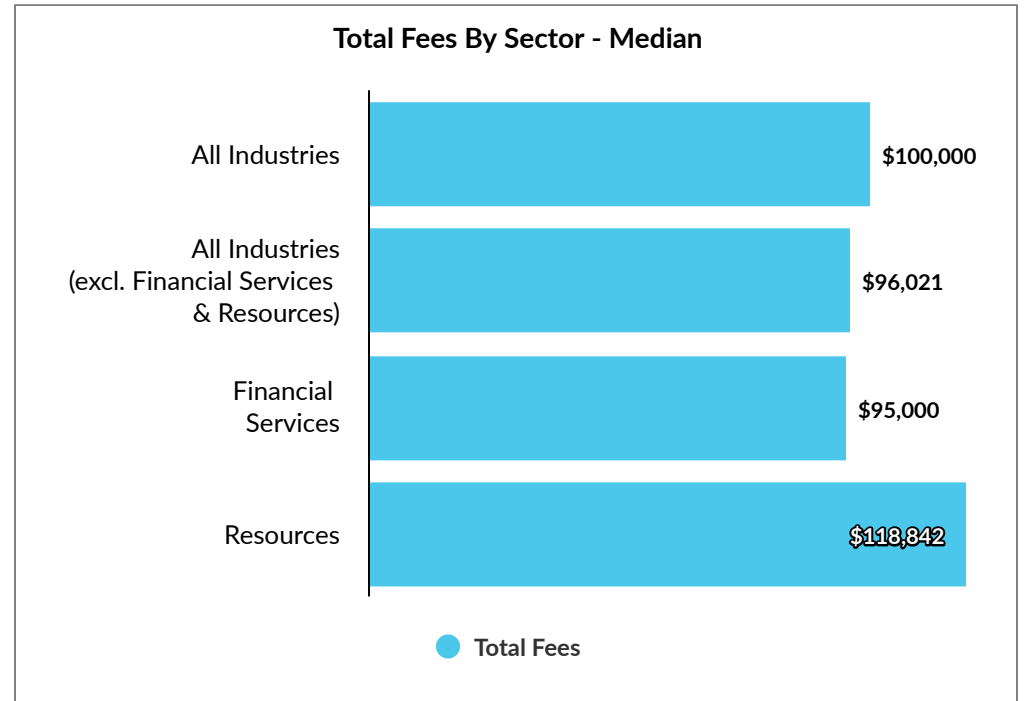
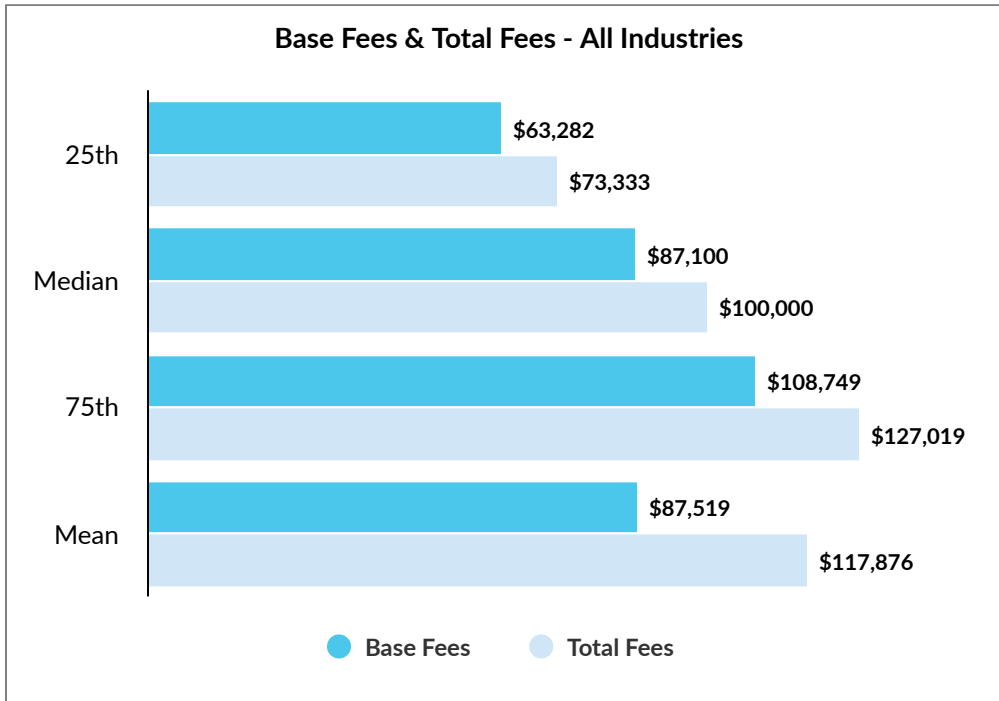
	All Records		Same Incumbents	
	Median	Mean	Median	Mean
Resources				
Base Fees	13.3 %	11.5 %	0.0 %	11.3 %
Total Fees	21.2 %	-12.6 %	0.2 %	4.4 %
Latest Year Records	11		10	
Previous Year Records	11			

BOARD PAY

Non-Executive Directors

Actual Base Fee includes annual fee, fees for chairing, or being a member of a board committee (where applicable). Actual Total Fee is made up of Base Fee, plus benefits, superannuation and the value of equity granted for the year.

The Non Executive Director analysis excludes Executive Directors, and Directors who performed the role for part of the reporting year.



BOARD PAY

Non-Executive Directors

Reported Fees All Full Year Records

All Industries	25th	Median	75th	Mean
Base Fees	\$63,282	\$87,100	\$108,749	\$87,519
Total Fees	\$73,333	\$100,000	\$127,019	\$117,876
Records	225			

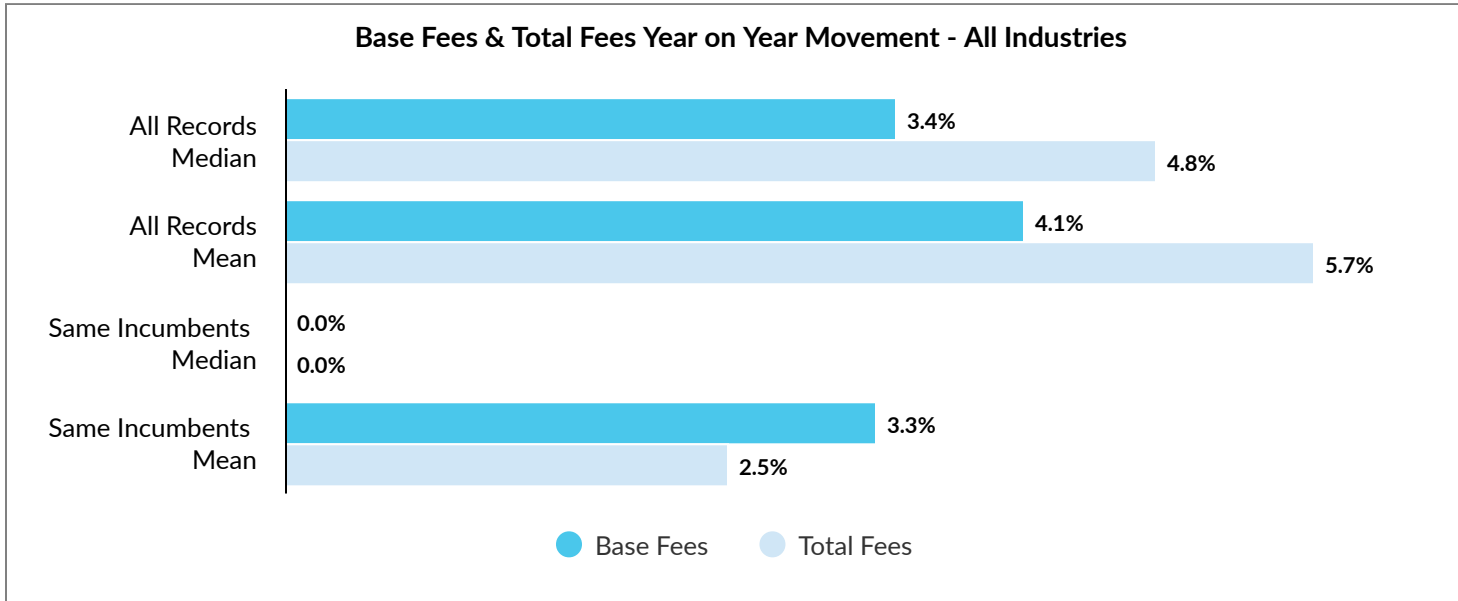
All Industries (excl. Financial Services & Resources)	25th	Median	75th	Mean
Base Fees	\$63,979	\$80,755	\$103,083	\$86,387
Total Fees	\$73,333	\$96,021	\$125,000	\$123,470
Records	129			

Financial Services	25th	Median	75th	Mean
Base Fees	\$39,178	\$86,758	\$99,818	\$76,344
Total Fees	\$44,000	\$95,000	\$110,911	\$83,416
Records	52			

Resources	25th	Median	75th	Mean
Base Fees	\$86,225	\$98,788	\$123,750	\$102,643
Total Fees	\$99,462	\$118,842	\$148,228	\$138,922
Records	44			

BOARD PAY

Non-Executive Directors



BOARD PAY

Non-Executive Directors

Year on Year Movement – All Records and Same Incumbent

All Industries	All Records		Same Incumbents	
	Median	Mean	Median	Mean
Base Fees	3.4 %	4.1 %	0.0 %	3.3 %
Total Fees	4.8 %	5.7 %	0.0 %	2.5 %
Latest Year Records	225		180	
Previous Year Records	197			

Financial Services	All Records		Same Incumbents	
	Median	Mean	Median	Mean
Base Fees	15.7 %	3.0 %	0.0 %	2.2 %
Total Fees	15.7 %	2.7 %	0.0 %	2.1 %
Latest Year Records	52		47	
Previous Year Records	53			

All Industries (excl. Financial Services & Resources)	All Records		Same Incumbents	
	Median	Mean	Median	Mean
Base Fees	-1.9 %	6.2 %	0.0 %	3.1 %
Total Fees	0.9 %	3.2 %	0.0 %	2.5 %
Latest Year Records	129		100	
Previous Year Records	109			

Resources	All Records		Same Incumbents	
	Median	Mean	Median	Mean
Base Fees	-5.5 %	-2.2 %	0.0 %	5.1 %
Total Fees	-1.0 %	7.4 %	0.0 %	2.7 %
Latest Year Records	44		33	
Previous Year Records	35			

BOARD PAY

Board Diversity

There is continued focus on representation of women on boards of listed companies. The following table summarises the number and percentage of women on boards within the comparator group measured at the end of the financial year for each company.

	Male		Female	
	Number	% in Comparator Group	Number	% in Comparator Group
All Industries				
Chair	57	93 %	4	7 %
Non Executive Director	184	71 %	76	29 %

BOARD PAY

Board Fees Policy

The following section provides analysis of company policies relating to board fees, committee fees and annual fee pools, as well as analysis on the use of equity.

Board Fees Policy

The tables below provide the board fees policy values, inclusive of superannuation

All Industries	25th	Median	75th	Mean	No.
Chairman	\$132,050	\$162,125	\$239,125	\$178,361	42
Non Executive Director	\$65,700	\$85,000	\$100,000	\$85,250	49

Financial Services	25th	Median	75th	Mean	No.
Chairman	\$65,700	\$174,000	\$209,125	\$155,117	8
Non Executive Director	\$64,331	\$88,563	\$100,000	\$85,963	10

All Industries (excl. Financial Services & Resources)	25th	Median	75th	Mean	No.
Chairman	\$134,000	\$160,000	\$230,000	\$175,952	25
Non Executive Director	\$64,747	\$80,460	\$94,250	\$79,561	28

Resources	25th	Median	75th	Mean	No.
Chairman	\$150,000	\$164,250	\$240,900	\$205,717	9
Non Executive Director	\$93,075	\$100,000	\$115,000	\$99,082	11

BOARD PAY

Committee Fees

Committee Fees Policy

The following table demonstrates how various committee information has been aggregated into the following analysis based on the common committee titles that are used by companies:

Title	Examples of Common Titles
Audit Committee	Audit Committee Audit & Risk Committee
Remuneration Committee	Remuneration Committee Human Resources Committee Remuneration & Nominations Committee
Nominations Committee	Nominations Committee Nominations & Governance Committee
Other Committees	Risk Committee Health & Safety Committee Safety Committee Environment & Sustainability Committee Project Committee Investment Committee Corporate Responsibility Committee Ethics Committee Technical Committee

Audit and Remuneration Committees

The two most frequently occurring committees for which committee fees are paid are Audit and Remuneration. It is common practice of companies covered in this report to provide details of the fees to chair or to be a member of these committees. Therefore, where there are sufficient records, segmented information is provided for these committees.

Other Committees

There were a range of other committees reported, however, there is limited data to provide details of committee fees for each of these committees. Therefore, these records are aggregated.

BOARD PAY

Committee Fees – Committee Chair

All Industries	25th	Median	75th	Mean	No.
Audit / Risk Committee	\$10,838	\$15,000	\$22,050	\$16,924	32
Remuneration Committee	\$10,244	\$14,888	\$20,000	\$15,288	30
Nominations Committee	-	-	-	-	2
Other Committees	\$9,713	\$15,000	\$30,788	\$20,535	16

All Industries (excl. Financial Services & Resources)	25th	Median	75th	Mean	No.
Audit / Risk Committee	\$13,333	\$15,000	\$20,000	\$16,673	21
Remuneration Committee	\$13,587	\$15,000	\$19,106	\$15,757	18
Nominations Committee	-	-	-	-	1
Other Committees	\$9,426	\$15,000	\$33,151	\$23,571	11

Financial Services	25th	Median	75th	Mean	No.
Audit / Risk Committee	-	\$23,450	-	\$21,069	4
Remuneration Committee	\$10,000	\$10,950	\$25,000	\$15,760	5
Nominations Committee	-	-	-	-	1
Other Committees	-	\$10,000	-	\$15,792	3

Resources	25th	Median	75th	Mean	No.
Audit / Risk Committee	\$8,475	\$10,950	\$23,450	\$15,311	7
Remuneration Committee	\$5,738	\$10,950	\$20,713	\$13,747	7
Nominations Committee	-	-	-	-	-
Other Committees	-	-	-	-	2

BOARD PAY

Committee Fees – Committee Member

All Industries	25th	Median	75th	Mean	No.
Audit / Risk Committee	\$5,000	\$10,000	\$10,950	\$9,620	21
Remuneration Committee	\$4,981	\$9,100	\$11,498	\$8,993	20
Nominations Committee	-	-	-	-	2
Other Committees	\$6,063	\$10,000	\$12,593	\$11,269	10

All Industries (excl. Financial Services & Resources)	25th	Median	75th	Mean	No.
Audit / Risk Committee	\$5,000	\$9,426	\$10,000	\$8,966	14
Remuneration Committee	\$5,000	\$8,200	\$10,000	\$8,837	13
Nominations Committee	-	-	-	-	1
Other Committees	\$4,669	\$10,000	\$12,500	\$11,075	8

Financial Services	25th	Median	75th	Mean	No.
Audit / Risk Committee	-	\$10,950	-	\$12,300	3
Remuneration Committee	-	\$10,950	-	\$9,563	3
Nominations Committee	-	-	-	-	1
Other Committees	-	-	-	-	1

Resources	25th	Median	75th	Mean	No.
Audit / Risk Committee	-	\$9,582	-	\$9,897	4
Remuneration Committee	-	\$9,308	-	\$9,076	4
Nominations Committee	-	-	-	-	-
Other Committees	-	-	-	-	1

BOARD PAY

Aggregate Fees Limit

The following table provides data on market practice in relation to Aggregate Fee Limits for companies included in this report. Information provided is both the current values of the Aggregate Fee Limit, and the increase from the previous reporting period (YoY %):

All Industries	25th	Median	75th	Mean	No.
Annual Fee Limit	\$500,000	\$700,000	\$1,000,000	\$732,324	59
YoY % Increase	0.0 %	-6.7 %	0.0 %	-0.5 %	

Financial Services	25th	Median	75th	Mean	No.
Annual Fee Limit	\$250,000	\$550,000	\$950,000	\$587,692	13
YoY % Increase	0.0 %	-8.3 %	0.0 %	-9.5 %	

All Industries (excl. Financial Services & Resources)	25th	Median	75th	Mean	No.
Annual Fee Limit	\$500,000	\$750,000	\$1,025,000	\$778,004	32
YoY % Increase	-2.0 %	0.0 %	2.5 %	4.2 %	

Resources	25th	Median	75th	Mean	No.
Annual Fee Limit	\$518,250	\$675,000	\$1,100,000	\$762,214	14
YoY % Increase	-13.6 %	-10.0 %	-8.3 %	-6.1 %	

BOARD PAY

Board Equity Payments

Board equity for the purpose of this report is where a Chair or Non-Executive Director receives some or all of their fees associated with their role in the form of equity in the company. This may be in the form of rights, options, shares, or other units aligned with share price that are settled in cash at a future date.

The Median and Mean analysis below is based only on those companies which use equity as a form of board payment.

All Industries	% of All Companies in this Report	Median % of Fees as Equity	Mean % of Fees as Equity	Records
Chairman	7 %	42 %	54 %	5
Non Executive Director	16 %	51 %	53 %	24

Financial Services	% of All Companies in this Report	Median % of Fees as Equity	Mean % of Fees as Equity	Records
Chairman	-	-	-	-
Non Executive Director	-	-	-	-

All Industries (excl. Financial Services & Resources)	% of All Companies in this Report	Median % of Fees as Equity	Mean % of Fees as Equity	Records
Chairman	4 %	42 %	51 %	3
Non Executive Director	7 %	57 %	56 %	13

Resources	% of All Companies in this Report	Median % of Fees as Equity	Mean % of Fees as Equity	Records
Chairman	-	-	-	2
Non Executive Director	9 %	41 %	50 %	11

EXECUTIVE PAY

Overview

This section of the Executive and Board Remuneration Report provides analysis on actual remuneration paid, the structure of remuneration packages and the policy positions that underpin executive remuneration. The analysis includes:

- Actual remuneration paid, including year-on-year movements
- Remuneration policy, including incentive design and practice
- Gender analysis, both representation and remuneration
- Share ownership policy

EXECUTIVE PAY

Executive Remuneration Tables

Companies which are included in this report use a range of titles for executive roles which are disclosed. AscentData aggregates this data using a number of generic titles which describe the function being performed. Using this approach, analysis is provided for the following roles in this report:

- Chief Executive Officer
- Chief Financial Officer
- Top Executive: Operations
- Top Executive: Business Unit
- Top Executive: Sales & Marketing
- Top Executive: Legal
- Top Executive: IT & Technology
- Top Executive: Strategy, Development and Commercial
- Top Executive: Other Executive Roles

For the following roles there are insufficient, or no records available, therefore, no analysis is provided:

- Top Executive: People

The data for executive roles relates to the remuneration received by the incumbent for the year across the following pay elements:

Pay Element	Description
Base Pay (BP)	Cash salary paid
Fixed Pay (FP)	Salary + Superannuation.
FP + STI	Fixed Pay + Short Term Incentive (including cash and equity components)
Total Package (TP)	Fixed Pay + Benefits + Short Term Incentive + Long Term Incentive reported value
STI% of FP	The median reported value of Short Term Incentive (including cash and equity) as a percentage of Fixed Pay
LTi% of FP	The median reported accounting value of Long Term Incentive as a percentage of Fixed Pay.
STI + LTi% of FP	The median total of “at risk” pay reported (Short Term Incentive + Long Term Incentive) as a percentage of Fixed Pay

Where there is insufficient data from the population of a role, no data is shown for that data point. Specific guidelines adopted for presentation of analysis based on the number of records available is contained in the Methodology section of this report.

The data relates to incumbents who filled the role for the full year. Therefore, individuals who commenced, were promoted, or ceased during the year are excluded from the analysis.

EXECUTIVE PAY

Year on Year movement

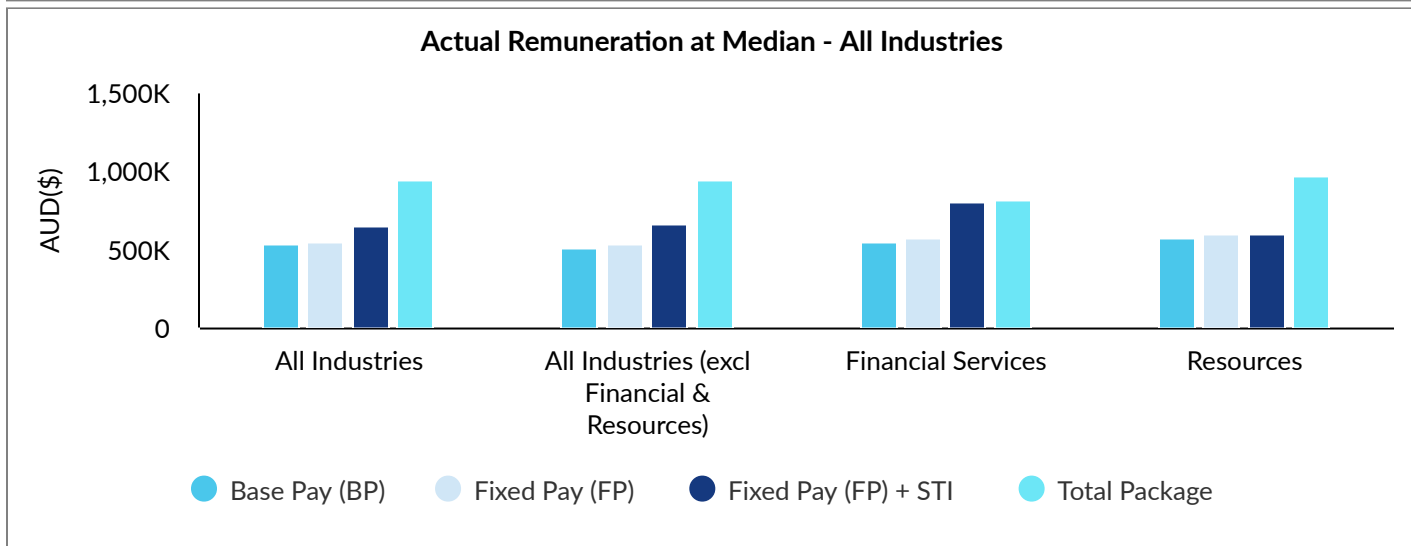
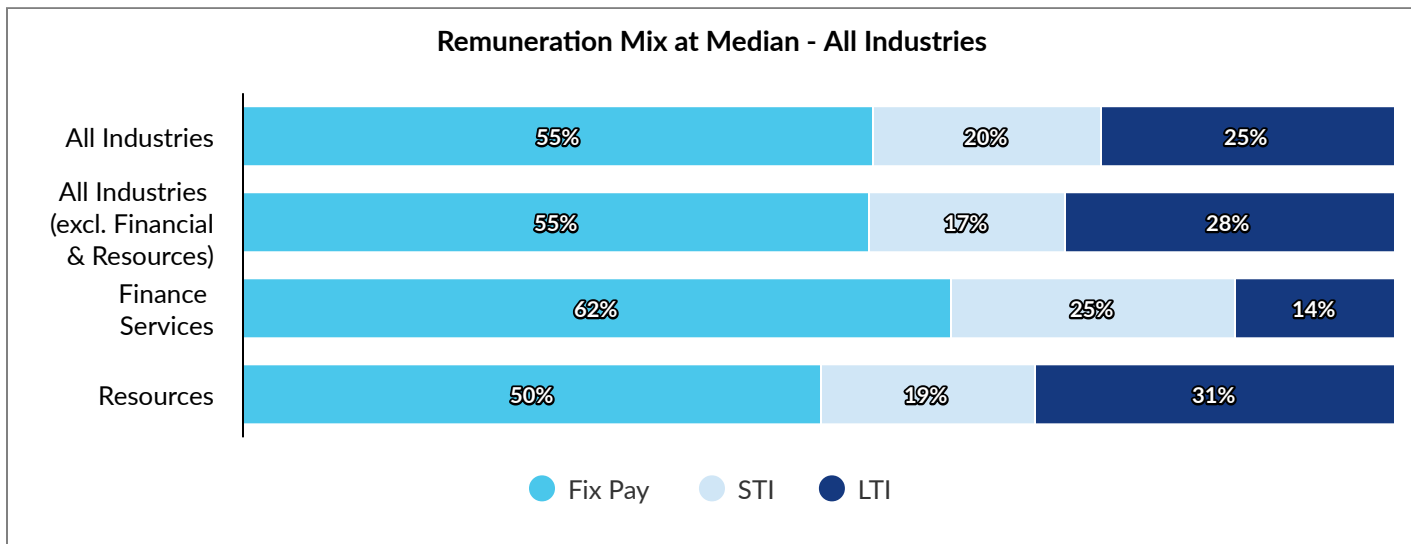
In addition to providing actual remuneration paid for the financial year, the report provides year on year movement for each role. There are two views of this information based on the following populations:

- All Records compares all full year records reported in this report, with the full year records reported in the 12 months prior to the period of this report. Therefore, this is influenced by executive appointments and cessations over the two year period, as there will be some changes in executives and companies between the two years. The median and mean results is calculated for each year separately. Then the percentage movement between these two values is calculated
- Same Incumbent Records provides analysis of the level of movement in the remuneration of executives that have been in the same role for all of both the period of this report and the previous 12 months. The percentage increase from year to year is calculated for each incumbent. The median and mean of these percentage increases is then calculated

EXECUTIVE PAY

Chief Executive Officer

This analysis includes all actual reported full year records for 12 months prior to 30 September 2020. Part year records, for example, new commencement in role, and departures during the year, have been removed.



EXECUTIVE PAY

Chief Executive Officer

Reported Remuneration All Full Year Records

All Industries	25th	Median	75th	Mean
Base Pay (BP)	\$419,268	\$536,386	\$718,202	\$600,545
Fixed Pay (FP)	\$426,019	\$557,389	\$740,553	\$620,812
FP + STI	\$488,398	\$656,500	\$976,651	\$778,130
Total Package	\$616,360	\$947,740	\$1,243,023	\$1,199,176
STI % of FP	0 %	19 %	44 %	30 %
LTI % of FP	13 %	42 %	75 %	82 %
STI + LTI % of FP	21 %	55 %	102 %	95 %
Records	48			

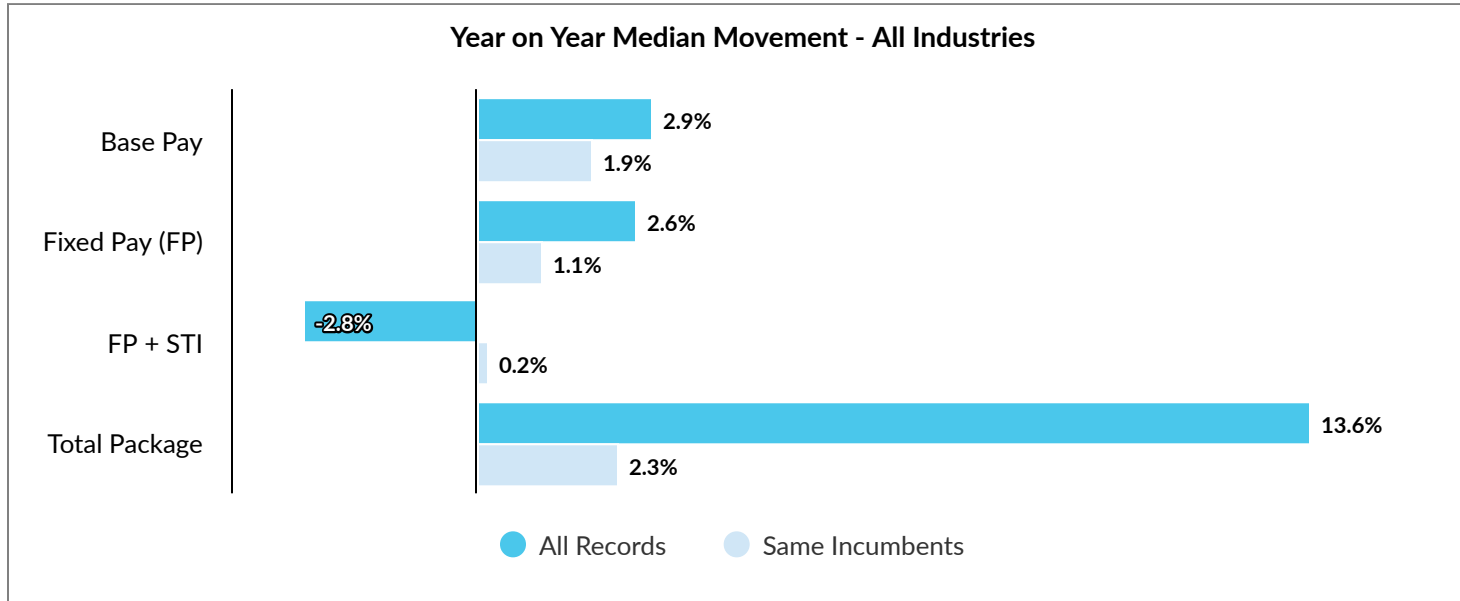
All Industries (excl. Financial Services & Resources)	25th	Median	75th	Mean
Base Pay (BP)	\$417,897	\$517,025	\$737,407	\$633,849
Fixed Pay (FP)	\$420,638	\$540,502	\$761,106	\$654,283
FP + STI	\$484,113	\$663,154	\$992,878	\$817,682
Total Package	\$621,092	\$951,520	\$1,447,571	\$1,373,451
STI % of FP	18 %	27 %	63 %	43 %
LTI % of FP	12 %	50 %	83 %	103 %
STI + LTI % of FP	22 %	56 %	118 %	120 %
Records	29			

Financial Services	25th	Median	75th	Mean
Base Pay (BP)	\$493,750	\$551,247	\$628,690	\$540,421
Fixed Pay (FP)	\$517,375	\$575,000	\$651,632	\$562,490
FP + STI	\$592,750	\$802,956	\$902,443	\$710,661
Total Package	\$502,243	\$821,135	\$1,142,468	\$753,425
STI % of FP	36 %	42 %	51 %	44 %
LTI % of FP	13 %	18 %	28 %	25 %
STI + LTI % of FP	17 %	48 %	92 %	54 %
Records	8			

Resources	25th	Median	75th	Mean
Base Pay (BP)	\$390,000	\$577,250	\$704,432	\$551,005
Fixed Pay (FP)	\$412,501	\$600,704	\$720,953	\$569,685
FP + STI	\$426,667	\$600,704	\$944,391	\$716,793
Total Package	\$776,717	\$969,027	\$1,249,703	\$1,063,907
STI % of FP	25 %	45 %	76 %	56 %
LTI % of FP	41 %	54 %	79 %	66 %
STI + LTI % of FP	46 %	70 %	113 %	82 %
Records	11			

EXECUTIVE PAY

Chief Executive Officer



EXECUTIVE PAY

Chief Executive Officer

Year on Year Movement – All Records and Same Incumbent

All Industries	All Records		Same Incumbents	
	Median	Mean	Median	Mean
Base Pay	2.9 %	7.6 %	1.9 %	12.2 %
Fixed Pay (FP)	2.6 %	7.5 %	1.1 %	11.5 %
FP + STI	-2.8 %	-1.5 %	0.2 %	14.5 %
Total Package	13.6 %	-15.1 %	2.3 %	4.6 %
Latest Year Records	48		37	
Previous Year Records	43			

Financial Services	All Records		Same Incumbents	
	Median	Mean	Median	Mean
Base Pay	-3.3 %	-6.3 %	2.0 %	1.4 %
Fixed Pay (FP)	-3.0 %	-6.0 %	2.0 %	1.5 %
FP + STI	5.1 %	-9.8 %	4.7 %	1.6 %
Total Package	4.2 %	8.6 %	7.2 %	13.1 %
Latest Year Records	8		4	
Previous Year Records	5			

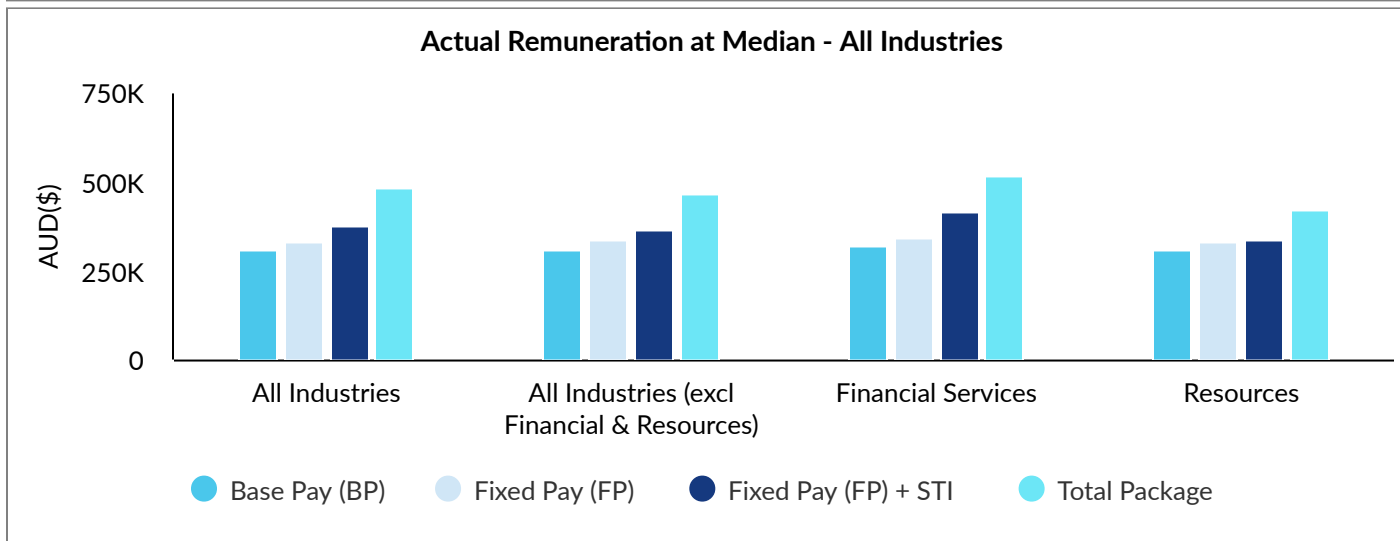
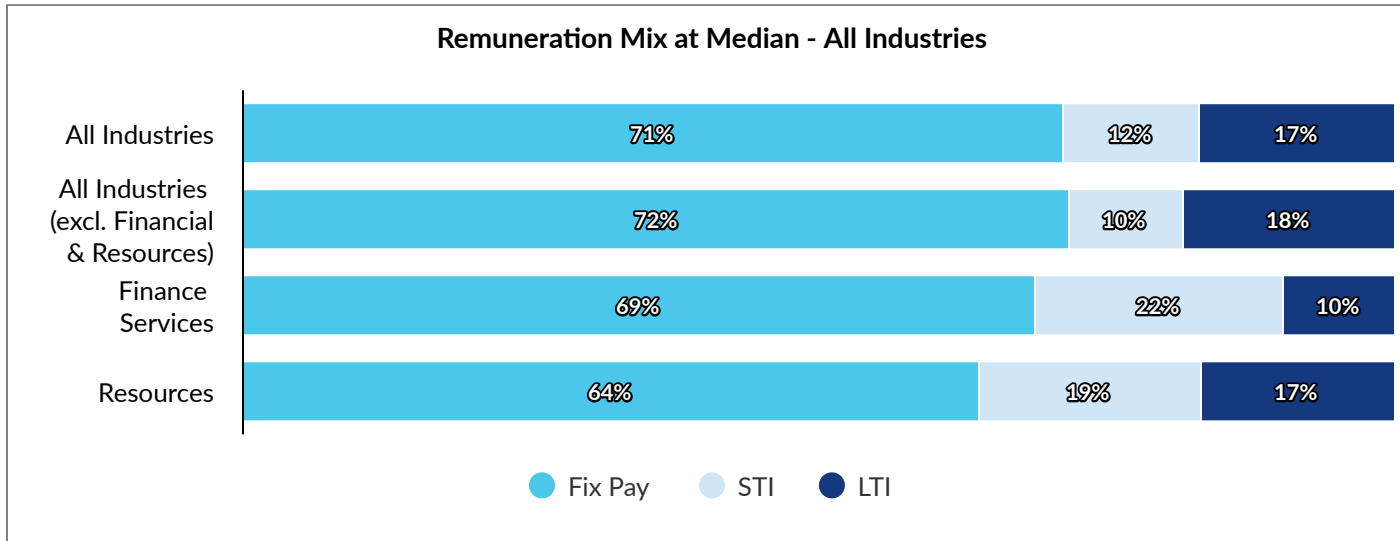
All Industries (excl. Financial Services & Resources)	All Records		Same Incumbents	
	Median	Mean	Median	Mean
Base Pay	6.7 %	9.0 %	1.4 %	2.9 %
Fixed Pay (FP)	6.8 %	8.6 %	1.7 %	2.5 %
FP + STI	8.5 %	1.7 %	5.0 %	8.7 %
Total Package	3.9 %	-10.0 %	-1.0 %	0.0 %
Latest Year Records	29		22	
Previous Year Records	26			

Resources	All Records		Same Incumbents	
	Median	Mean	Median	Mean
Base Pay	5.6 %	10.1 %	2.0 %	33.6 %
Fixed Pay (FP)	7.5 %	10.1 %	0.2 %	32.3 %
FP + STI	-15.7 %	-5.8 %	0.0 %	29.5 %
Total Package	-9.5 %	-27.4 %	11.0 %	10.8 %
Latest Year Records	11		11	
Previous Year Records	12			

EXECUTIVE PAY

Chief Financial Officer

This analysis includes all actual reported full year records for 12 months prior to 30 September 2020. Part year records, for example, new commencement in role, and departures during the year, have been removed.



EXECUTIVE PAY

Chief Financial Officer

Reported Remuneration All Full Year Records

All Industries	25th	Median	75th	Mean
Base Pay (BP)	\$268,997	\$312,235	\$401,526	\$343,341
Fixed Pay (FP)	\$275,000	\$334,690	\$425,070	\$364,021
FP + STI	\$305,896	\$379,379	\$472,500	\$414,538
Total Package	\$398,726	\$484,524	\$598,000	\$563,994
STI % of FP	0 %	11 %	25 %	16 %
LTI % of FP	12 %	24 %	34 %	31 %
STI + LTI % of FP	24 %	30 %	58 %	43 %
Records	41			

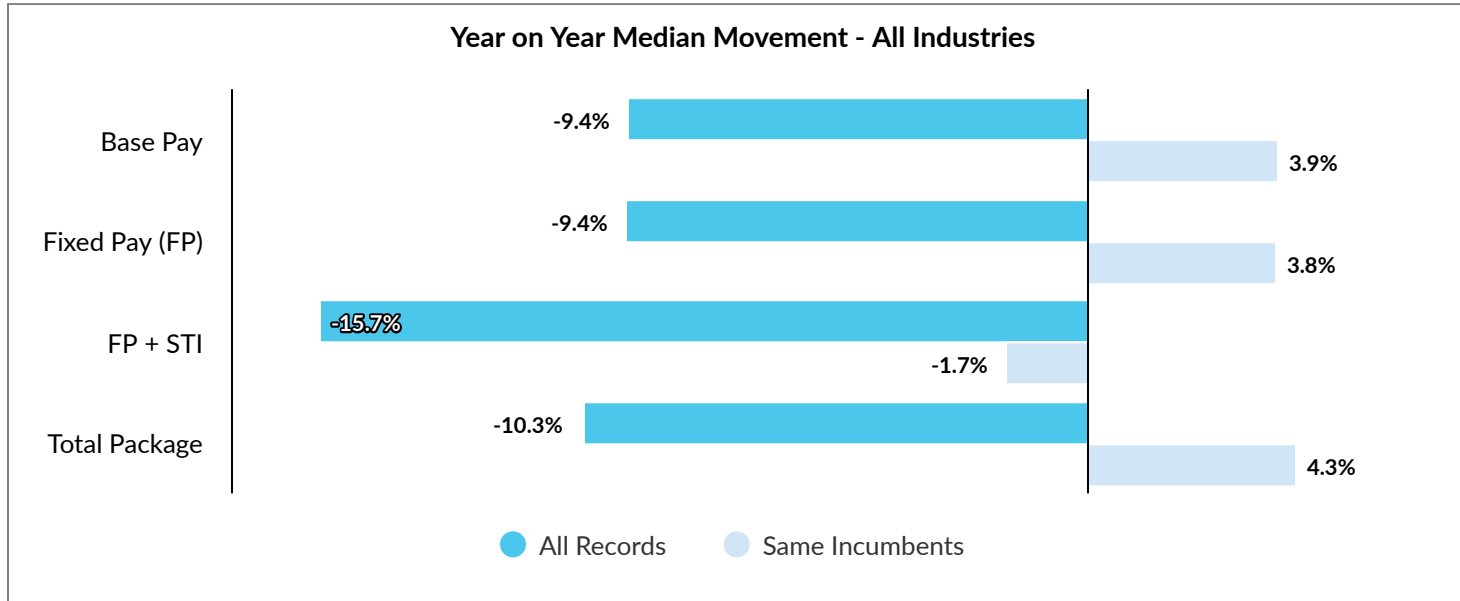
Financial Services	25th	Median	75th	Mean
Base Pay (BP)	\$273,218	\$318,750	\$348,907	\$310,646
Fixed Pay (FP)	\$296,443	\$343,750	\$371,849	\$332,082
FP + STI	\$386,211	\$419,888	\$486,367	\$420,326
Total Package	\$464,888	\$518,112	\$538,226	\$486,248
STI % of FP	23 %	28 %	35 %	33 %
LTI % of FP	10 %	16 %	20 %	17 %
STI + LTI % of FP	25 %	35 %	62 %	45 %
Records	7			

All Industries (excl. Financial Services & Resources)	25th	Median	75th	Mean
Base Pay (BP)	\$240,662	\$308,522	\$441,048	\$361,540
Fixed Pay (FP)	\$262,021	\$336,809	\$462,957	\$382,158
FP + STI	\$294,360	\$365,536	\$471,875	\$435,086
Total Package	\$402,750	\$467,590	\$694,605	\$620,789
STI % of FP	10 %	17 %	24 %	21 %
LTI % of FP	13 %	27 %	39 %	37 %
STI + LTI % of FP	18 %	31 %	72 %	48 %
Records	22			

Resources	25th	Median	75th	Mean
Base Pay (BP)	\$278,421	\$311,929	\$386,129	\$329,046
Fixed Pay (FP)	\$298,172	\$332,768	\$410,130	\$349,402
FP + STI	\$324,608	\$338,601	\$427,602	\$373,491
Total Package	\$376,100	\$421,974	\$600,451	\$505,220
STI % of FP	24 %	37 %	38 %	29 %
LTI % of FP	20 %	27 %	28 %	28 %
STI + LTI % of FP	27 %	28 %	36 %	34 %
Records	12			

EXECUTIVE PAY

Chief Financial Officer



EXECUTIVE PAY

Chief Financial Officer

Year on Year Movement – All Records and Same Incumbent

All Industries	All Records		Same Incumbents	
	Median	Mean	Median	Mean
Base Pay	-9.4 %	-3.9 %	3.9 %	5.5 %
Fixed Pay (FP)	-9.4 %	-4.3 %	3.8 %	4.6 %
FP + STI	-15.7 %	-12.4 %	-1.7 %	-2.8 %
Total Package	-10.3 %	-9.1 %	4.3 %	2.0 %
Latest Year Records	41		33	
Previous Year Records	39			

Financial Services	All Records		Same Incumbents	
	Median	Mean	Median	Mean
Base Pay	-2.8 %	-6.6 %	3.2 %	0.2 %
Fixed Pay (FP)	-2.1 %	-6.5 %	3.1 %	0.3 %
FP + STI	-1.3 %	0.4 %	1.0 %	5.3 %
Total Package	15.6 %	6.3 %	12.0 %	11.8 %
Latest Year Records	7		5	
Previous Year Records	6			

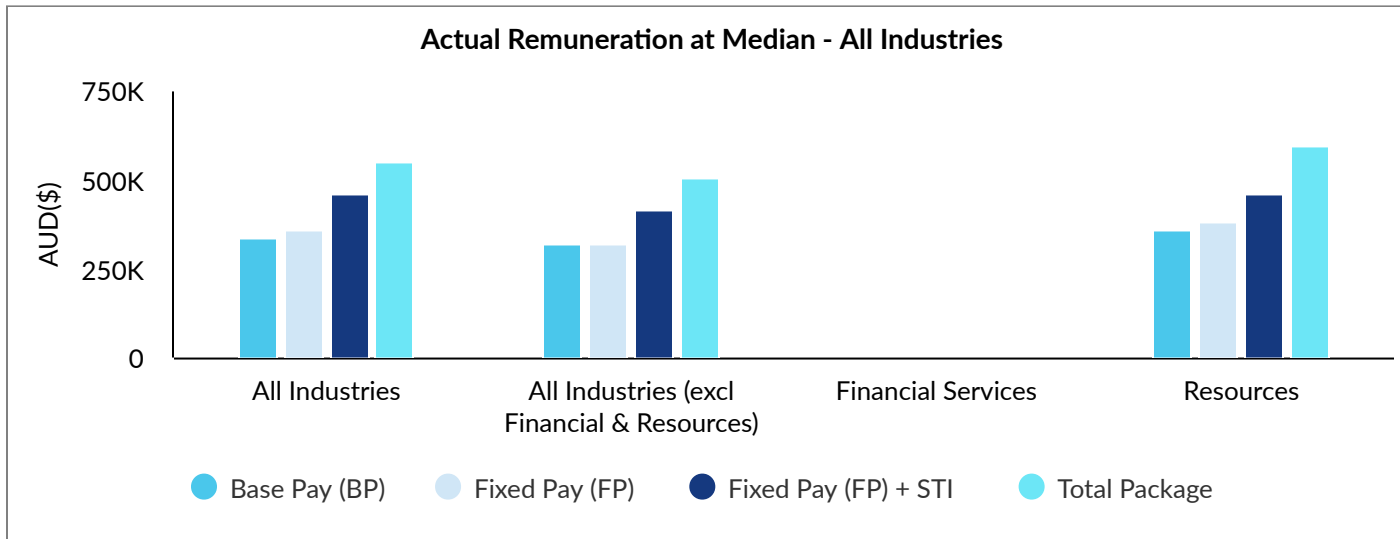
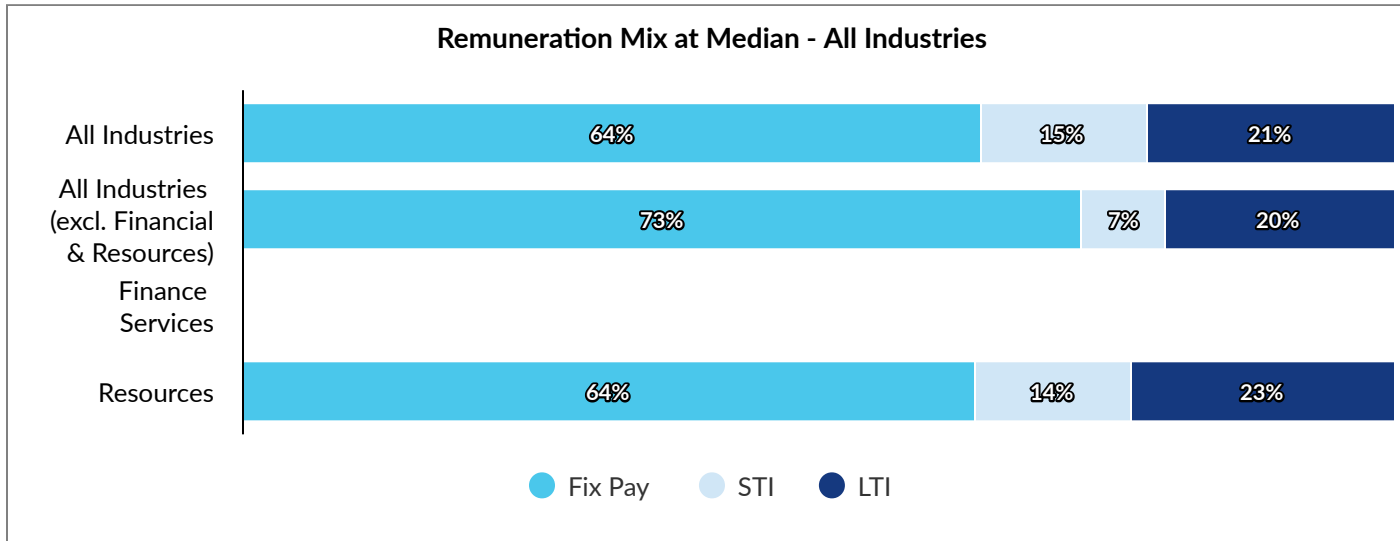
All Industries (excl. Financial Services & Resources)	All Records		Same Incumbents	
	Median	Mean	Median	Mean
Base Pay	-17.3 %	-3.8 %	4.2 %	4.7 %
Fixed Pay (FP)	-14.4 %	-3.7 %	4.1 %	4.7 %
FP + STI	-21.9 %	-14.2 %	-2.3 %	-5.2 %
Total Package	-14.3 %	-9.7 %	-3.8 %	-0.4 %
Latest Year Records	22		18	
Previous Year Records	22			

Resources	All Records		Same Incumbents	
	Median	Mean	Median	Mean
Base Pay	-3.8 %	-1.4 %	7.5 %	9.6 %
Fixed Pay (FP)	-7.5 %	-3.1 %	6.1 %	6.5 %
FP + STI	-25.1 %	-14.1 %	-1.5 %	-2.6 %
Total Package	-31.3 %	-12.3 %	-5.6 %	1.6 %
Latest Year Records	12		10	
Previous Year Records	11			

EXECUTIVE PAY

Top Executive: Operations

This analysis includes all actual reported full year records for 12 months prior to 30 September 2020. Part year records, for example, new commencement in role, and departures during the year, have been removed.



EXECUTIVE PAY

Top Executive: Operations

Reported Remuneration All Full Year Records

All Industries	25th	Median	75th	Mean
Base Pay (BP)	\$294,034	\$340,000	\$430,830	\$360,003
Fixed Pay (FP)	\$305,312	\$360,728	\$453,832	\$376,684
FP + STI	\$318,402	\$459,999	\$499,393	\$423,316
Total Package	\$469,687	\$551,049	\$622,946	\$656,843
STI % of FP	0 %	6 %	28 %	16 %
LTI % of FP	25 %	35 %	52 %	83 %
STI + LTI % of FP	27 %	43 %	72 %	88 %
Records	19			

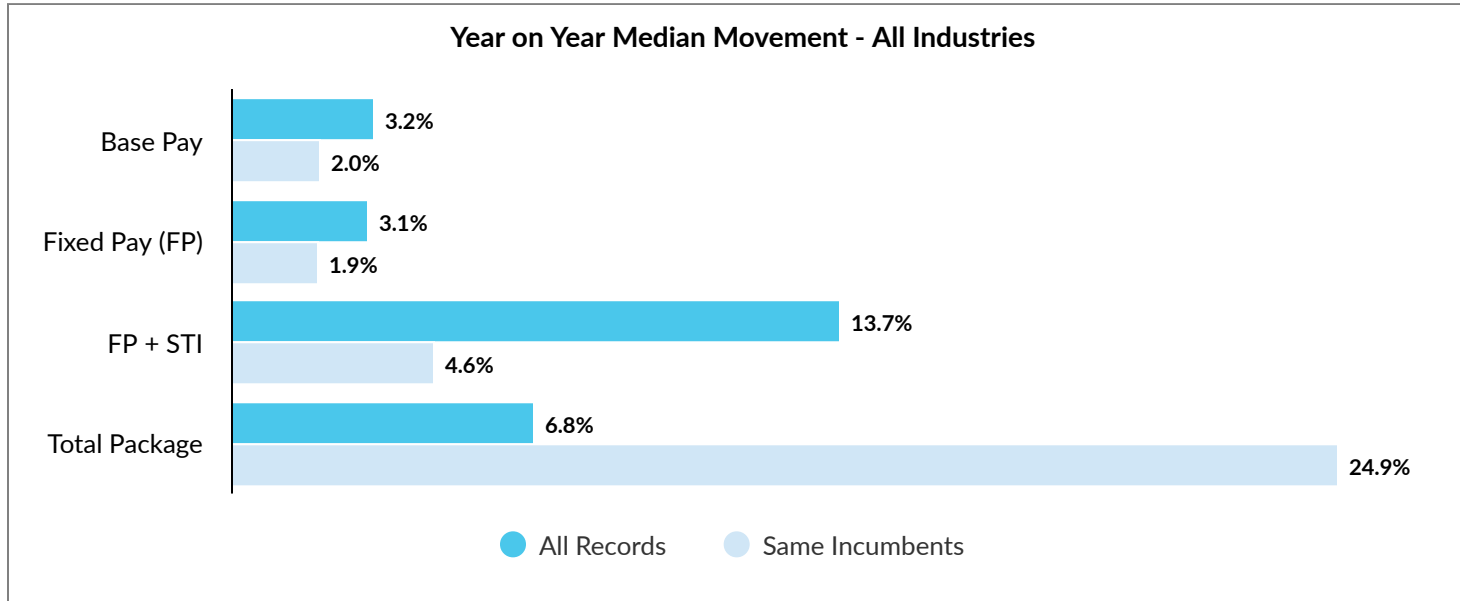
Financial Services	25th	Median	75th	Mean
Base Pay (BP)	-	-	-	-
Fixed Pay (FP)	-	-	-	-
FP + STI	-	-	-	-
Total Package	-	-	-	-
STI % of FP	-	-	-	-
LTI % of FP	-	-	-	-
STI + LTI % of FP	-	-	-	-
Records	2			

All Industries (excl. Financial Services & Resources)	25th	Median	75th	Mean
Base Pay (BP)	\$182,529	\$320,500	\$392,873	\$298,913
Fixed Pay (FP)	\$196,834	\$320,500	\$408,625	\$309,092
FP + STI	\$225,334	\$418,250	\$493,339	\$357,080
Total Package	\$282,902	\$508,932	\$544,899	\$757,177
STI % of FP	7 %	10 %	28 %	26 %
LTI % of FP	10 %	37 %	72 %	171 %
STI + LTI % of FP	13 %	28 %	68 %	160 %
Records	6			

Resources	25th	Median	75th	Mean
Base Pay (BP)	\$303,602	\$360,000	\$481,373	\$400,122
Fixed Pay (FP)	\$318,402	\$384,999	\$504,375	\$419,575
FP + STI	\$318,402	\$459,999	\$516,136	\$453,815
Total Package	\$469,687	\$599,181	\$675,711	\$623,206
STI % of FP	24 %	28 %	32 %	28 %
LTI % of FP	29 %	33 %	46 %	47 %
STI + LTI % of FP	33 %	48 %	71 %	56 %
Records	11			

EXECUTIVE PAY

Top Executive: Operations



EXECUTIVE PAY

Top Executive: Operations

Year on Year Movement – All Records and Same Incumbent

All Industries	All Records		Same Incumbents	
	Median	Mean	Median	Mean
Base Pay	3.2 %	4.3 %	2.0 %	4.3 %
Fixed Pay (FP)	3.1 %	4.2 %	1.9 %	3.7 %
FP + STI	13.7 %	-1.8 %	4.6 %	6.5 %
Total Package	6.8 %	-10.1 %	24.9 %	21.3 %
Latest Year Records	19		8	
Previous Year Records	9			

Financial Services	All Records		Same Incumbents	
	Median	Mean	Median	Mean
Base Pay	-	-	-	-
Fixed Pay (FP)	-	-	-	-
FP + STI	-	-	-	-
Total Package	-	-	-	-
Latest Year Records	2		1	
Previous Year Records	1			

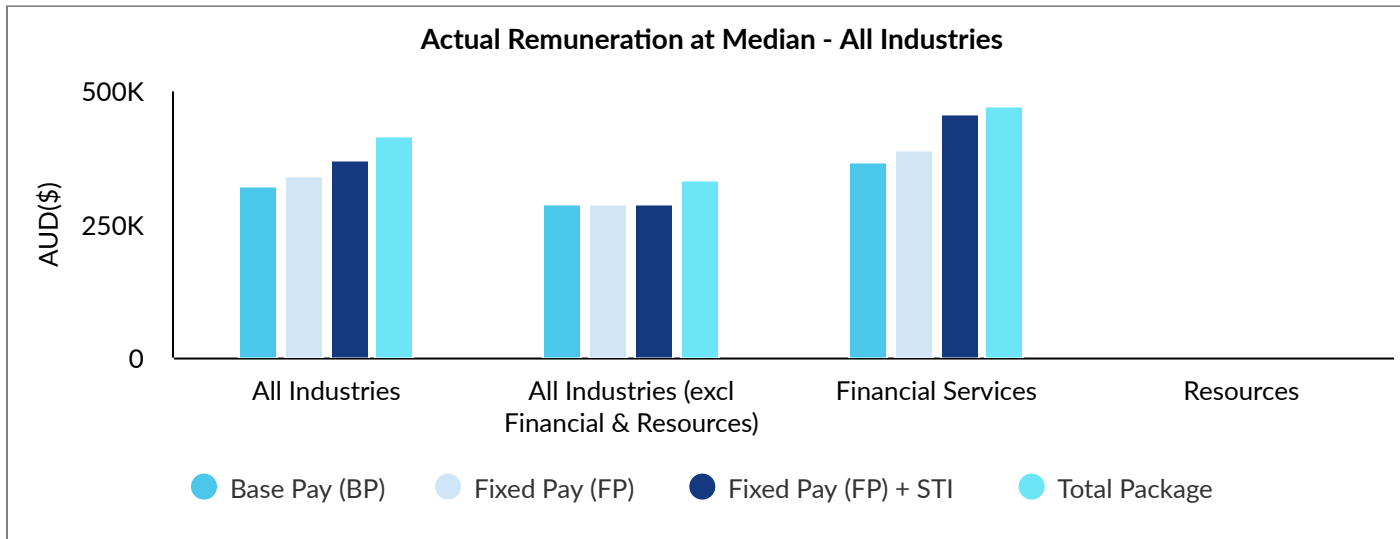
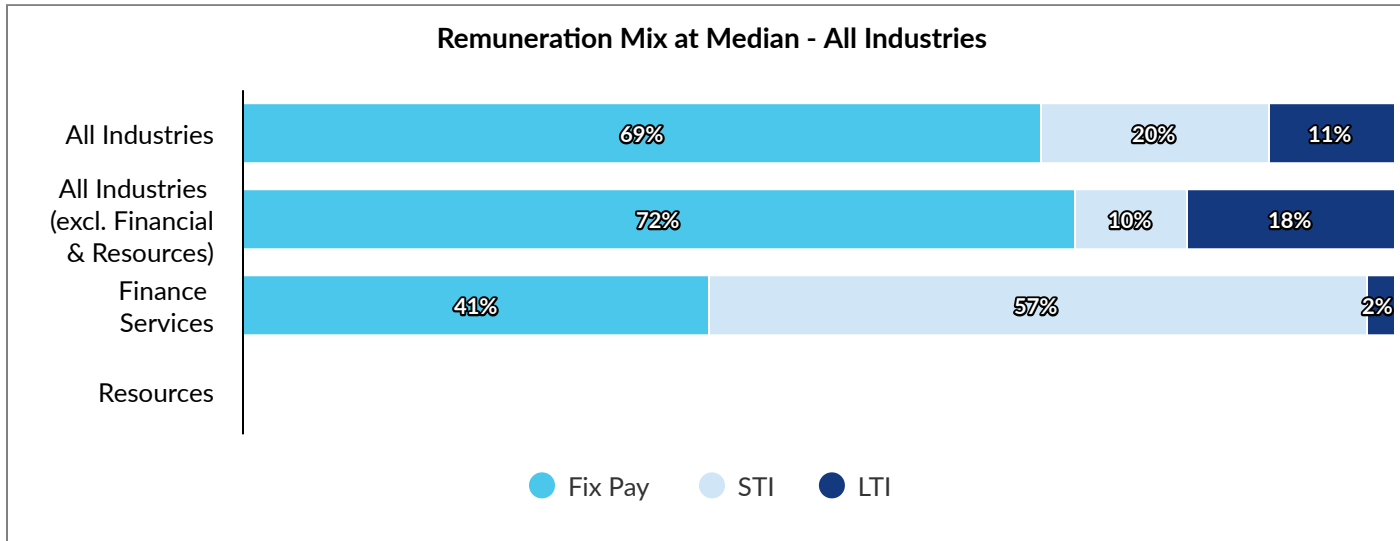
All Industries (excl. Financial Services & Resources)	Median	Mean	Median	Mean
Base Pay	15.1 %	12.3 %	3.7 %	9.8 %
Fixed Pay (FP)	11.0 %	11.9 %	3.7 %	9.7 %
FP + STI	12.6 %	3.9 %	7.5 %	18.2 %
Total Package	8.7 %	12.9 %	56.4 %	46.5 %
Latest Year Records	6		3	
Previous Year Records	4			

Resources	Median	Mean	Median	Mean
Base Pay	-17.5 %	-8.2 %	1.8 %	0.8 %
Fixed Pay (FP)	-16.1 %	-8.2 %	-0.4 %	-0.3 %
FP + STI	0.2 %	-13.6 %	-0.8 %	-2.8 %
Total Package	-23.4 %	-27.5 %	8.2 %	0.9 %
Latest Year Records	11		4	
Previous Year Records	4			

EXECUTIVE PAY

Top Executive: Business Unit

This analysis includes all actual reported full year records for 12 months prior to 30 September 2020. Part year records, for example, new commencement in role, and departures during the year, have been removed.



EXECUTIVE PAY

Top Executive: Business Unit

Reported Remuneration All Full Year Records

All Industries	25th	Median	75th	Mean
Base Pay (BP)	\$208,790	\$323,020	\$381,491	\$311,225
Fixed Pay (FP)	\$225,093	\$340,805	\$402,494	\$328,535
FP + STI	\$240,093	\$373,824	\$528,863	\$393,892
Total Package	\$268,871	\$416,372	\$552,397	\$483,892
STI % of FP	0 %	4 %	15 %	22 %
LTI % of FP	5 %	12 %	20 %	25 %
STI + LTI % of FP	6 %	11 %	33 %	40 %
Records	20			

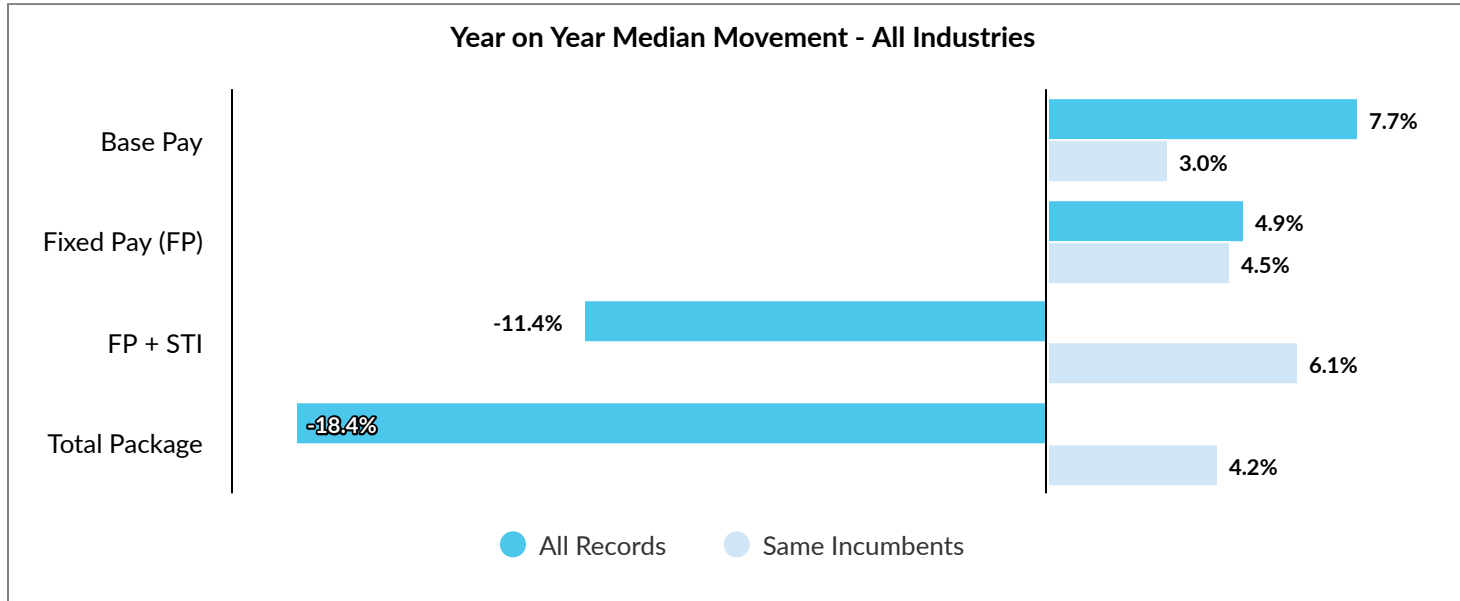
Financial Services	25th	Median	75th	Mean
Base Pay (BP)	\$294,298	\$367,235	\$471,540	\$366,921
Fixed Pay (FP)	\$319,298	\$390,000	\$491,584	\$389,491
FP + STI	\$390,000	\$457,723	\$535,700	\$481,158
Total Package	\$408,538	\$475,431	\$578,955	\$505,516
STI % of FP	186 %	186 %	186 %	186 %
LTI % of FP	-	6 %	-	8 %
STI + LTI % of FP	-	9 %	-	52 %
Records	6			

All Industries (excl. Financial Services & Resources)	25th	Median	75th	Mean
Base Pay (BP)	\$178,907	\$291,030	\$375,000	\$283,211
Fixed Pay (FP)	\$178,907	\$291,030	\$396,003	\$299,425
FP + STI	\$179,216	\$290,102	\$440,388	\$357,666
Total Package	\$254,574	\$333,483	\$480,594	\$473,919
STI % of FP	5 %	10 %	31 %	19 %
LTI % of FP	5 %	17 %	40 %	33 %
STI + LTI % of FP	8 %	15 %	55 %	42 %
Records	13			

Resources	25th	Median	75th	Mean
Base Pay (BP)	-	-	-	-
Fixed Pay (FP)	-	-	-	-
FP + STI	-	-	-	-
Total Package	-	-	-	-
STI % of FP	-	-	-	-
LTI % of FP	-	-	-	-
STI + LTI % of FP	-	-	-	-
Records	1			

EXECUTIVE PAY

Top Executive: Business Unit



EXECUTIVE PAY

Top Executive: Business Unit

Year on Year Movement – All Records and Same Incumbent

All Industries	All Records		Same Incumbents	
	Median	Mean	Median	Mean
Base Pay	7.7 %	-10.6 %	3.0 %	5.4 %
Fixed Pay (FP)	4.9 %	-9.3 %	4.5 %	6.1 %
FP + STI	-11.4 %	-19.4 %	6.1 %	2.4 %
Total Package	-18.4 %	-18.2 %	4.2 %	2.0 %
Latest Year Records	20		12	
Previous Year Records	19			

Financial Services	All Records		Same Incumbents	
	Median	Mean	Median	Mean
Base Pay	8.4 %	11.0 %	1.4 %	8.9 %
Fixed Pay (FP)	8.5 %	12.0 %	5.6 %	9.9 %
FP + STI	-1.8 %	13.8 %	24.6 %	24.0 %
Total Package	-3.9 %	13.3 %	23.6 %	23.0 %
Latest Year Records	6		3	
Previous Year Records	4			

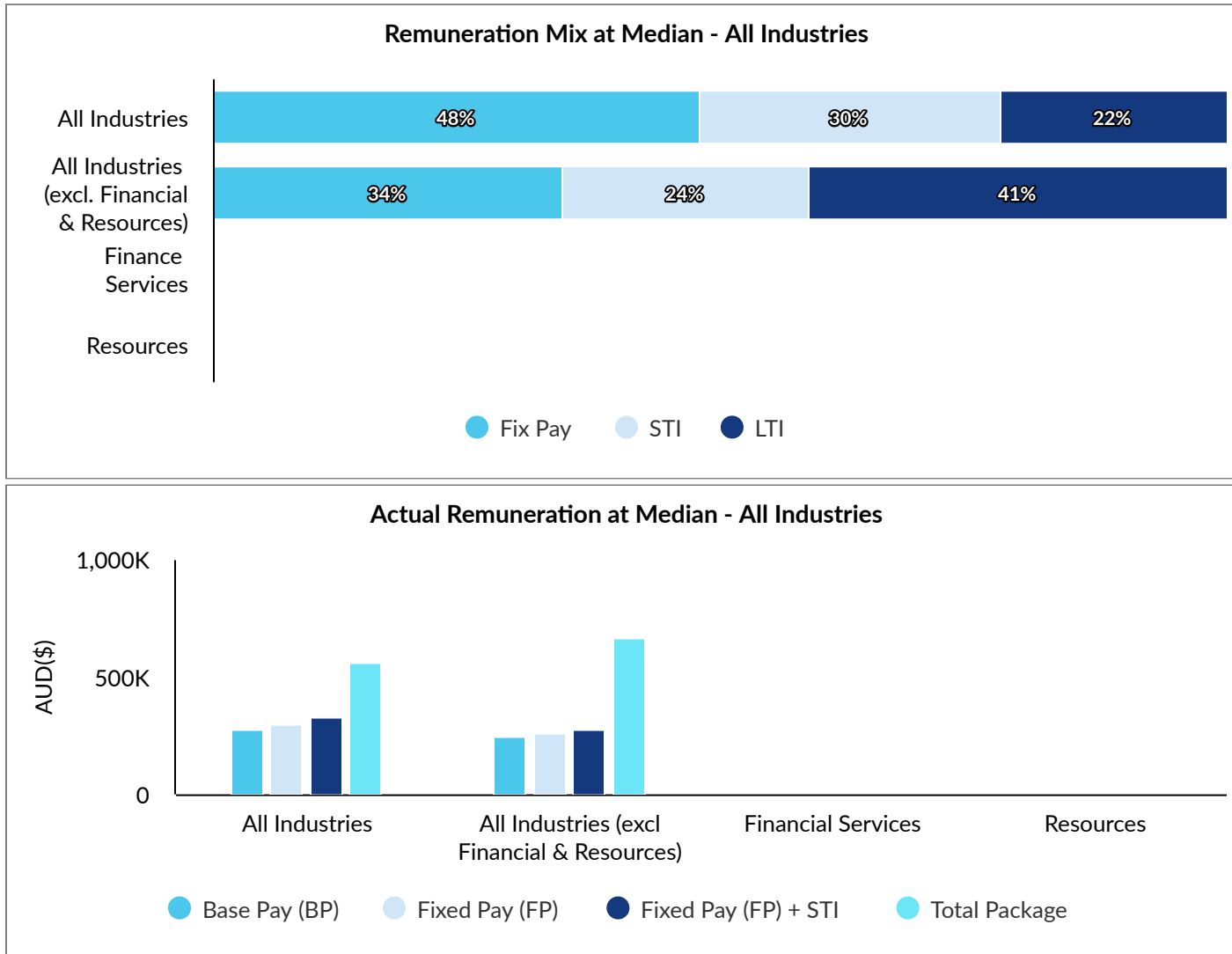
All Industries (excl. Financial Services & Resources)	Median	Mean	Median	Mean
Base Pay	-3.0 %	-20.5 %	5.1 %	6.0 %
Fixed Pay (FP)	-10.5 %	-19.2 %	5.1 %	6.7 %
FP + STI	-46.3 %	-31.7 %	-1.9 %	-4.1 %
Total Package	-42.2 %	-26.6 %	1.8 %	-2.7 %
Latest Year Records	13		8	
Previous Year Records	13			

Resources	Median	Mean	Median	Mean
Base Pay	-	-	-	-
Fixed Pay (FP)	-	-	-	-
FP + STI	-	-	-	-
Total Package	-	-	-	-
Latest Year Records	1		1	
Previous Year Records	2			

EXECUTIVE PAY

Top Executive: Sales & Marketing

This analysis includes all actual reported full year records for 12 months prior to 30 September 2020. Part year records, for example, new commencement in role, and departures during the year, have been removed.



EXECUTIVE PAY

Top Executive: Sales & Marketing

Reported Remuneration All Full Year Records

All Industries	25th	Median	75th	Mean
Base Pay (BP)	\$245,335	\$277,606	\$333,134	\$301,035
Fixed Pay (FP)	\$258,292	\$302,423	\$358,134	\$321,041
FP + STI	\$266,845	\$331,487	\$463,800	\$371,198
Total Package	\$422,034	\$567,113	\$677,772	\$548,985
STI % of FP	0 %	0 %	27 %	18 %
LTI % of FP	18 %	33 %	118 %	71 %
STI + LTI % of FP	23 %	43 %	110 %	78 %
Records	8			

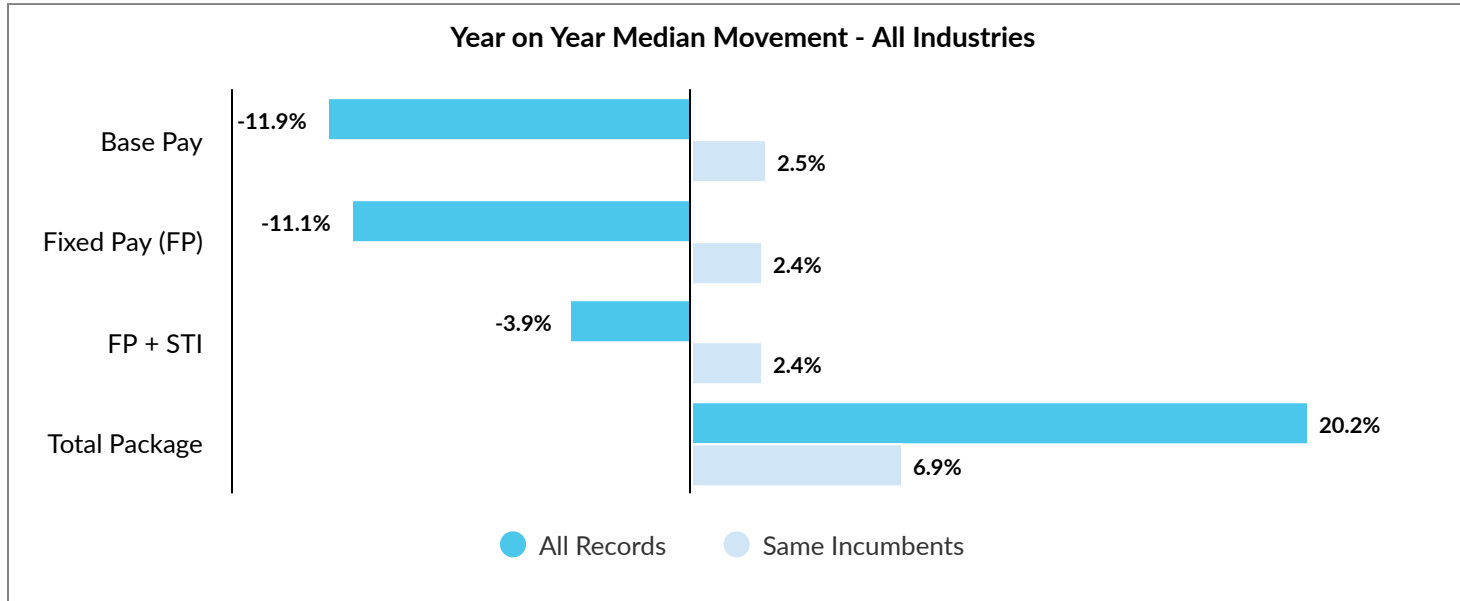
Financial Services	25th	Median	75th	Mean
Base Pay (BP)	-	-	-	-
Fixed Pay (FP)	-	-	-	-
FP + STI	-	-	-	-
Total Package	-	-	-	-
STI % of FP	-	-	-	-
LTI % of FP	-	-	-	-
STI + LTI % of FP	-	-	-	-
Records	1			

All Industries (excl. Financial Services & Resources)	25th	Median	75th	Mean
Base Pay (BP)	\$242,847	\$246,164	\$253,842	\$263,567
Fixed Pay (FP)	\$242,847	\$263,440	\$274,845	\$279,850
FP + STI	\$242,847	\$274,845	\$449,698	\$360,102
Total Package	\$522,303	\$666,687	\$711,027	\$597,541
STI % of FP	-	46 %	-	42 %
LTI % of FP	-	118 %	-	108 %
STI + LTI % of FP	54 %	83 %	189 %	111 %
Records	5			

Resources	25th	Median	75th	Mean
Base Pay (BP)	-	-	-	-
Fixed Pay (FP)	-	-	-	-
FP + STI	-	-	-	-
Total Package	-	-	-	-
STI % of FP	-	-	-	-
LTI % of FP	-	-	-	-
STI + LTI % of FP	-	-	-	-
Records	2			

EXECUTIVE PAY

Top Executive: Sales & Marketing



EXECUTIVE PAY

Top Executive: Sales & Marketing

Year on Year Movement – All Records and Same Incumbent

All Industries	All Records		Same Incumbents	
	Median	Mean	Median	Mean
Base Pay	-11.9 %	-10.1 %	2.5 %	2.2 %
Fixed Pay (FP)	-11.1 %	-10.0 %	2.4 %	2.3 %
FP + STI	-3.9 %	-3.2 %	2.4 %	15.2 %
Total Package	20.2 %	9.8 %	6.9 %	28.2 %
Latest Year Records	8		5	
Previous Year Records	5			

Financial Services	All Records		Same Incumbents	
	Median	Mean	Median	Mean
Base Pay	-	-	-	-
Fixed Pay (FP)	-	-	-	-
FP + STI	-	-	-	-
Total Package	-	-	-	-
Latest Year Records	1		-	
Previous Year Records	-			

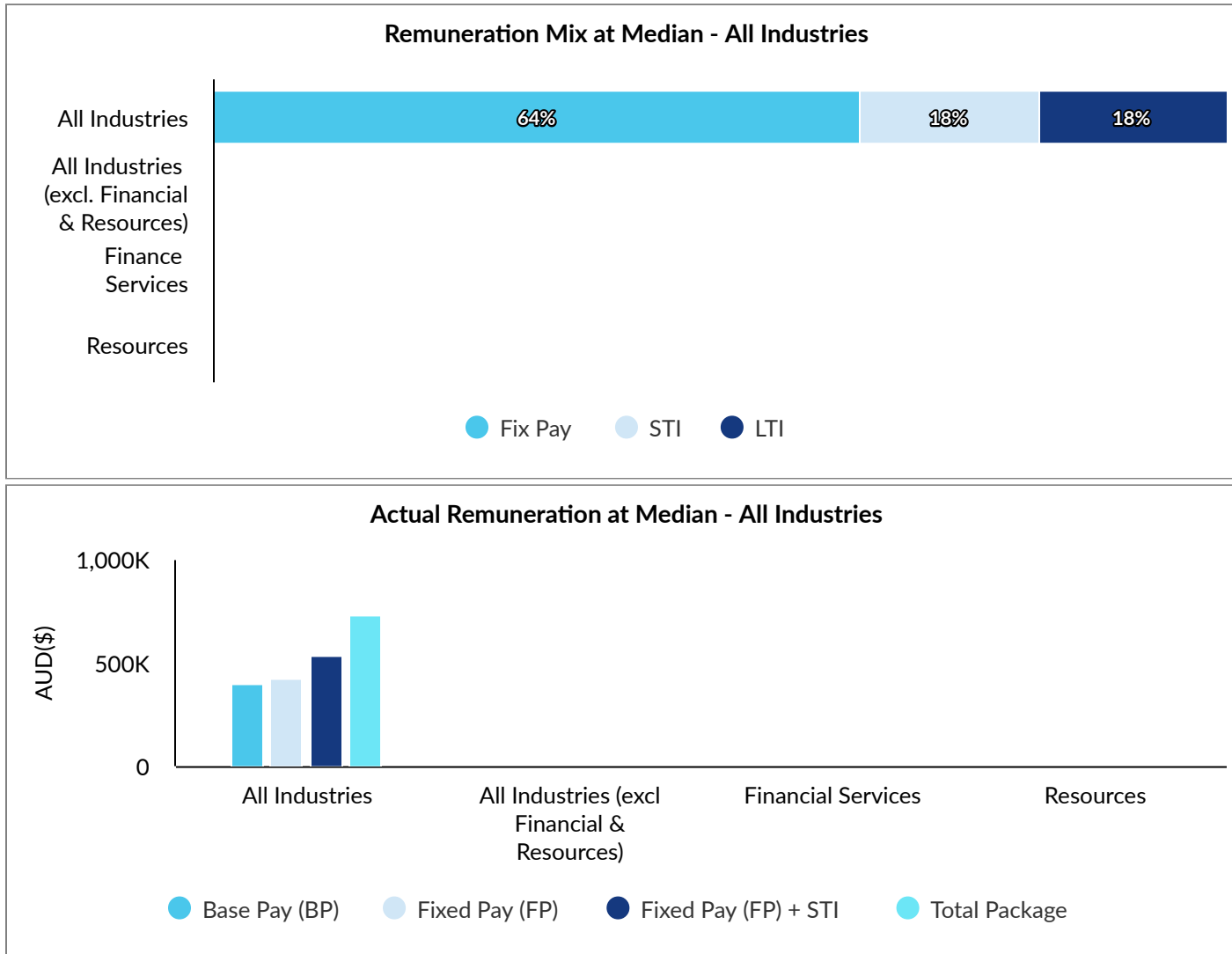
All Industries (excl. Financial Services & Resources)	Median	Mean	Median	Mean
Base Pay	0.7 %	-11.1 %	3.8 %	3.6 %
Fixed Pay (FP)	-0.6 %	-11.6 %	3.7 %	3.7 %
FP + STI	-20.3 %	-0.2 %	42.1 %	25.3 %
Total Package	41.3 %	23.4 %	41.3 %	45.5 %
Latest Year Records	5		3	
Previous Year Records	3			

Resources	Median	Mean	Median	Mean
Base Pay	-	-	-	-
Fixed Pay (FP)	-	-	-	-
FP + STI	-	-	-	-
Total Package	-	-	-	-
Latest Year Records	2		2	
Previous Year Records	2			

EXECUTIVE PAY

Top Executive: Legal

This analysis includes all actual reported full year records for 12 months prior to 30 September 2020. Part year records, for example, new commencement in role, and departures during the year, have been removed.



EXECUTIVE PAY

Top Executive: Legal

Reported Remuneration All Full Year Records

All Industries	25th	Median	75th	Mean
Base Pay (BP)	\$368,735	\$403,997	\$414,749	\$390,372
Fixed Pay (FP)	\$389,502	\$425,000	\$480,000	\$420,340
FP + STI	\$389,502	\$541,450	\$543,065	\$576,243
Total Package	\$422,688	\$735,855	\$1,290,271	\$865,611
STI % of FP	-	20 %	-	35 %
LTI % of FP	-	28 %	-	43 %
STI + LTI % of FP	-	87 %	-	78 %
Records	5			

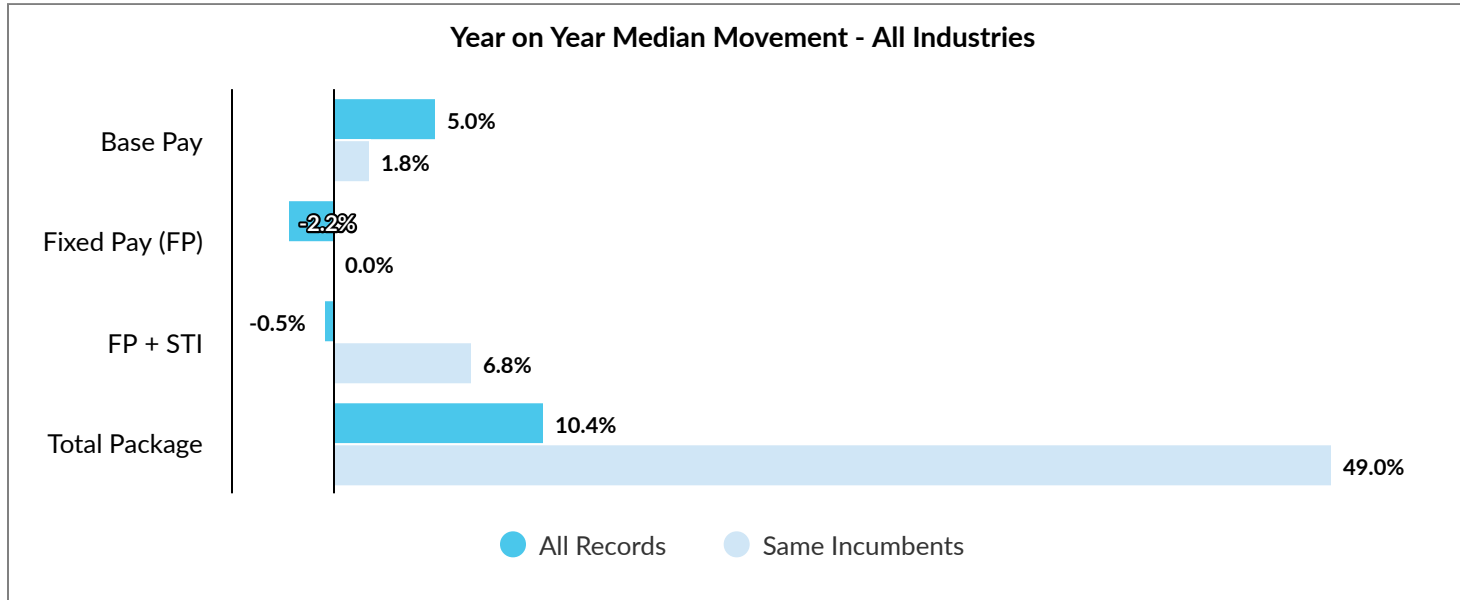
Financial Services	25th	Median	75th	Mean
Base Pay (BP)	-	-	-	-
Fixed Pay (FP)	-	-	-	-
FP + STI	-	-	-	-
Total Package	-	-	-	-
STI % of FP	-	-	-	-
LTI % of FP	-	-	-	-
STI + LTI % of FP	-	-	-	-
Records	1			

All Industries (excl. Financial Services & Resources)	25th	Median	75th	Mean
Base Pay (BP)	-	-	-	-
Fixed Pay (FP)	-	-	-	-
FP + STI	-	-	-	-
Total Package	-	-	-	-
STI % of FP	-	-	-	-
LTI % of FP	-	-	-	-
STI + LTI % of FP	-	-	-	-
Records	2			

Resources	25th	Median	75th	Mean
Base Pay (BP)	-	-	-	-
Fixed Pay (FP)	-	-	-	-
FP + STI	-	-	-	-
Total Package	-	-	-	-
STI % of FP	-	-	-	-
LTI % of FP	-	-	-	-
STI + LTI % of FP	-	-	-	-
Records	2			

EXECUTIVE PAY

Top Executive: Legal



EXECUTIVE PAY

Top Executive: Legal

Year on Year Movement – All Records and Same Incumbent

All Industries	All Records		Same Incumbents	
	Median	Mean	Median	Mean
Base Pay	5.0 %	-11.6 %	1.8 %	1.5 %
Fixed Pay (FP)	-2.2 %	-12.1 %	0.0 %	0.5 %
FP + STI	-0.5 %	7.9 %	6.8 %	21.3 %
Total Package	10.4 %	37.2 %	49.0 %	46.0 %
Latest Year Records	5		4	
Previous Year Records	4			

Financial Services	All Records		Same Incumbents	
	Median	Mean	Median	Mean
Base Pay	-	-	-	-
Fixed Pay (FP)	-	-	-	-
FP + STI	-	-	-	-
Total Package	-	-	-	-
Latest Year Records	1		1	
Previous Year Records	1			

All Industries (excl. Financial Services & Resources)	Median	Mean	Median	Mean
Base Pay	-	-	-	-
Fixed Pay (FP)	-	-	-	-
FP + STI	-	-	-	-
Total Package	-	-	-	-
Latest Year Records	2		2	
Previous Year Records	2			

Resources	Median	Mean	Median	Mean
Base Pay	-	-	-	-
Fixed Pay (FP)	-	-	-	-
FP + STI	-	-	-	-
Total Package	-	-	-	-
Latest Year Records	2		1	
Previous Year Records	1			

EXECUTIVE PAY

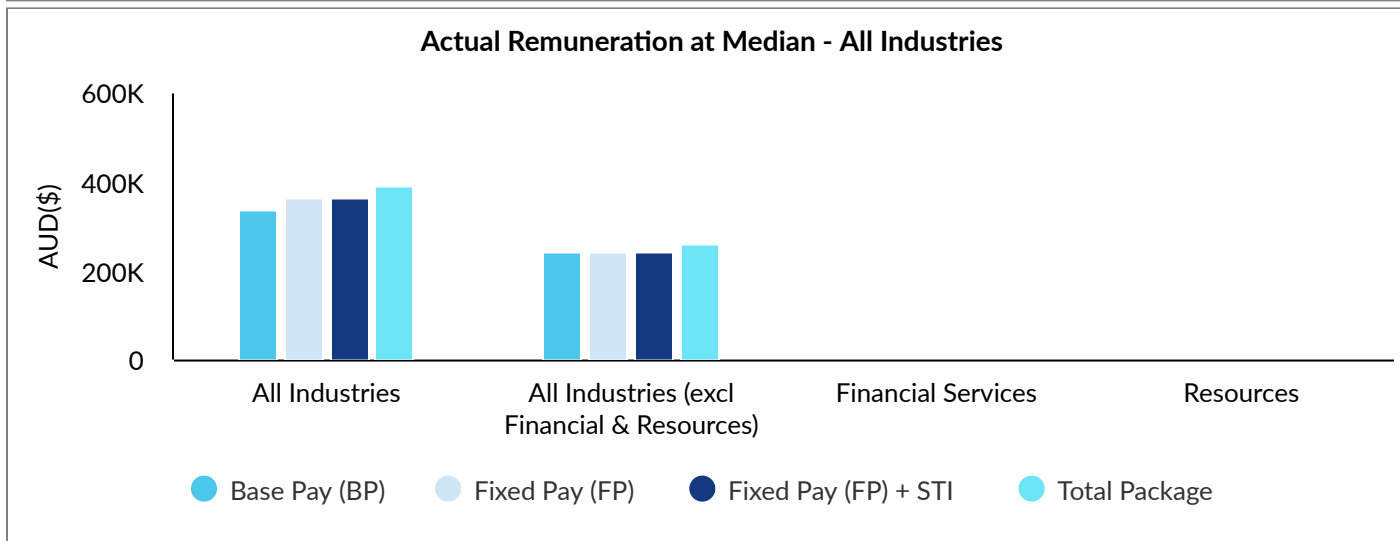
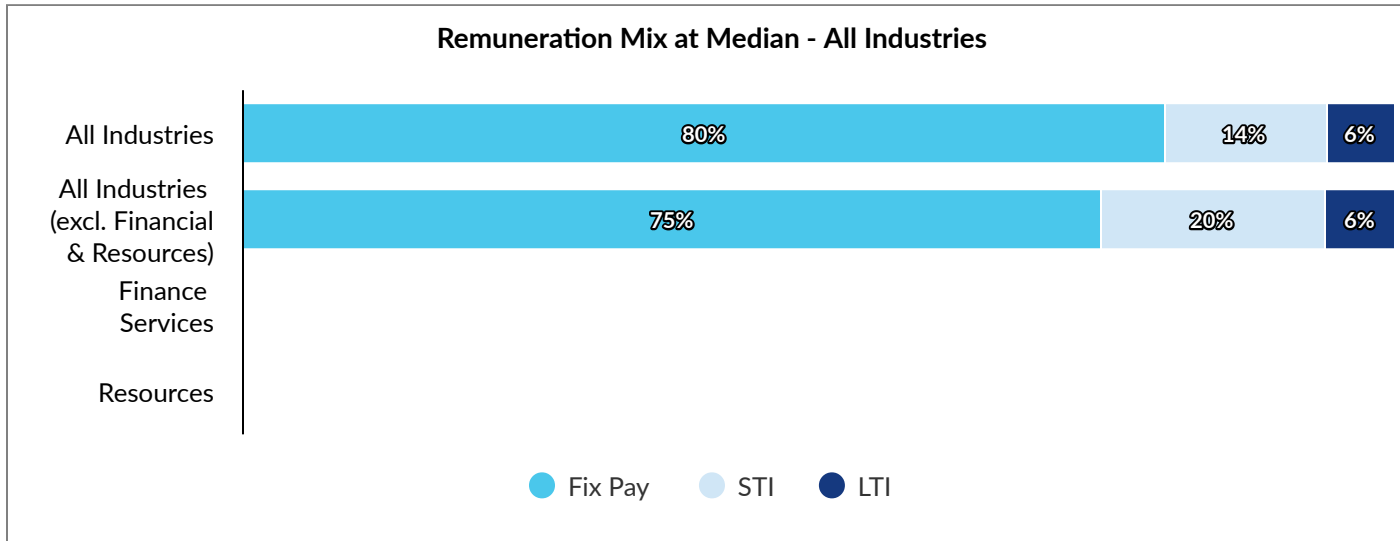
Top Executive: People

Due to limited records (less than 3) no data is provided for this role. Additional records for this role may be contained in the AscentData database. Further analysis may be provided in our Tailored Reports which can be ordered at www.ascentdata.com.au or by calling 1300 260 809

EXECUTIVE PAY

Top Executive: IT & Technology

This analysis includes all actual reported full year records for 12 months prior to 30 September 2020. Part year records, for example, new commencement in role, and departures during the year, have been removed.



EXECUTIVE PAY

Top Executive: IT & Technology

Reported Remuneration All Full Year Records

All Industries	25th	Median	75th	Mean
Base Pay (BP)	\$244,516	\$339,806	\$391,176	\$326,794
Fixed Pay (FP)	\$244,516	\$364,807	\$416,176	\$340,593
FP + STI	\$244,516	\$364,807	\$416,176	\$353,439
Total Package	\$263,814	\$391,206	\$489,750	\$380,170
STI % of FP	-	0 %	-	4 %
LTI % of FP	-	8 %	-	11 %
STI + LTI % of FP	-	11 %	-	12 %
Records	5			

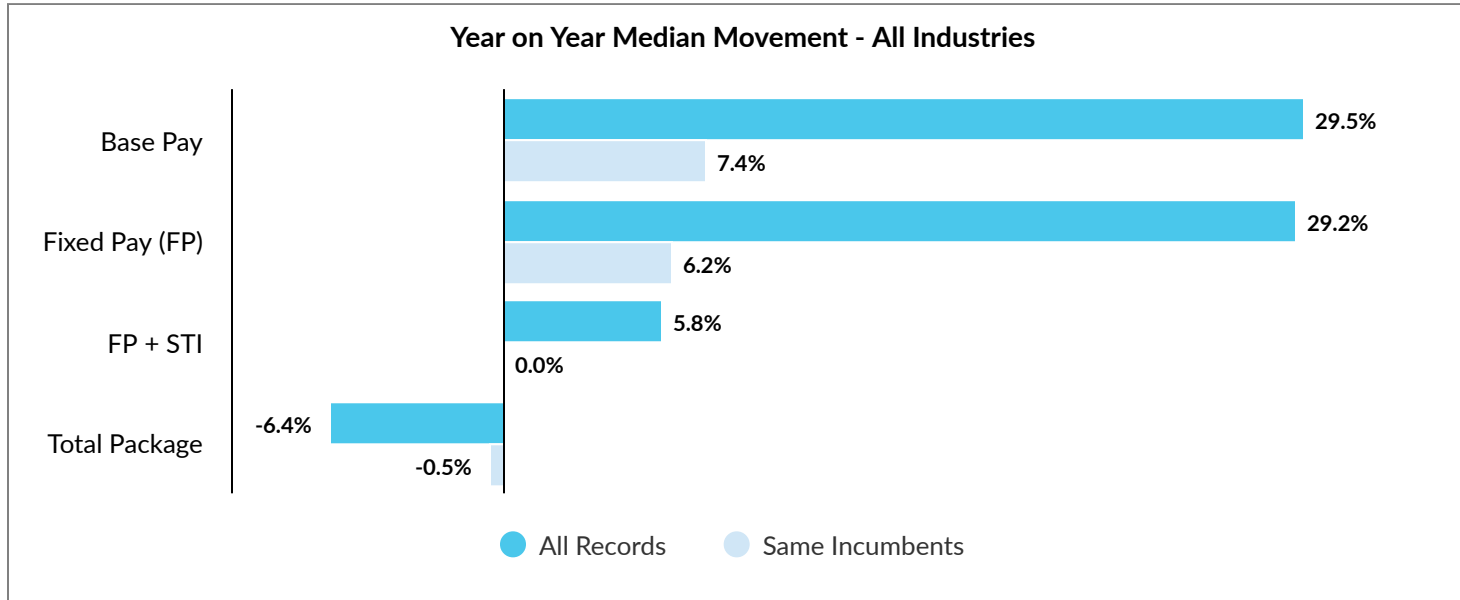
Financial Services	25th	Median	75th	Mean
Base Pay (BP)	-	-	-	-
Fixed Pay (FP)	-	-	-	-
FP + STI	-	-	-	-
Total Package	-	-	-	-
STI % of FP	-	-	-	-
LTI % of FP	-	-	-	-
STI + LTI % of FP	-	-	-	-
Records	1			

All Industries (excl. Financial Services & Resources)	25th	Median	75th	Mean
Base Pay (BP)	-	\$244,516	-	\$300,996
Fixed Pay (FP)	-	\$244,516	-	\$307,328
FP + STI	-	\$244,516	-	\$328,737
Total Package	-	\$263,814	-	\$339,965
STI % of FP	-	-	-	-
LTI % of FP	-	-	-	-
STI + LTI % of FP	-	-	-	-
Records	3			

Resources	25th	Median	75th	Mean
Base Pay (BP)	-	-	-	-
Fixed Pay (FP)	-	-	-	-
FP + STI	-	-	-	-
Total Package	-	-	-	-
STI % of FP	-	-	-	-
LTI % of FP	-	-	-	-
STI + LTI % of FP	-	-	-	-
Records	1			

EXECUTIVE PAY

Top Executive: IT & Technology



EXECUTIVE PAY

Top Executive: IT & Technology

Year on Year Movement – All Records and Same Incumbent

All Industries	All Records		Same Incumbents	
	Median	Mean	Median	Mean
Base Pay	29.5 %	19.4 %	7.4 %	7.1 %
Fixed Pay (FP)	29.2 %	16.4 %	6.2 %	6.4 %
FP + STI	5.8 %	6.7 %	0.0 %	-0.9 %
Total Package	-6.4 %	-25.2 %	-0.5 %	-15.8 %
Latest Year Records	5		4	
Previous Year Records	6			

Financial Services	All Records		Same Incumbents	
	Median	Mean	Median	Mean
Base Pay	-	-	-	-
Fixed Pay (FP)	-	-	-	-
FP + STI	-	-	-	-
Total Package	-	-	-	-
Latest Year Records	1		1	
Previous Year Records	2			

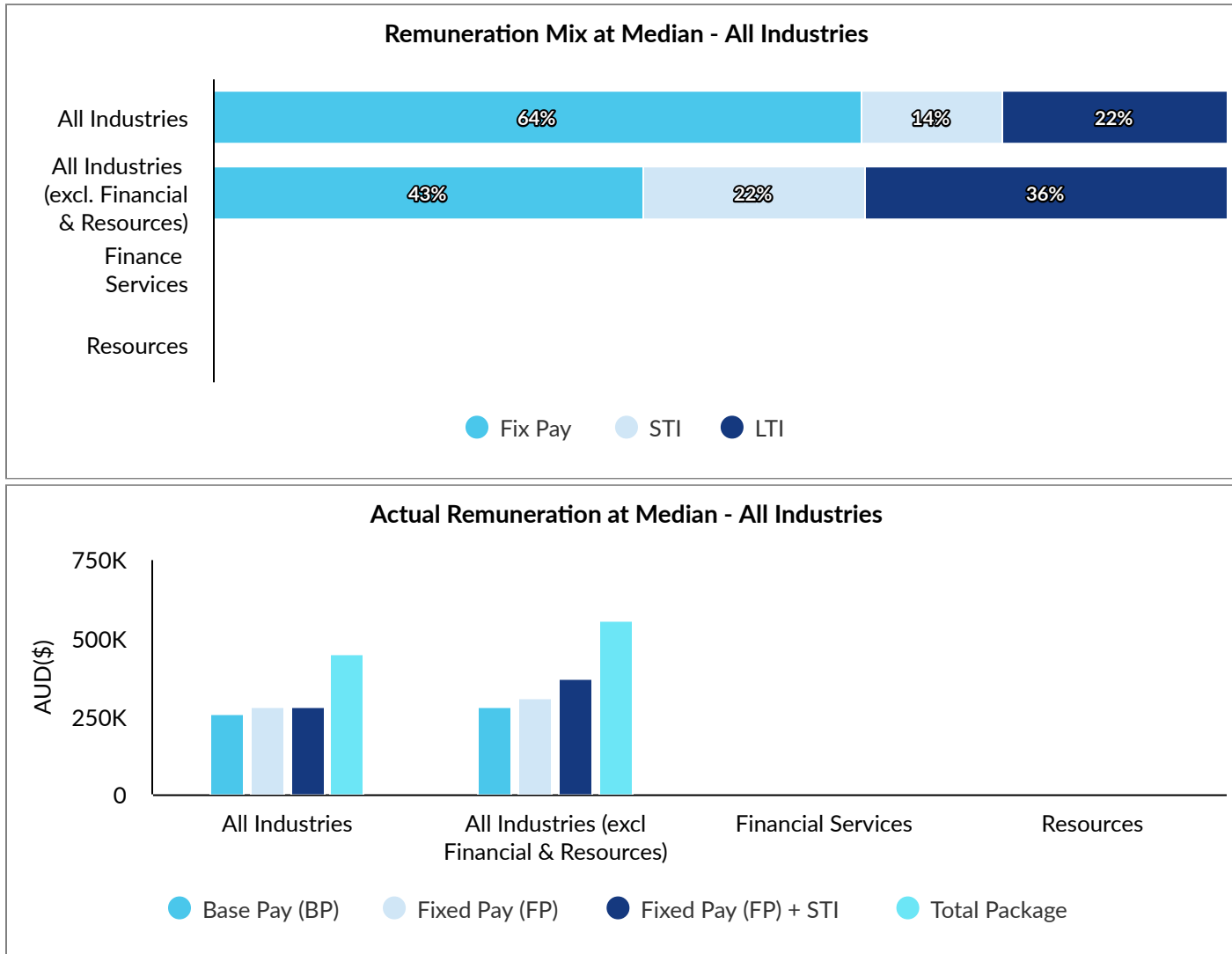
All Industries (excl. Financial Services & Resources)	All Records		Same Incumbents	
	Median	Mean	Median	Mean
Base Pay	11.1 %	34.6 %	-	-
Fixed Pay (FP)	2.3 %	29.7 %	-	-
FP + STI	-8.6 %	18.6 %	-	-
Total Package	-36.9 %	-44.0 %	-	-
Latest Year Records	3		2	
Previous Year Records	3			

Resources	All Records		Same Incumbents	
	Median	Mean	Median	Mean
Base Pay	-	-	-	-
Fixed Pay (FP)	-	-	-	-
FP + STI	-	-	-	-
Total Package	-	-	-	-
Latest Year Records	1		1	
Previous Year Records	1			

EXECUTIVE PAY

Top Executive: Strategy, Development and Commercial

This analysis includes all actual reported full year records for 12 months prior to 30 September 2020. Part year records, for example, new commencement in role, and departures during the year, have been removed.



EXECUTIVE PAY

Top Executive: Strategy, Development and Commercial

Reported Remuneration All Full Year Records

All Industries	25th	Median	75th	Mean
Base Pay (BP)	\$233,221	\$261,597	\$282,039	\$274,712
Fixed Pay (FP)	\$254,027	\$284,719	\$307,295	\$295,683
FP + STI	\$254,027	\$284,719	\$353,913	\$352,542
Total Package	\$364,523	\$453,421	\$543,106	\$668,948
STI % of FP	-	19 %	-	22 %
LTI % of FP	28 %	32 %	87 %	75 %
STI + LTI % of FP	29 %	43 %	92 %	90 %
Records	6			

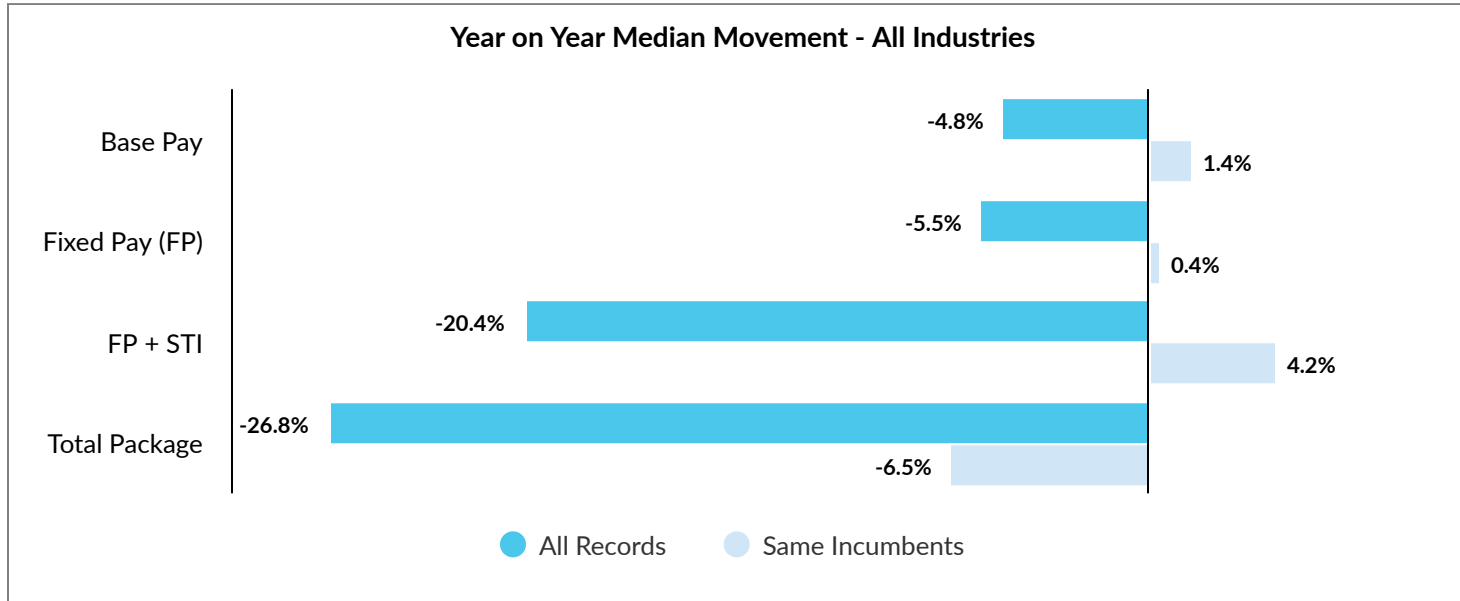
All Industries (excl. Financial Services & Resources)	25th	Median	75th	Mean
Base Pay (BP)	-	\$284,727	-	\$334,486
Fixed Pay (FP)	-	\$309,727	-	\$357,162
FP + STI	-	\$371,884	-	\$463,305
Total Package	-	\$559,050	-	\$1,023,197
STI % of FP	-	35 %	-	35 %
LTI % of FP	-	104 %	-	127 %
STI + LTI % of FP	-	104 %	-	150 %
Records	3			

Financial Services	25th	Median	75th	Mean
Base Pay (BP)	-	-	-	-
Fixed Pay (FP)	-	-	-	-
FP + STI	-	-	-	-
Total Package	-	-	-	-
STI % of FP	-	-	-	-
LTI % of FP	-	-	-	-
STI + LTI % of FP	-	-	-	-
Records	1			

Resources	25th	Median	75th	Mean
Base Pay (BP)	-	-	-	-
Fixed Pay (FP)	-	-	-	-
FP + STI	-	-	-	-
Total Package	-	-	-	-
STI % of FP	-	-	-	-
LTI % of FP	-	-	-	-
STI + LTI % of FP	-	-	-	-
Records	2			

EXECUTIVE PAY

Top Executive: Strategy, Development and Commercial



EXECUTIVE PAY

Top Executive: Strategy, Development and Commercial

Year on Year Movement – All Records and Same Incumbent

All Industries	All Records		Same Incumbents	
	Median	Mean	Median	Mean
Base Pay	-4.8 %	-11.1 %	1.4 %	-2.2 %
Fixed Pay (FP)	-5.5 %	-10.4 %	0.4 %	-3.1 %
FP + STI	-20.4 %	-16.4 %	4.2 %	-5.8 %
Total Package	-26.8 %	-16.6 %	-6.5 %	-6.2 %
Latest Year Records	6		5	
Previous Year Records	6			

Financial Services	All Records		Same Incumbents	
	Median	Mean	Median	Mean
Base Pay	-	-	-	-
Fixed Pay (FP)	-	-	-	-
FP + STI	-	-	-	-
Total Package	-	-	-	-
Latest Year Records	1		1	
Previous Year Records	1			

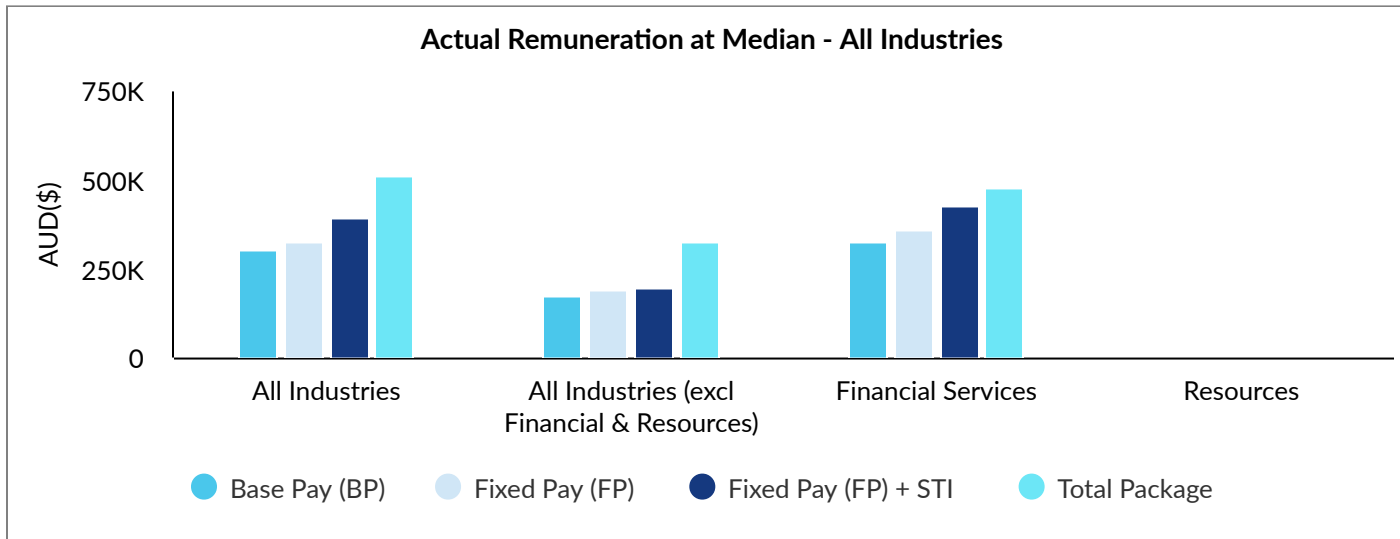
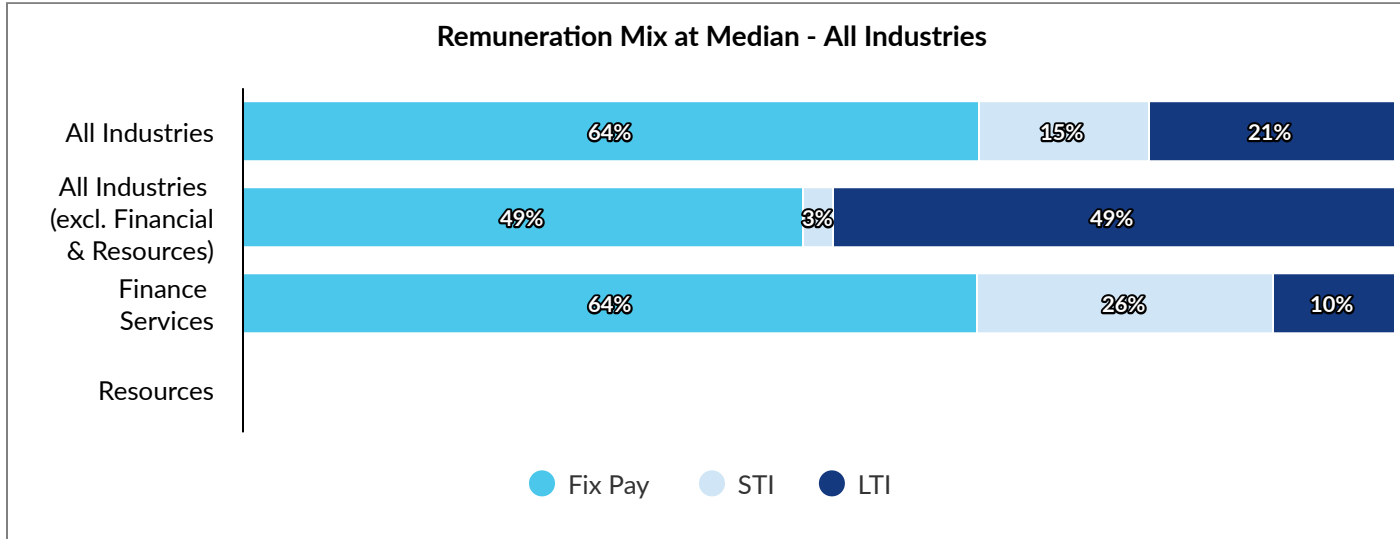
All Industries (excl. Financial Services & Resources)	All Records		Same Incumbents	
	Median	Mean	Median	Mean
Base Pay	-17.7 %	-8.7 %	1.4 %	-2.0 %
Fixed Pay (FP)	-15.1 %	-7.9 %	1.3 %	-2.2 %
FP + STI	-25.0 %	-8.1 %	5.8 %	-2.4 %
Total Package	-31.2 %	2.9 %	3.1 %	6.9 %
Latest Year Records	3		3	
Previous Year Records	4			

Resources	All Records		Same Incumbents	
	Median	Mean	Median	Mean
Base Pay	-	-	-	-
Fixed Pay (FP)	-	-	-	-
FP + STI	-	-	-	-
Total Package	-	-	-	-
Latest Year Records	2		1	
Previous Year Records	1			

EXECUTIVE PAY

Top Executive: Other Executive Roles

This analysis includes all actual reported full year records for 12 months prior to 30 September 2020. Part year records, for example, new commencement in role, and departures during the year, have been removed. Refer to Introduction section for further information on the roles included in the analysis of other executive roles.



EXECUTIVE PAY

Top Executive: Other Executive Roles

Reported Remuneration All Full Year Records

All Industries	25th	Median	75th	Mean
Base Pay (BP)	\$180,000	\$303,570	\$376,920	\$302,225
Fixed Pay (FP)	\$196,651	\$328,570	\$401,920	\$322,651
FP + STI	\$196,651	\$392,363	\$468,833	\$357,130
Total Package	\$202,533	\$512,422	\$617,341	\$444,731
STI % of FP	0 %	4 %	17 %	12 %
LTI % of FP	15 %	23 %	32 %	31 %
STI + LTI % of FP	7 %	27 %	52 %	32 %
Records	9			

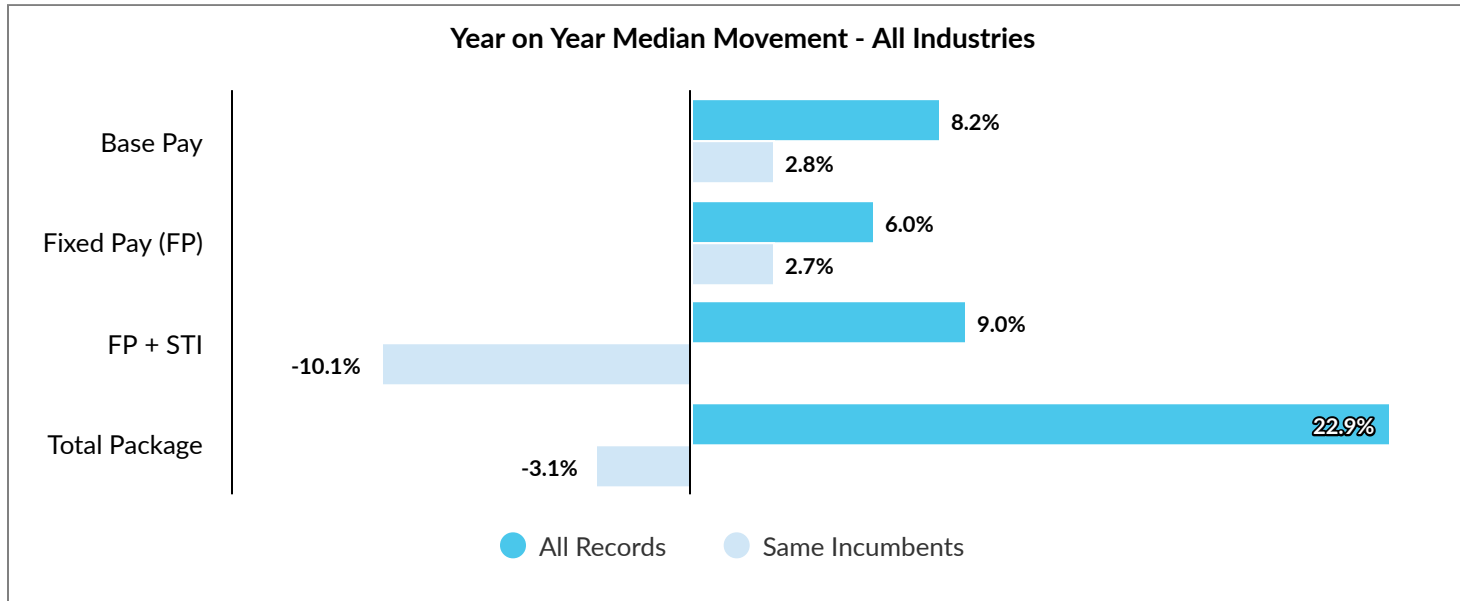
Financial Services	25th	Median	75th	Mean
Base Pay (BP)	-	\$329,762	-	\$304,111
Fixed Pay (FP)	-	\$360,467	-	\$329,876
FP + STI	-	\$430,467	-	\$402,376
Total Package	-	\$481,487	-	\$445,712
STI % of FP	-	40 %	-	40 %
LTI % of FP	-	15 %	-	13 %
STI + LTI % of FP	-	52 %	-	40 %
Records	4			

All Industries (excl. Financial Services & Resources)	25th	Median	75th	Mean
Base Pay (BP)	-	\$176,723	-	\$227,320
Fixed Pay (FP)	-	\$193,187	-	\$242,049
FP + STI	-	\$197,854	-	\$247,128
Total Package	-	\$327,235	-	\$351,819
STI % of FP	-	9 %	-	9 %
LTI % of FP	-	-	-	-
STI + LTI % of FP	-	22 %	-	34 %
Records	4			

Resources	25th	Median	75th	Mean
Base Pay (BP)	-	-	-	-
Fixed Pay (FP)	-	-	-	-
FP + STI	-	-	-	-
Total Package	-	-	-	-
STI % of FP	-	-	-	-
LTI % of FP	-	-	-	-
STI + LTI % of FP	-	-	-	-
Records	1			

EXECUTIVE PAY

Top Executive: Other Executive Roles



EXECUTIVE PAY

Top Executive: Other Executive Roles

Year on Year Movement – All Records and Same Incumbent

All Industries	All Records		Same Incumbents	
	Median	Mean	Median	Mean
Base Pay	8.2 %	6.8 %	2.8 %	2.6 %
Fixed Pay (FP)	6.0 %	6.2 %	2.7 %	2.3 %
FP + STI	9.0 %	-6.7 %	-10.1 %	-12.5 %
Total Package	22.9 %	14.8 %	-3.1 %	-3.2 %
Latest Year Records	9		4	
Previous Year Records	5			

Financial Services	All Records		Same Incumbents	
	Median	Mean	Median	Mean
Base Pay	-	-	-	-
Fixed Pay (FP)	-	-	-	-
FP + STI	-	-	-	-
Total Package	-	-	-	-
Latest Year Records	4		1	
Previous Year Records	1			

All Industries (excl. Financial Services & Resources)	Median	Mean	Median	Mean
Base Pay	-24.0 %	-15.1 %	2.2 %	0.7 %
Fixed Pay (FP)	-23.7 %	-14.4 %	2.2 %	0.7 %
FP + STI	-38.8 %	-34.7 %	-19.1 %	-16.4 %
Total Package	-7.6 %	-7.4 %	-6.9 %	-4.6 %
Latest Year Records	4		3	
Previous Year Records	4			

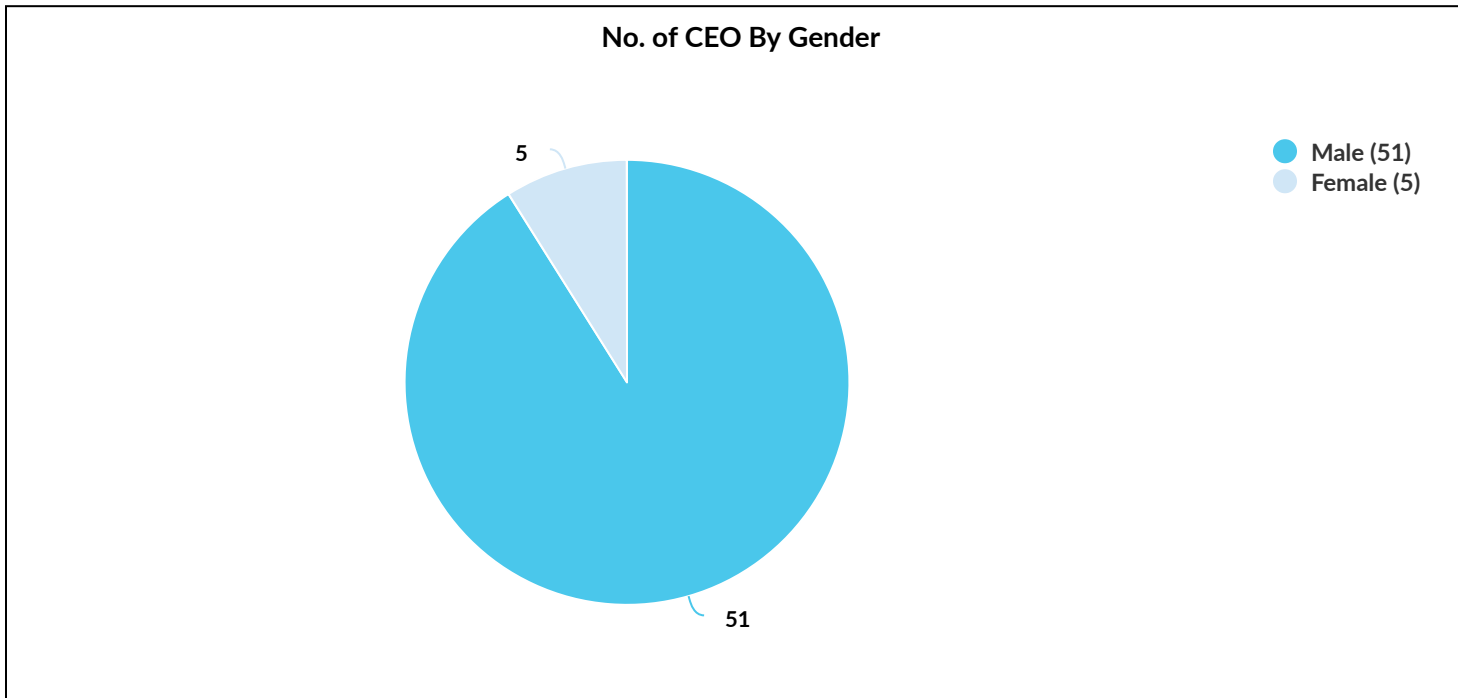
Resources	Median	Mean	Median	Mean
Base Pay	-	-	-	-
Fixed Pay (FP)	-	-	-	-
FP + STI	-	-	-	-
Total Package	-	-	-	-
Latest Year Records	1		-	
Previous Year Records	-			

EXECUTIVE PAY

Executive Diversity

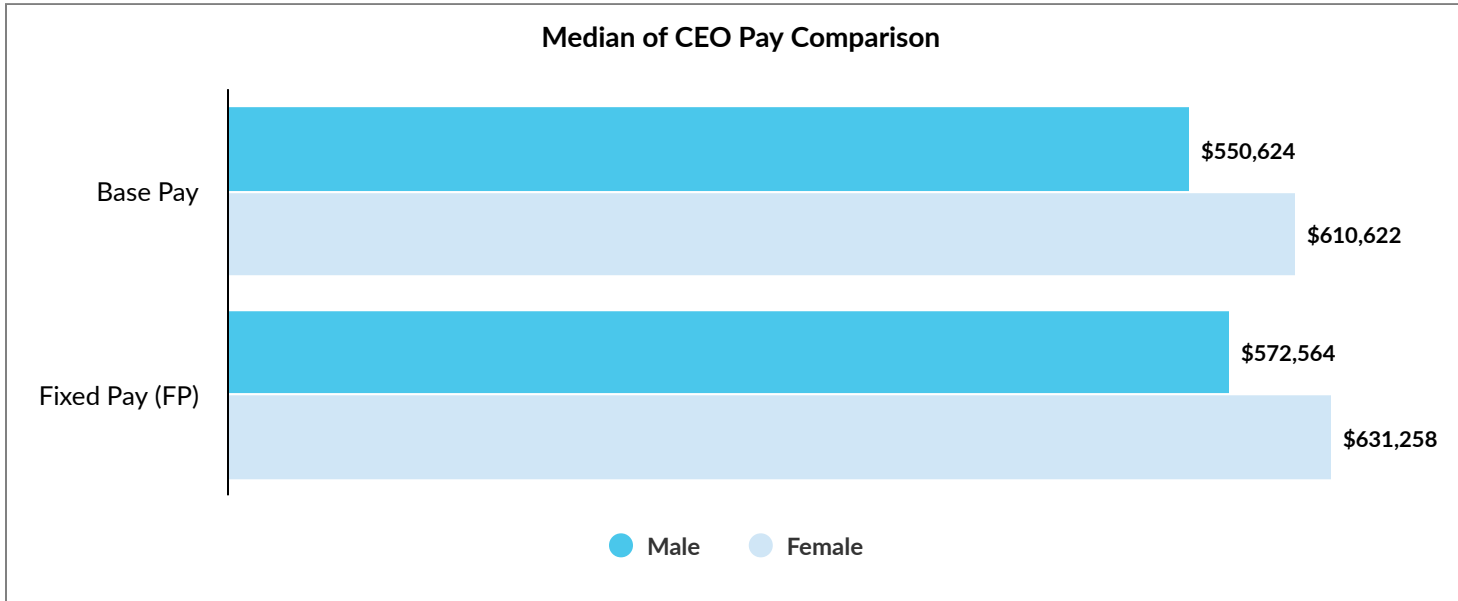
Chief Executive Officer - gender

For the companies within this market capitalisation segment, the number of female Chief Executive Officers reported in the role, counted at the end of each company's reporting period, was 5. The number of male Chief Executive Officers for this reporting period was 51.



EXECUTIVE PAY

Executive Diversity



Comparison of Male to Female Pay - CEO

	Male		Female	
	Median	Mean	Median	Mean
Base Pay (BP)	\$550,624	\$623,618	\$610,622	\$598,495
Fixed Pay (FP)	\$572,564	\$643,221	\$631,258	\$619,264
Records	51		5	

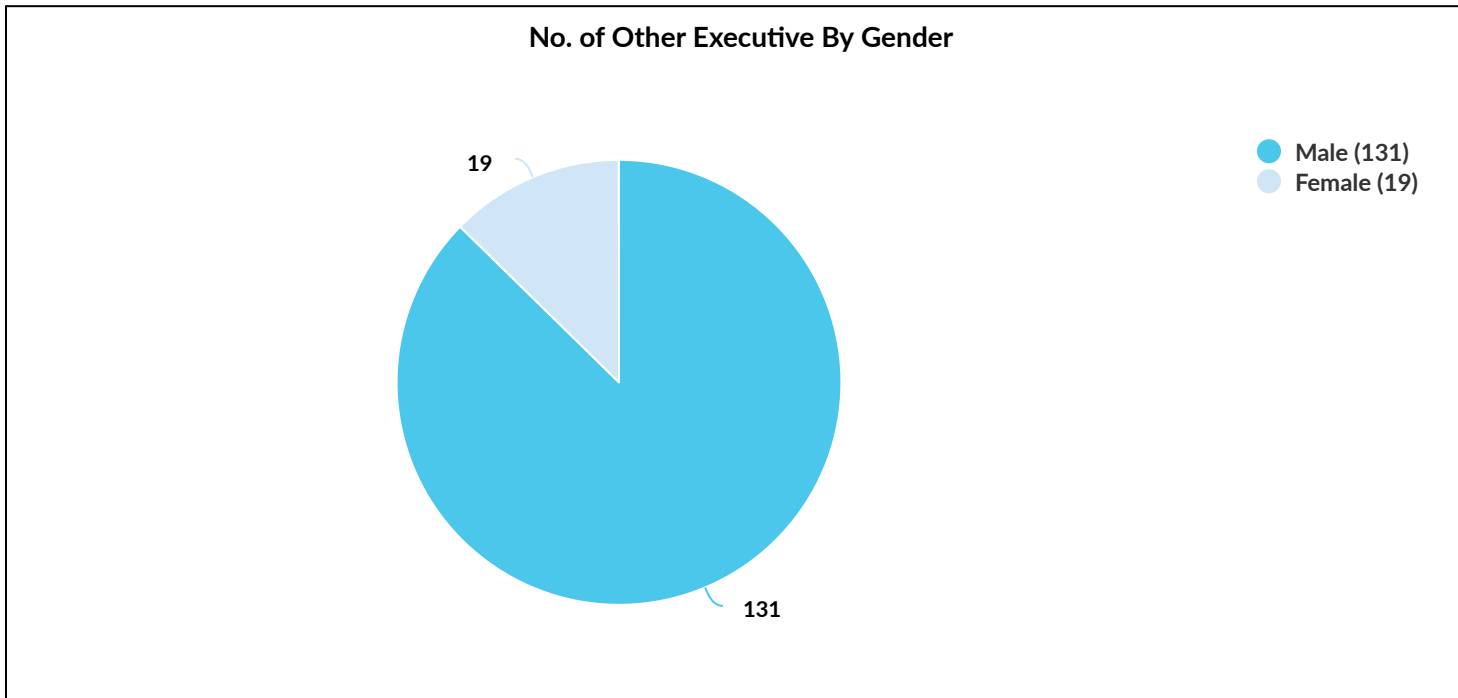
Note: As number of executives is based on the actual number at end of the financial year for each company, including appointments during the year, part year records have been annualised.

EXECUTIVE PAY

Executive Diversity

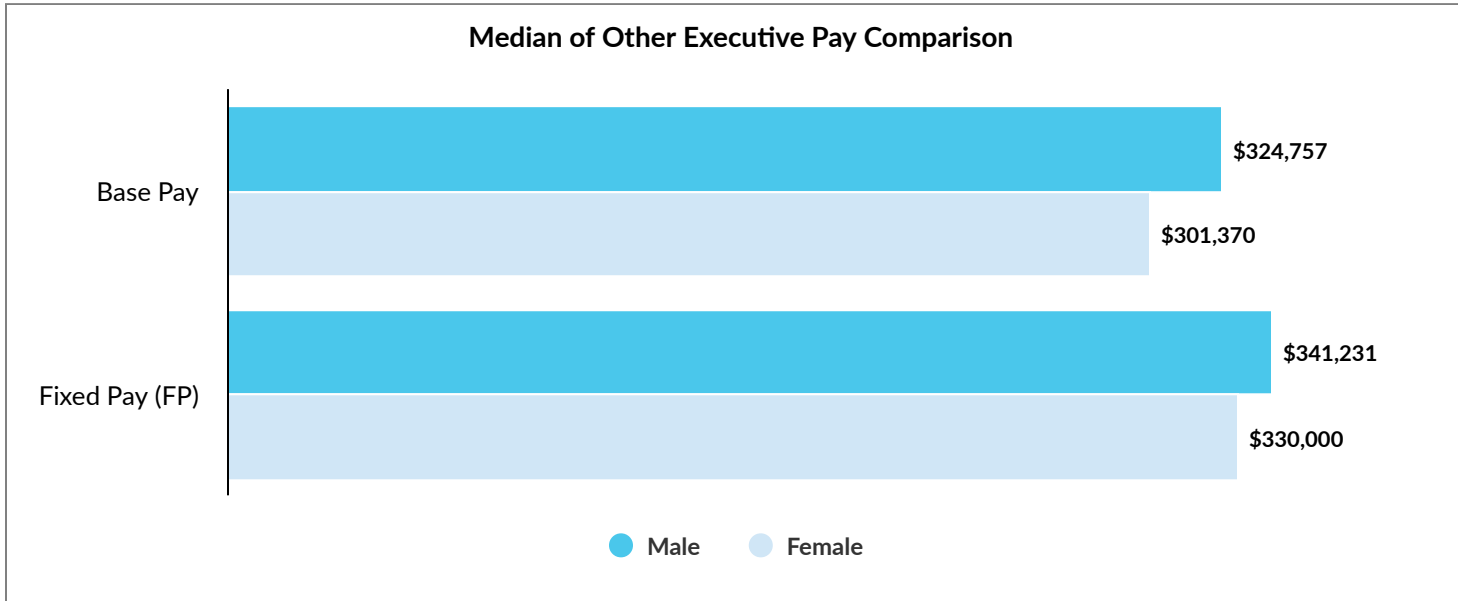
Other Executives - gender

The number of female executive key management personnel (excluding CEOs) reported in the roles, counted at the end of each company's reporting period, was 19. The number of male executive key management personnel was 131.



EXECUTIVE PAY

Executive Diversity



Comparison of Male to Female Pay - Other Executive

	Male		Female	
	Median	Mean	Median	Mean
Base Pay (BP)	\$324,757	\$361,216	\$301,370	\$329,300
Fixed Pay (FP)	\$341,231	\$380,089	\$330,000	\$352,114
Records	131		19	

Note: As number of executives is based on actual number at end of the financial year for each company, including appointments during the year, part year records have been annualised.

EXECUTIVE PAY

Short Term Incentives - Policy and Design

Short-term Incentive as a Percentage of Fixed Pay (FP)

	Median		Mean	
	Target STI (%)	Maximum STI (%)	Target STI (%)	Maximum STI (%)
Chief Executive Officer	48 %	70 %	52 %	78 %
All Other Executives	30 %	50 %	40 %	60 %

The majority of companies report "Maximum" STI Policy. Where Target is not provide Maximum is divided by 1.5 to determine a rational Target.

Target STI as a Percentage of Fixed Pay (FP) - Frequency (No. of Records)

Measures	Chief Executive Officer	All Other Executives
Less Than 25%	3	31
25% to 49%	17	31
50% to 74%	11	13
75% to 99%	1	-
100% to 124%	4	8
125% to 149%	1	1
150% to 174%	-	-
175% +	-	-

EXECUTIVE PAY

Short Term Incentives - Policy and Design

Measures

Company Versus Individual Measures

STI Determined By		Chief Executive Officer		All Other Executives	
Company Measures	Individual Measures	Frequency	% of Companies Reporting	Frequency	% of Companies Reporting
0%	100%	-	-	-	-
Less Than 25%	More Than 75%	-	-	-	-
25% to 49%	50% to 75%	-	-	-	-
50%	50%	1	5 %	-	-
50% to 75%	25% to 49%	4	18 %	-	-
More Than 75%	Less Than 25%	2	9 %	-	-
100%	0%	15	68 %	-	-

EXECUTIVE PAY

Short Term Incentives - Policy and Design

Measures Used

	Measures	Chief Executive Officer		All Other Executives	
		Frequency measure reported	Percentage of all companies	Frequency measure reported	Percentage of all companies
Financial	Profit	26	37 %	23	33 %
	Free Cash Flow	1	1 %	-	-
	Balance Sheet	-	-	-	-
	Revenue	9	13 %	8	11 %
	Expenses	2	3 %	2	3 %
	Capital or CAPEX	-	-	1	1 %
	Financial Return	3	4 %	2	3 %
	Other Financial	12	17 %	10	14 %
	TSR/Share Price	-	-	-	-
Non-Financial	Safety	13	19 %	14	20 %
	Customer	3	4 %	3	4 %
	Business Strategy / Milestone	27	39 %	24	34 %
	Leadership / People	4	6 %	3	4 %
Individual	Individual Performance	19	27 %	23	33 %
No. of Companies Reporting		38		35	

EXECUTIVE PAY

Short Term Incentives - Policy and Design

STI Deferral

Companies with STI Deferral Policy

	Chief Executive Officer	All Other Executives
Number Of Companies with Deferral	15 out of 47	11 out of 50
% Reporting Deferral	32 %	22 %

Percentage of STI Deferred

Measures	Chief Executive Officer		All Other Executives	
	Median	Mean	Median	Mean
% of STI Deferred	50 %	48 %	40 %	50 %

Period of STI Deferral

Maximum Deferral Vesting Period	Chief Executive Officer			All Other Executives		
	No. of Companies	% of all Companies	% of Companies with deferral	No. of Companies	% of all Companies	% of Companies with deferral
1Yrs	11	16 %	73 %	7	10 %	64 %
2Yrs	3	4 %	20 %	4	6 %	36 %
3Yrs	1	1 %	7 %	-	-	-
No. of Companies Reporting	15	21 %	100 %	11	16 %	100 %

Note: Where an executive has more than one deferral period, the maximum period is shown in the above table.

EXECUTIVE PAY

Long Term Incentives - Policy and Design

Maximum as Percent of Fixed Pay

Role	25th	Median	75th	Mean	No. of Records
Chief Executive Officer	58 %	67 %	94 %	77 %	16
All Other Executives	30 %	46 %	60 %	51 %	47

Equity Instruments

Policy	No. of Companies	% of All Companies
Rights Only	24	34 %
Options Only	8	11 %
Rights and Options	4	6 %
Rights and Cash	-	-
Options and Cash	-	-
Rights, Options and Cash	-	-
Cash Only	-	-
No LTI Reported	34	49 %
No. of Companies	70	-

EXECUTIVE PAY

Long Term Incentives - Policy and Design

Measures

Measures Used by Company	Frequency Reported	% of All Companies	% of Companies Reporting a Plan
Relative TSR	20	29 %	56 %
Absolute TSR	14	20 %	39 %
Earnings Per Share	15	21 %	42 %
Other Financial	2	3 %	6 %
Share Price	2	3 %	6 %
Service Only	8	11 %	22 %
Profit	3	4 %	8 %
Other Measure	12	17 %	33 %
Financial Return	2	3 %	6 %
Individual Performance	1	1 %	3 %
Total companies reporting	36	51 %	-

EXECUTIVE PAY

Share Ownership Policy

Many companies have policies that encourage, or require executives to achieve a minimum shareholding in the company. The following table details the minimum shareholding expected to be attained by executive. All percentages are of Fixed Pay.

Required % of Base Pay (BP)	Number of Companies Reporting	
	Chief Executive Officer	All Other Executives
0 to 50%	2	3
51% to 75%	-	-
76% to 100%	2	1
101% to 200%	-	-
201% to 300%	-	-
301% to 400%	-	-
401% to 500%	-	-
More than 500%	-	-

LIST OF COMPANIES INCLUDED IN THIS REPORT

Companies included in this report

- Adairs Limited
- AFT Pharmaceuticals Limited
- Alliance Aviation Services Limited
- Ama Group Limited
- Antipodes Global Investment Company Ltd
- Audinate Group Limited
- Audio Pixels Holdings Limited
- Aurelia Metals Limited
- Australian Finance Group Ltd
- Baby Bunting Group Ltd
- Bell Financial Group Limited
- BWX Ltd
- Cardinal Resources Limited
- Carnarvon Petroleum Limited
- Cedar Woods Properties Limited
- Chalice Mining Limited
- Clover Corporation Limited
- Emeco Holdings Limited
- Estia Health Limited
- Fonterra Shareholders' Fund
- Future Generation Investment Company Limited
- Galaxy Resources Limited
- Genetic Signatures Ltd
- Hotel Property Investments
- HT&E Limited
- Humm Group Limited
- Imdex Ltd
- Jupiter Mines
- Karoon Energy Ltd
- Medical Developments International Limited
- Mirrabooka Investments Ltd
- Mystate Limited
- New Energy Solar Limited
- Next Science Limited
- Nitro Software Limited
- Novonix Limited
- OFX Group Ltd
- OM Holdings Limited
- Pantoro Limited
- Peet Limited
- Perpetual Equity Investment Co. Ltd
- Phoslock Environmental Technologies Limited
- Platinum Asia Investments Limited
- Platinum Capital Ltd
- Plato Income Maximiser Limited
- PM Capital Global Opportunities Fund Ltd
- Primewest Group Limited
- PWR Holdings Ltd.
- PYC Therapeutics Limited
- Red 5 Limited
- Regis Healthcare Limited
- Resimac Group Ltd
- Rhipe Ltd
- Ricegrowers Limited
- Senex Energy Limited
- Sezzle Inc
- Sg Fleet Group Limited
- Starpharma Holdings Limited
- Steamships Trading Co. Ltd
- Strike Energy Limited
- Superloop Ltd
- Symbio Holdings Limited
- Telix Pharmaceuticals Limited
- Tribune Resources Limited
- Village Roadshow Limited
- WAM Global Limited
- West African Resources Ltd
- Whitefield Ltd
- WPP AUNZ Limited
- Zoono Group Limited

ASCENTDATA REMUNERATION TOOLS

In addition to the range of Executive and Board Remuneration Reports, AscentData offers a selection of products available to meet your specific remuneration needs :



Benchmark Report

Benchmark the remuneration of one or more executive roles, assisted by our experienced research team. Two peer groups are referenced, a standard one based on market capitalisation, and the second customised specifically to your needs. The report provides a range of data points including remuneration mix, annual movements and details on STI and LTI policies and outcomes.



AscentData Direct

AscentData Direct is an online subscription solution that provides you with direct access to our comprehensive executive remuneration database allowing you to confidently benchmark your entire senior leadership team and board. AscentData Direct provides an extensive level of information suitable for those requiring frequent and timely data and enables clients to use AscentData's online enquiry tools, or download data to conduct further analysis.



Tailored Reports

No analysis is too big or too small to be handled by AscentData. This includes accessing and analysing disclosed data and documents from multiple countries. Utilise our experienced research team to conduct custom research that will deliver fast, affordable, and customised board and executive remuneration analysis. For example, do you use an international peer group, or do you need a deep dive into long term incentive design?



Consulting & Advice

AscentData has been established to collect, analyse and publish remuneration benchmarks for executives, board members, and chairs. There are times when our clients require more in-depth data and analysis of board and executive remuneration. Our partner, HRascent, is recognised as a specialist in executive remuneration, remuneration frameworks and policy and incentive design. HRascent has significant experience in working with senior management and boards in the review and implementation of organisational and remuneration initiatives.

OVERVIEW OF ASCENTDATA AND ITS PARTNER



AscentData, the Author and Publisher of this report, is an Australian remuneration company that specialises in the collection, analysis and reporting on board and Executive remuneration. Our database contains extensive data on board and executive remuneration which enables us to remain abreast of remuneration practices in companies listed on the Australian Securities Exchange (ASX) and to be able to conduct market remuneration benchmarking reviews for our clients. This includes, not just what has been paid, but also the policy and designs that has driven the payments.

AscentData offers different levels of engagement and interaction that can support our clients to achieve a range of outcomes. These range from simply supplying broad market data such as the **Executive and Board Remuneration Reports, Tailored Reports** to meet bespoke needs of companies, and **AscentData Direct** which provides clients with direct access to the analysis tools in the database. Our **Benchmark** reports provide individual benchmarking of single executive roles for clients in ASX companies.



HRascent is focused on working with organisations to achieve alignment of people systems with remuneration strategy, company performance and overarching business objectives, while ensuring compliance with relevant governance and regulatory requirements. Being aware of contemporary market practices as well as various stakeholder views enables us to apply our technical expertise in relation to remuneration strategy and the design of short and long term incentive plans to assist clients with reviewing or developing these aspects of remuneration.

HRascent offers a full range of remuneration services, including:

- Market benchmarking
- Remuneration strategy, frameworks and policies
- Remuneration governance
- Short Term Incentive design
- Long Term Incentive design
- Strengthening remuneration capabilities
- Improving remuneration alignment to support business strategy

HRascent is recognised as a specialist in executive remuneration, remuneration frameworks and policy and incentive design with significant experience in working with senior management and boards.

PROJECT PARTNERS

For more information on AscentData and HRascent please refer to the websites:



ASCENTdata

T 1300 260 809

T +61 3 9654 3210

E info@ascentdata.com.au

www.ascentdata.com.au



HRascent

T +61 3 9654 3210

E info@hrascent.com

www.hrascent.com

Office Address:

Level 7, 10 Queen Street
Melbourne
Victoria 3000

Postal Address:

GPO Box 4879
Melbourne
Victoria 3001