



# Remuneration Policy

## 1. Policy Statement

- Contact is committed to ensuring that the remuneration of Board Directors, the Chief Executive Officer (CEO), leadership team and all of our people at Contact is transparent, fair and reasonable.

## 2. Application

- This policy applies to directors, the CEO, leadership team and all employees at Contact.

## 3. Remuneration Practices

- Contact's remuneration structure is designed to attract, reward and retain high performing people who are able to enhance the company's performance.
- The total remuneration available annually to directors of Contact (the "director fee pool") has been approved by Contact shareholders. The Board determines the actual fees paid to directors reflecting director roles, responsibilities and contributions. Details are provided to shareholders in the annual report. Any increase to the director fee pool must be approved by shareholders.
- Contact is committed to creating a rewarding workplace for our people by valuing everyone's contribution, encouraging personal development, recognising good performance, and fostering equality of opportunity. This is supported by three reward strategies:
  - a) to measure and reward people for their performance and potential;
  - b) to ensure the reward strategy supports the company strategy; and
  - c) to drive financial responsibility; making sure what we do is affordable.
- The total remuneration payable to our people at Contact is made up of three components; fixed remuneration, at-risk/variable remuneration to reward performance, and other benefits. The weighting of each component is aligned with position grades to reflect the complexity of the role.
- We annually test our remuneration against external market information to ensure market relativity and internally to test pay equity, including by gender.
- Contact reports in its annual report detail of the remuneration provided to the CEO in line with NZX guidelines, as well as a transparent overview of all employee remuneration.

## 4. Roles, Responsibilities and Ownership

- The Board is responsible for ensuring transparency and accountability to shareholders, including remuneration practices.
- The People Committee supports and advises the Board on matters relating to remuneration including:
  - remuneration policy;
  - practices for all of our people at Contact; and
  - remuneration for the CEO, leadership team and directors.

The committee carries out its functions with a view to ensuring that directors and employees are remunerated in accordance with this policy.

- Contact management provide recommendations on Contact's remuneration structure, annual remuneration budget and allocation, short term incentives and equity awards, to the People Committee for approval.

Business Unit:	People & Safety
Owner:	Chief People Officer