

# Corporate Governance Statement 2019

**The Pact Group Holdings Ltd (the Company or Pact) Board recognises the importance of good corporate governance and its role in ensuring the accountability of the Board and management to shareholders.**

**The Board is concerned to ensure that the Company and its subsidiaries (Group) are properly managed to protect and enhance shareholder interests and that the Company, its Directors, officers and employees operate in an appropriate environment of corporate governance.**

The Board has adopted a corporate governance framework comprising principles and policies that are consistent with the ASX Corporate Governance Council's Corporate Governance Principles and Recommendations (3rd edition) (ASX Recommendations).

This Corporate Governance Statement:

- outlines the key aspects of the Group's corporate governance framework;
- is structured and numbered in order of the principles set out in the ASX Recommendations;

- includes cross references to other relevant information in this Corporate Governance Statement on the Company's charters, policies and codes, details of which are available in the Corporate Governance section of the Company's website at <https://pactgroup.com.au/investor/corporate-governance/corporate-statement/>; and
- should be read in conjunction with the Directors' Report and the Remuneration Report (contained in the Directors' Report) which is included in the 2019 Annual Report available at <https://pactgroup.com.au/investor/investor-communications/reports-and-presentations/> as those reports also contain information required to be included by the ASX Recommendations.

The Board has approved this Corporate Governance Statement and considers that the Company's corporate governance framework and practices have complied with the ASX Recommendations for the financial year, except as otherwise detailed in this Corporate Governance Statement.

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

### **Role of the Board and Management**

The Board is responsible for the corporate governance of the Company. The Board provides strategic guidance for the Company and effective oversight of management.

The principal role of the Board is to:

- represent and serve the interests of shareholders by overseeing and appraising the Company's strategies, policies and performance;
- protect and optimise Company performance and build sustainable value for shareholders in accordance with any duties and obligations imposed on the Board by law and within a framework of prudent and effective controls that enable risk to be assessed and managed;
- set, review and ensure compliance with the Company's values and governance framework; and
- ensure shareholders are kept informed of the Company's performance and major developments affecting its state of affairs.

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The Board's key responsibilities/functions include:

- selecting, appointing and evaluating the performance of, determining the remuneration of, and planning for succession of, the Chief Executive Officer (CEO);
- contributing to and approving management development of corporate strategy, including setting performance objectives and approving operating budgets;
- reviewing, ratifying and monitoring systems of risk management and internal control and ethical and legal compliance;
- monitoring corporate performance and implementation of strategy and policy; and
- approving major capital expenditure, acquisitions and divestitures, and monitoring capital management.

The Company has established the functions reserved for the Board and these are contained in the Board Charter and the Group's 'Delegated Authority Policy'. The CEO and senior executives, who are accountable to the Board, are responsible for matters that are not specifically reserved to the Board, primarily being the day-to-day operations and management of the Group.

Matters which are specifically reserved for the Board or its Committees include:

- appointment of a chair;
- appointment and removal of the CEO and the Chief Financial Officer (CFO);
- appointment of directors to fill a vacancy or as an additional director;
- establishment of Board committees, their membership and delegated authorities;
- approval of dividends;
- approval of major capital expenditure, acquisitions and divestitures in excess of authority levels delegated to management;
- calling of meetings of shareholders; and
- any other specific matters nominated by the Board from time to time.

## Directors

The Board has adopted a Policy which applies to a person who will be appointed as a casual vacancy, as an addition to the Board or to a candidate for election as a Director for the first time. The Policy involves undertaking appropriate checks of the candidate including checks as to the persons character and experience, criminal and bankruptcy history and any other relevant matters.

The Board has also adopted a policy for the re-election of incumbent Directors. This includes the Nomination and Remuneration Committee considering the results of an individual Director's performance evaluation.

Material information in the possession of the Company which is relevant to a decision on whether or not to elect or re-elect a Director of the Company will be provided in the explanatory memorandum which accompanies the Notice of Annual General Meeting. Directors eligible for election or re-election are also invited to address the meeting and provide details of the relevant experience and skills they bring to the Board.

The Company has a written agreement with each Director and senior executive setting out the terms of their appointment. These agreements were put in place prior to the appointment of the Director or senior executive, other than in respect of the Chairman whose agreement was put in place during the 2014 financial year. The nature of the agreements differ between those for Non-executive Directors and those for the Executive Director and senior executives, recognising and reflecting that the latter are employees of the Company.

## Company Secretary

The Company Secretary's employment agreement recognises that he is directly accountable to the Board through the Chairman on all matters to do with the proper functioning of the Board.

## Diversity Policy

The Company recognises that people are its most important asset and is committed to the maintenance and promotion of workplace diversity to ensure a discrimination-free place of work. Encouraging diversity drives the Company's ability to attract, retain and develop the best talent. It also enables an engaged workforce, the delivery of the highest quality services to its customers and the continued growth of the business.

The Company's vision for diversity incorporates a number of different factors, including gender, ethnicity, disability, age and educational experience. The Company's Diversity Policy can be accessed in the Corporate Governance section at <https://pactgroup.com.au/investor/corporate-governance/policies-and-standards/>.

The Board set its measurable objectives as required by the Diversity Policy. Those measurable objectives are:

- Each monthly staff recruitment assignment requires at least one female candidate to be recommended for interview and / or job ready process;

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- The Remuneration process at Pact is required to deliver gender pay equity across same and similar roles; and
- Include specific questions in the next Group employee engagement survey to identify whether gender is a workplace issue for employees across the Group.

Since setting the measurable objectives in April 2014, the Company has continued to focus on establishing the systems and processes required to ensure that the Group is able to manage, monitor and achieve the objectives. The progress towards reaching the objectives has been as follows:

- External recruiters have been requested to source female candidates for all salaried staff vacancies with the intention to:
  - a) enable gender oversight of the recruitment process; and
  - b) build the pool of job-ready female talent from which to source into the medium term.
- The annual salary review includes gender detail to identify any gender pay equity imbalance. Active management of salary review with a “lens on gender” has helped to identify and take steps to reduce inequity. Commencement salaries are reviewed against peers to ensure that there is not a discrepancy where the requirements of the role and the capabilities and experience of the candidate are the same or similar;
- The Group lodged its annual public report with the Workplace Gender Equality Agency (WGEA) including detail on gender pay equity. It has been confirmed by the WGEA that it achieved compliance status; and
- The next Employee Engagement Survey is planned to be completed in FY20.

The following table shows the representation of men and women at various levels within the Group workforce as at 30 June 2019:

Level	Proportion of Women %	Proportion of Men %
Non-Executive Directors	33	67
Senior Executives*	15	85
Other Levels	48	52
Total	48	52

\* Senior Executives are defined as the CEO and direct reports to the CEO.

## Board and Committee Performance Evaluation

The evaluation of the Board and its Directors and the evaluation of the Committees will usually be assessed in alternating years with the evaluation of the Board and its Directors being completed during the 2019 financial year.

Directors provided written feedback in relation to the performance of the Board against a set of agreed criteria. Each Director was also required to provide feedback on his or her own performance. Feedback was collected by the Chairman of the Board via the Company Secretary.

The results of the Board evaluations have been discussed by the Directors. The results concluded that the Board is functioning in an appropriate manner.

## Senior Executive Performance Evaluation

The performance of senior executives is formerly evaluated every six months by the CEO which also includes the establishment of their forward objectives. The CEO engages with each of his direct reports on an ongoing basis in relation to their performance and has regular discussions with each of them to facilitate a process of ongoing continuous improvement of their performance across technical, business and leadership criteria.

At the mid-year review a discussion takes place between each senior executive and the CEO. The key purpose of the mid-year review is to track progress against the objectives and to determine action plans to ensure achievement of objectives to the extent considered necessary.

The full year review, which occurs in July of each year, assesses the full year performance of the senior executives against their objectives as well as the corporate values of the Company.

Performance evaluations for senior executives, which accords with the process described above, took place in July 2019 for the 2019 financial year.

## Principle 2: Structure the Board to add value

### Board

Pact's Constitution provides that the Board not comprise of more than seven directors. During the 2019 financial year, the Board comprised of six Directors, being 5 Non-executive Directors and the CEO, for part of the year but only 5 Directors in the period between the resignation of Mr Bunday as CEO and the commencement of Mr Dayal as CEO. Subsequent to the end of the financial year, Mr Margin has retired as a Director of the Board, and so there are currently again five Non-executive Directors and the CEO.

### Board Committees

To assist the Board in meeting its responsibilities, the Board currently has established the following two committees:

- the Nomination and Remuneration Committee (NRC); and
- the Audit, Business Risk and Compliance Committee (ABRCC).

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The members of these Committees are set out below:

	NRC	ABRCC
Chairman	Jonathan Ling	Jonathan Ling (since Peter Margin's retirement)
Members	Lyndsey Cattermole Raphael Geminder	Lyndsey Cattermole Ray Horsburgh

Each Committee is structured so that it:

- consists of a majority of independent directors;
- is chaired by an independent director; and
- has at least three members.

The ABRCC is also structured so that it consists only of Non-executive Directors.

The Charters for each of the NRC and ABRCC can be accessed in the Corporate Governance section at <https://pactgroup.com.au/investor/corporate-governance/board-and-committee-charters/>.

The responsibilities of the NRC are as follows:

As they relate to nomination matters:

- review, assess and make recommendations to the Board on the desirable size, composition, competencies and attributes of the Board;
- review and recommend to the Board succession plans regarding the Chairman and CEO;
- review and recommend to the Board membership of the Board including recommendations for the appointment and re-election of Directors;
- establish policies and procedures and make recommendations to the Board for the selection, appointment and removal of the CEO; and
- assist the Board to assess the performance of the Board, its Committees and its members.

As they relate to remuneration matters:

- review and recommend to the Board remuneration and contractual arrangements for the CEO and executives reporting to the CEO;
- review, at least annually, the performance of the CEO against individual and Company targets;
- review the senior executives performance assessment processes and results and review and approve short term incentive strategy, performance targets and bonus payments;
- review and recommend to the Board the establishment of any employee equity incentive plan; and
- review and recommend to the Board remuneration arrangements for the Chairman and Non-executive Directors.

## Board and Committee Meetings

Details of the number of Board and Committee meetings held during the 2019 financial year and the attendance of Directors and members of the Committees respectively are contained on page 43 of the 2019 Annual Report.

## Board Skills Matrix

The Board considers it important to maintain an appropriate mix of skills, experience, expertise and diversity in its membership to ensure that it is able to meet the present and future needs of the Company. The Board has developed a Board Skills Matrix which sets out the mix of skills, experience and expertise that the Board considers relevant to the membership of the Pact Board.

The skills, experience and expertise and their relative importance to Pact are set out in the table below.

Skill/Experience/Expertise	Importance
Manufacturing industry, business/ commercial, strategy, finance/ accounting, governance, human resources, and good judgement	Very important
Entrepreneurship/innovation, risk management, investment/capital management, corporate social responsibility	Important
Legal, information technology, public relations/ communication/ investor relations,	Relevant

Each member of the Board has undertaken a self- assessment against the skills, experience and expertise and rated themselves and this has then been reflected in the matrix and discussed with the rest of the Board.

The Board is of the view that collectively each of these areas is currently well represented on the Board. The Board benefits from the combination of Directors' individual skills, experience and expertise as well as the different perspectives and insights that each Director brings to the Board.

In respect of diversity, the Board recognises the benefit of having, and looks to achieve in its membership, varying backgrounds, attributes and gender representation.

## Independence of Directors

It is the Board's policy that there should be a majority of independent, Non-executive Directors. A review of each Non-executive Directors' independence has been undertaken. The Board remains of the view that it has a majority of independent Directors with 4 (Ms Cattermole, Ms Chua, Mr Horsburgh and Mr Ling) of the 6 Directors considered independent. For more information on each Director (including their experience, expertise, qualifications and term of office) see pages 40 to 41 of the 2019 Annual Report.

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In general, Directors will be considered to be 'independent' if they are not members of management and they:

- are not material shareholders of the Company, or officers of, or otherwise associated with, material shareholders of the Company;
- have not within the last three years been employed in an executive capacity by the Company or another Group member;
- have not within the last three years been a principal or senior employee of a material professional adviser or material consultant to the Company or another Group member;
- are not, or have not within the last 3 years been a material supplier to or customer of the Company or other Group member or an officer of, or otherwise associated, with a material supplier or customer;
- have no material contractual relationship with the Company or another Group member, other than as a Director of the Company;
- have no close family ties with any person who falls within any of the categories described above;
- have not been a Director of the Company for such period that his or her independence may have been compromised; and
- are free from any interest, business or other relationship which could, or could reasonably be perceived to, materially interfere with the Director's ability to act in the best interests of the Company.

The Board considers the materiality of any given relationship on a case-by-case basis and has adopted materiality guidelines to assist in this regard which are set out in Attachment 1 to the Board Charter which can be accessed in the Corporate Governance section at <https://pactgroup.com.au/investor/corporate-governance/board-and-committee-charters/>.

In general, the Board will consider holding 5% or more of the Company's shares to be material. The Board will also consider an affiliation with a business which accounts for less than 5% of the relevant base to be immaterial for the purposes of determining independence. The Board views independence of each Director in light of interests disclosed to the Board from time to time.

The Chairman, Mr Raphael Geminder, holds approximately 40% of the issued capital of the Company. Accordingly, the Chairman is not an independent director. As outlined in the Prospectus dated 27 November 2013 and the Company's previous Corporate Governance Statements, the Board believes that Mr Geminder is the most appropriate person to lead the Board as Chairman and that he is able to and does bring quality of judgement to all relevant issues falling within the scope of the role of chairman and that the Group as a whole benefits from his long-standing experience of its operations and business relationships.

The Board is conscious that there are a number of related party dealings between the Group and interests associated with Mr Geminder. These related party transactions are disclosed in the Financial Statements for the relevant years. As a consequence, the Board has put in place a Related Party Protocol to monitor and govern these transactions and to ensure compliance with the Corporations Act.

During the 2019 financial year, the Board appointed Mr Geminder as Executive Chairman on an interim basis effective from 9 September 2018 until the appointment of Mr Dayal as Chief Executive Officer on 3 April 2019.

## Induction and Professional development

The Company has an induction program for new Directors. On an ongoing basis, the Company provides the Directors with information to ensure the Directors have knowledge of current business performance and major issues. In addition, this is supported by periodic site visits in conjunction with Board meetings as well as the opportunity to hear from senior executives on a regular basis.

The Directors are expected to undertake any necessary continuing professional education to enable them to discharge their duties. The Company has offered the Directors, through the Company Secretary, the opportunity to be advised of various professional development opportunities should they request it. In addition, from time to time relevant professional development opportunities are provided by the Company to the Board (e.g. WH&S training or continuous disclosure training).

## Principle 3: Act ethically and responsibly

### Code of Conduct

The Company is committed to ethical behaviour and operating with integrity in all business practices. All Group employees, directors and contractors and suppliers and volunteers when providing products or services to the Group, must comply with the obligations under the Code of Conduct (Code).

The Code is central to the framework of the Group's compliance program. The Code is complemented by a suite of additional policies and procedures (e.g. Whistle blower policy, Anti-bribery and Corruption policy, Privacy policy, Dealing in Securities policy etc).

The Code addresses how the Group does business and focuses on ethics, integrity and reputation; compliance with laws and regulations; commitment to quality; conflicts of interest; bribes, gifts and commissions; privacy; and public communications and disclosures.

The Code also focuses on how the Group behaves in the workplace and addresses matters such as equal opportunity and anti-discrimination; workplace health and safety; improper use or theft of Group property and securities trading.

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Finally it deals with how the Group interacts with the community and addresses the Group's contribution to the community, environment and outside activities and public office.

The Code encourages employees and others to report any behaviour or situation where there is a genuine belief that it may breach the Code, Group policies and procedures or the law. The Company is committed to ensuring that those who do so are not disadvantaged or discriminated against when making reports in good faith. The Company has a whistle blower policy which contains appropriate protections for those who report such behavior and has established an externally facilitated hotline to enable employees and other stakeholders to report any concerns.

The Company's Code can be accessed in the Corporate Governance section at <https://pactgroup.com.au/investor/corporate-governance/policies-and-standards/#corporateGovernance>.

## Principle 4: Safeguard integrity in corporate reporting

### Audit, Business Risk and Compliance Committee

The Board has established an Audit, Business Risk and Compliance Committee.

Details of the Committee's members are set out under Principle 2. Details of the ABRCC members' qualifications and experience and the number of times the Committee met and the individual attendances of those members are contained at pages 40 to 41 of the 2019 Annual Report.

The responsibilities of the ABRCC are to oversee:

- the Company's relationship with the external auditor and the external audit function generally;
- the Company's relationship with the internal auditor and the internal audit function generally;
- the preparation of the financial statements and reports;
- the Company's financial controls and systems
- the Company's overall risk management program including:
  - Operational and environmental risk generally;
  - the Companies work place health and safety management, controls and systems; and
  - the process of identification and management of financial risk; and
  - the effectiveness of the compliance program to ensure that legal and regulatory requirements are met.

### Managing Director and CEO and CFO Declaration

At both the half-year and full year financial periods, the CEO and CFO provided a declaration in accordance with section 295A of the Corporations Act 2001.

### External Auditor

As required by the Corporations Act, the Group's auditor, Ernst & Young, attends the Company's Annual General Meeting (AGM) and are available to answer questions from security holders relevant to the audit.

## Principle 5: Make timely and balanced disclosure

### Continuous Disclosure Policy

The Company is committed to complying with its continuous disclosure obligations to keep the market fully informed of information which may have a material effect on the price or value of the Company's securities.

The Company discharges these obligations by releasing information in ASX announcements and by disclosure of other relevant documents to the ASX and to shareholders (e.g. annual reports).

The Company's Continuous Disclosure Policy is designed to ensure the timely release of material price sensitive information to the market. This policy establishes procedures to ensure the Directors and management are aware of the Company's disclosure obligations and procedures and have accountability for the Company's compliance with those obligations.

The policy also sets up procedures that must be followed in relation to the release of announcements to the market and discussions with analysts, the media or shareholders.

The Company's Continuous Disclosure Policy can be accessed in the Corporate Governance section at <https://pactgroup.com.au/investor/corporate-governance/policies-and-standards/>.

The Company's ASX announcements are available after they are released to ASX on the Company's website at <https://pactgroup.com.au/investor/investor-communications/asx-and-other-announcements/>.

## Principle 6: Respect the rights of shareholders

### Website

One of the Company's key communication tools is its website located at [www.pactgroup.com.au](http://www.pactgroup.com.au).

The Company has a separate landing page titled 'Corporate Governance' at <https://pactgroup.com.au/investor/corporate-governance/corporate-statement/>. Important information about the Company can be found in that section on the website.

This includes the Board and Board Committee charters, the Company's Constitution and other key corporate governance policies.

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## Investor Relations

The Company communicates with its investors on three main occasions during the year. These are when its half-year results are released, its full year results are released and at the AGM. The Company holds a results briefing at the release of each of the half-year and full year results and those briefings are open to all investors, analysts and other interested stakeholders. Participants have the opportunity to ask questions of the Company.

In addition, each result briefing is recorded and placed on the Company's website for a period to enable those that were unable to attend to access the information.

The Company may also present at other forums during the year. Presentation materials are lodged with ASX and placed on the Company's website so that all investors have the benefit of what the Company presents.

During the year, the Company also meets with investors and other market participants upon request within the parameters of its Continuous Disclosure Policy. This interaction with investors and other market participants allows the Company to obtain an understanding of their areas of interest or matters for concern. These are then considered by management and where relevant communicated to the Board.

The Company also has provided investors and other interested parties with the opportunity to register their email details on its database. Registrants receive via email a copy of all material ASX releases within 24 hours of release to ensure they are kept well informed and given access to the most recent information about the Company.

## Shareholder participation at meetings

The Chairman, in his cover letter accompanying the notice of AGM, encourages shareholders to attend the AGM. There is an opportunity to ask questions on the business of the Company, its financial results and specific business of the meeting both at the meeting and by sending questions to the Company ahead of the AGM. The most commonly asked questions are responded to at the AGM.

The Company also has live audio webcasting at its AGM so that shareholders who are unable to attend the meeting personally, can hear the proceedings online.

## Communications

The Company's website contains a facility for shareholders to direct enquiries to the Company and to elect to receive communications from the Company via email. Shareholders also have the option to receive communications from, and send communications to, the Company's share registry, Computershare Investor Services Pty Limited, electronically.

## Principle 7: Recognise and manage risk

The Board has established the Audit, Business Risk and Compliance Committee which oversees the Group risk framework and periodically reviews the effectiveness of that framework. Further detail regarding the ABRCC can be found in the commentary under Principles 2 and 4.

### Review of risk management framework

The Company promotes a risk-aware culture and is committed to managing all risks within the Group in a proactive and effective manner. This requires the identification and mitigation of risk in a way that protects business continuity and reputation, informs management decisions and drives competitive advantage.

The ABRCC has approved a Risk Management Policy (Policy) and Risk Management Framework (Framework) to oversee and manage risk.

The Policy provides that the Company's commitment is to promoting a risk-aware culture in decision making and a commitment to manage all risks that may materially impact the business of the Group in a proactive and effective manner.

The principles and approach for recognising and managing risk are described in the Framework which is comprised of the practical process and tools to support consistent implementation of the Policy, including roles and responsibilities, and the approach for risk analysis, including identifying, assessing, responding to and monitoring risks. The Framework is based on AS ISO31000:2018 Risk Management Guidelines.

The reporting of newly identified risks that may impact the operations of the Group across all areas is encouraged, this includes but is not limited to, operational, environmental, sustainability, compliance, strategic, ethical conduct, reputation or brand, technological product or service quality, human capital, financial reporting and market related risks.

Management has developed a process to ensure new risks are identified and existing risks remain relevant. All material risks are recorded on the Group Risk Register which is reviewed regularly by the ABRCC.

Mitigation Plans are reviewed and assessed regularly by management to ensure the processes and internal controls in place remain effective and to ensure identified improvement activities continue to be implemented. Updates are provided to the ABRCC on a regular basis.

During the financial year, the ABRCC reviewed the Group Risk Management Policy and Framework to satisfy itself that it continues to be sound.

The Company's Risk Management Policy can be accessed from the Corporate Governance section at <https://pactgroup.com.au/investor/corporate-governance/policies-and-standards/>.

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## Internal Audit Function

The function of Internal Audit is carried out by the internal audit function which is independent from external audit, and administratively reports to the CFO. This function provides management and the ABRCC assurances and evaluation of the effectiveness of the internal control processes, with a primary focus on financial controls and accounting policies.

The annual Internal Audit program, including the scope and schedule of audits, is developed in consultation with management and approved by the ABRCC. The audit results are reviewed by management and provided to the ABRCC on a regular basis.

If the audit program identifies work where the internal audit function does not have the necessary expertise to carry out the required scope of work, the internal audit function is complemented by the engagement of external consultants who have that expertise. These engagements are scoped and managed by the Internal Audit Manager in consultation with the CFO.

The ABRCC reviews the results and effectiveness of the internal audit program and the performance and objectivity of the internal audit function. Additionally, the ABRCC evaluate and critique management's responsiveness to internal audit's finding and recommendations, to ensure risks are being effectively managed.

The Company monitors the Group's exposure to risks including economic, environmental and social sustainability risks. The Company has published a Sustainability Report for the 2019 financial year. That report discloses the Group's material exposure to economic, environmental, social and governance sustainability risks and how they are managed. It can be located at <https://pactgroup.com.au/sustainability/#substain-report-main>.

## Principle 8: Remunerate fairly and responsibly

### Nomination and Remuneration Committee

As described in the commentary under Principle 2, the Company has a Nomination and Remuneration Committee.

Details of the Committee's membership is set out under Principle 2. Details of the number of times the Committee met and the individual attendances of those members, are contained at page 43 of the 2019 Annual Report.

### Remuneration Policies

Details regarding the structure of Non-executive Directors' remuneration and Executive Director and Senior Executive remuneration are contained in the Remuneration Report which is located at pages 52 to 54 of the 2019 Annual Report.

The Company does not have any scheme for retirement benefits, other than superannuation, for Non-executive Directors.

Following the approval of shareholders at Pact's 2016 and 2017 AGMs, the Company has implemented an equity based long term incentive plan (LTIP), which has taken effect for the CEO from December 2015 and for other senior executives from the 2018 financial year. Further information on the Company's LTIP is located at pages 49 to 50 of the 2019 Annual Report.