

# **GEOPACIFIC RESOURCES LIMITED**

**ACN 003 208 393**  
**and controlled entities**

**ASX code: GPR**

## **2021 Corporate Governance Statement**

## GEOPACIFIC RESOURCES LIMITED CORPORATE GOVERNANCE STATEMENT 2021

This Corporate Governance Statement relates to the reporting period 1 January to 31 December 2021 and was reviewed and approved by the Board of Directors.

The Statement sets out the key features of the corporate governance framework that Geopacific Resources Limited (Geopacific or the Company) has established. The Company's corporate governance practices reflect the commitment of the Board of Directors to implement the highest standards of ethics, integrity, legal and statutory compliance.

In establishing the corporate governance framework of the Company, the Board has adopted, where appropriate, practices consistent with the ASX Corporate Governance Council's *Principles and Recommendations* (4<sup>th</sup> Edition) which came into effect for financial years commencing on or after 1 January 2020.

Where after consideration, the Company's corporate governance practices depart from the recommendations, this statement provides an explanation for the adoption of an alternative practice in compliance with the "if not, why not" reporting regime. All practices, unless otherwise stated, were in place for the entire reporting period ended 31 December 2021.

All Policies and Charters referred to in this Statement are available in the Corporate Governance page on the Company's website [www.geopacific.com.au](http://www.geopacific.com.au).

### **PRINCIPLE 1: LAY SOLID FOUNDATIONS FOR MANAGEMENT AND OVERSIGHT**

#### **Recommendation 1.1.**

A listed entity should disclose:

- (a) the respective roles and responsibilities of its board and management; and
- (b) those matters expressly reserved to the board and those delegated to management.

The Board is responsible for the overall performance of the Company, monitoring financial performance, reviewing and monitoring systems of risk management and internal control, overseeing the corporate governance of the Company and monitoring the implementation of the Company's code of conduct, policies and charters that reflect the values of the Company and guide the conduct of its Directors and employees.

The Chief Executive Officer (CEO), supported by Senior Management, is responsible for the management of the day-to-day activities of the Company and in addition is responsible for advancing the strategic direction of the Company as set and monitored by the Board.

The Company has established respective roles and responsibilities of its Board and Management, including matters expressly reserved to the Board and those delegated to Management. The roles and responsibilities of the Board and Management are further described and documented in the Company's *Board Charter*.

### Recommendation 1.2

A listed entity should:

- (a) undertake appropriate checks before appointing a person, or putting forward to security holders a candidate for election, as a director; and
- (b) provide security holders with all material information in its possession relevant to a decision on whether or not to elect or re-elect a director.

The Company undertakes appropriate background checks before appointing a person or putting forward to security holders a candidate for election, as a director.

A profile of each Director is included in the Company's Annual Report and the Company ensures that all information in its possession relevant to a Shareholder's decision on whether to elect or re-elect a Director is provided in the relevant Notice of Meeting. This recommendation is adopted in section 2.2 of the Company's *Board Charter*.

### Recommendation 1.3

A listed entity should have a written agreement with each director and senior executive setting out the terms of their appointment.

All Directors and Senior Executives of the Company have entered into written agreements. Directors and Senior Executives are provided with a formal letter of appointment that sets out the terms and conditions of their appointment including their duties, rights and responsibilities.

### Recommendation 1.4

The company secretary of a listed entity should be accountable directly to the board, through the chair on all matters to do with the proper functioning of the board.

The Company Secretary is appointed by the Board and has a dual reporting function to the CEO and the Board. The Company Secretary has a direct line of communication with the Chairman and all Directors on all matters to do with the functioning of the Board. The responsibilities of the Company Secretary are outlined in the Company's *Board Charter*.

### Recommendation 1.5

A listed entity should:

- (a) have and disclose a diversity policy;
- (b) through its board or a relevant committee of the board to set measurable objectives for achieving gender diversity in the composition of its board, senior executives and workforce generally; and
- (c) disclose in each reporting period:
  - (1) the measurable objectives set for the period to achieve gender diversity;
  - (2) the entities progress towards achieving those objectives; and ; either:
    - (i) the respective proportions of men and women on the board, in senior executive positions and across the workforce (including how the entity has defined "senior executive" for these purposes); or
    - (ii) if the entity is a "relevant employer" under the Workplace Gender Equality Act, the entity's most recent "Gender Equality Indicators", as defined and published under the Act.

The Company's *Diversity Policy* is applicable to all Company Directors, Officers and employees and includes, but is not limited to, factors such as gender, age and ethnicity.

The *Diversity Policy* provides the opportunity for the Board and relevant Committees to set measurable objectives for achieving gender diversity and to annually assess the objectives and progress in achieving those objectives for the Board, Senior Executives and the workforce. During the reporting period, no measurable objectives were set. The Board considered it to be impractical during the financing and project development phase to set measurable objectives for gender diversity.

The proportion of women on the Board, in Senior Executive positions and across the whole organisation as at 31 December 2021 are displayed in the table below:

Category	Proportion of Women	
	By Number	By Percentage
Whole Organisation	40 out of 202	20%
Senior Executive Positions	1 out of 4	25%
Board	0 out of 4	0%

A Senior Executive comprises the senior management team and is delegated tasks by the CEO to whom they report to directly. A Senior Executive has authority to materially influence the strategy, direction and operation of the Company's performance.

#### Recommendation 1.6

A listed entity should:

- (a) have and disclose a process for periodically evaluating the performance of the board, its committees and individual directors; and
- (b) disclose in relation to each reporting period, whether a performance evaluation has been undertaken in accordance with that process during or in respect of that period.

The process of periodic evaluation of the Board, Sub-Committees and Individual Directors is outlined in the Company's *Board Charter*.

The Board arranges for a performance evaluation of itself, its Committees and Individual Directors to be conducted on an annual basis. The review is based on the achievement of key goals for the Board. The goals are based on key corporate requirements and any areas for improvement that may be identified.

The Board considers the outcomes of the reviews in a board meeting forum with the objective of establishing the key improvement initiatives for the forthcoming 12-month period. It is the Chairman's role to provide each Director with confidential feedback on his or her performance.

A Board performance evaluation for the 2021 reporting period has not yet been conducted.

## Recommendation 1.7

A listed entity should:

- (a) have and disclose a process for evaluating the performance of its senior executives at least once every reporting period; and
- (b) disclose for each reporting period, whether a performance evaluation was undertaken in accordance with that process during or in respect of that period.

The process of periodic evaluation of Senior Executives is disclosed in the Company's *Board Charter*.

All Senior Executives of the Company are subject to an annual performance evaluation. Senior Executives (including the Chief Executive Officer) have a set of performance targets which are set by the Board, that are designed to align to the creation of sustained shareholder value.

An informal assessment of progress was carried out throughout the year and a formal evaluation of performance against the agreed targets takes place annually. The formal evaluation occurs in conjunction with goal setting for the next reporting period.

## PRINCIPLE 2: STRUCTURE THE BOARD TO ADD VALUE

### Recommendation 2.1

The board of a listed entity should:

- (a) have a nomination committee which:
  - (i) has at least three members, a majority of whom are independent directors; and
  - (ii) is chaired by an independent director;
  - (iii) and disclose:
    - i. the charter of the committee;
    - ii. the members of the committee;
    - iii. as at the end of each reporting period, the number of times the committee met throughout the period and the individual attendances of the members at those meetings; or
- (b) if it does not have a nomination committee, disclose the fact and the process it employs to address board succession issues and to ensure that the board has the appropriate balance of skills, knowledge, experience, independence and diversity to enable it to discharge its duties and responsibilities effectively.

During the reporting period the Board agreed to form a sub-committee combining the roles and responsibilities of the Nomination Committee and Remuneration Committee. The *Nomination Committee Charter* addresses the processes employed to address board succession issues, to ensure an appropriate balance of skills, knowledge, experience, independence and diversity to enable the Board to discharge its duties and responsibilities effectively.

At 31 December 2021, there were three members of the Committee (two of whom were independent including the Chair) following the appointment of an additional member during the 2021 reporting period.

Name	Nomination Committee Role	Board Role
Ian Murray	Chair	Independent Non-Executive Director
Ian Clyne	Member	Executive Chairman
Sir Charles Lepani*	Member	Independent Non-Executive Director

\* appointed 3 February 2021.

## Recommendation 2.2

A listed entity should have and disclose a board skills matrix setting out the mix of skills that the board currently has or is looking to achieve in its membership.

The Board is of the opinion that having a diverse mix of experience, skills and knowledge is critical to deliver the Company's strategy. Where necessary the Board secures outside specialist advice to compliment the current skills set.

The table below outlines the key skills required to deliver the strategy, together with the skills brought by the Company's Directors:

Key Skills Required	Relevant Experience Non-Executive Directors
Corporate Governance	4
Geology	-
Project Development	2
Mining	2
Risk Management	4
Investor Relations	4
Corporate Transactions	4
Construction Management	2
Operations Management	3
Project Funding	4
Treasury	2
Accounting	2
Legal	-
Health and Safety	4
Environmental	4

### Recommendation 2.3

A listed entity should disclose:

- (a) the names of the directors considered by the board to be independent directors;
- (b) if a director has an interest, position, association or relationship of the type described in Box 2.3- “Factors relevant to assessing the independence of a director” but the board is of the opinion that it does not compromise the independence of the director, the nature of the interest, position or relationship in question and an explanation of why the board is of that opinion; and
- (c) the length of service of each director.

At 31 December 2021 the Board consisted of four directors. The table below outlines the Independent Directors of the Board and for each of those directors, their relevant period in office:

Name	Role	Period in Office
Ian Clyne	Chairman*	< 6 years
Colin Gilligan	Independent Non-Executive Director	< 4 years
Ian Murray	Independent Non-Executive Director	< 3 years
Sir Charles Lepani	Independent Non-Executive Director	< 2 years

\* Ian Clyne assumed the role of Executive Chairman at the time of resignation of the previous Managing Director on 4 June 2020. Mr Clyne continued in this role to 30 June 2021. Mr Clyne again assumed the role of Executive Chairman on 11 November 2021 to the end of the reporting period. Consequently, Mr Clyne is not regarded as an independent director for the reporting period under the independence assessment factors set out in Box 2.3.

The Independent Directors collectively hold an interest in the Company of less than 1% as at the date of reporting. The Board is of the view that this does not compromise the independence of the Directors.

### Recommendation 2.4

A majority of the board of a listed entity should be independent directors.

As at 31 December 2021, three out of the four Directors, were independent.

### Recommendation 2.5

The chair of the board of a listed entity should be an independent director and, in particular, should not be the same person as the CEO of the entity.

At 31 December 2021 the Chair of the Board, Mr Ian Clyne was not considered to be Independent having assumed his role as Executive Chairman on two occasions during the reporting period. Tim Richards was appointed as CEO in October 2020 and Mr Clyne’s executive responsibilities were relinquished at the time of finalising the Project financing in June 2021. Mr Clyne resumed the Executive Chairman role in November 2021 through to the end of the reporting period.

## Recommendation 2.6

A listed entity should have a program for inducting new directors and periodically reviewing whether there is a need for existing directors to undertake professional development to maintain the skills and knowledge needed to perform their role as directors effectively.

The Company has a program for the induction of new directors who are appointed to the Board. This includes an appointment letter, which sets out the director duties and responsibilities, as well as providing the new director with access to the Companies' staff and the Company Secretary.

The Nomination and Remuneration Committee is tasked with periodically reviewing the need for Directors to undertake professional development or ongoing education relevant to their position to be able to participate fully and actively in Board decision making.

## PRINCIPLE 3: ACT ETHICALLY AND RESPONSIBLY

### Recommendation 3.1

A listed entity should articulate and disclose its values.

The Company has established a set of corporate values and these are included in the Induction Program for new employees and are then reinforced periodically with all staff. The Corporate Values Statement was amended during the 2021 reporting period to align with the revised Corporate Vision Statement:

*Our vision is to be a responsible gold miner maximising equitable and inclusive local participation to create sustainable value for all stakeholders.*

A revised Corporate Values Statement was issued during the reporting period comprising the following five components:

- (i) *We care and provide a safe workplace for our people;*
- (ii) *We act with honesty and integrity;*
- (iii) *We protect our host communities and respect the environment in which they live;*
- (iv) *We innovate and deliver on our commitments; and*
- (v) *We value our 'One Team' and have a shared vision.*

### Recommendation 3.2

A listed entity should:

- (a) have and disclose a code of conduct for its directors, senior executives and employees; and
- (b) ensure that the board or a committee of the board is informed of any material breaches of that code

The Company has established a *Code of Conduct* for its Directors, Senior Executives and employees. A copy of the *Code of Conduct* is available on the Company's website. Any material breaches of the Code are reported to the Board.



### Recommendation 3.3

A listed entity should:

- (a) have and disclose a whistle-blower policy; and
- (b) ensure that the board or a committee of the board is informed of any material incidents reported under the policy.

The Company has implemented a *Whistle-blower Policy* which is available to all employees and contractors and requires the Company Secretary to report a summary of all material incidents to the Audit and Risk Committee on an annual basis. All serious and/or material matters of Reportable Conduct are required to be immediately reported to the Chairperson of the Audit and Risk Committee. The *Whistle-blower Policy* is available via the Company's website.

### Recommendation 3.4

A listed entity should:

- (a) have and disclose an anti-bribery and corruption policy; and
- (b) ensure that the board or a committee of the board is informed of any material breaches of that policy.

The Company has adopted an *Anti-Bribery and Anti-Corruption Policy* which has been published on the website. The Board is informed of any material breaches of the Policy.

## PRINCIPLE 4: SAFEGUARD INTEGRITY IN CORPORATE REPORTING

### Recommendation 4.1

The board of a listed entity should:

- (a) have an audit committee which:
  - (1) has at least three members, all of whom are non-executive directors and a majority of whom are independent directors; and
  - (2) is chaired by an independent director, who is not the chair of the board, and disclose:
    - (3) the charter of the committee;
    - (4) the relevant qualifications and experience of the members of the committee; and
    - (5) in relation to each reporting period the number of times the committee met throughout the period and the individual attendances of the members at those meetings; or
- (b) if it does not have an audit committee, disclose that fact and the processes it employs that independently verify and safeguard the integrity of its corporate reporting, including the processes for the appointment and removal of the external auditor and rotation of the audit engagement partner.

The Board has established an *Audit & Risk Committee Charter* which recommends the establishment of an Audit and Risk Committee comprising of at least two independent non-executive directors.

At 31 December 2021, the Company's Audit and Risk Committee was comprised of three Directors, the majority of whom were Independent Directors and their details are outlined in the table below:

Name	Audit and Risk Committee Role	Board Role
Ian Murray	Chair	Independent Non-Executive Director
Colin Gilligan	Member	Independent Non-Executive Director
Ian Clyne	Member	Executive Chairman

The qualifications and experience of Committee Members is set out in the Directors' Report in the 31 December 2021 Annual Financial Statements.

The *Audit & Risk Committee Charter*, which is available on the Company's website, outlines the Committee's role and responsibilities. It discloses the processes the Committee employs to independently verify and safeguard the integrity of its corporate reporting, including the processes for the appointment and removal of the external auditor and the rotation of the audit engagement partner.

The Audit & Risk Committee held three meetings during the reporting period. All Directors who were eligible to attend at the time of the meetings were present.

#### **Recommendation 4.2**

The board of a listed entity should, before it approves the entity's financial statements for a financial period, receive from its CEO and CFO a declaration that, in their opinion, the financial records of the entity have been properly maintained and that the financial statements comply with the appropriate accounting standards and give a true and fair view of the financial position and performance of the entity and that the opinion has been formed on the basis of a sound system of risk management and internal control which is operating efficiently.

Prior to approving the accounts for a relevant period, the Board receives a declaration from the Chief Executive Officer and Chief Financial Officer pursuant to section 295A of the *Corporations Act 2001*.

The declarations assure the Board that the risk management and internal compliance and control systems are operating efficiently and effectively in all material aspects.

#### **Recommendation 4.3**

A listed entity should disclose its process to verify the integrity of any periodic corporate report it releases to the market that is not audited or reviewed by an external auditor.

The Quarterly Activities Report for the Company is tabled, reviewed and approved by the Board before being released to the market.

### **PRINCIPLE 5: MAKE TIMELY AND BALANCED DISCLOSURE**

#### **Recommendation 5.1**

A listed entity should have a written policy for complying with its disclosure obligations under the Listing Rule 3.1.

The Company has established written policies and procedures for complying with its continuous disclosure obligations under the ASX Listing Rules. The Company's *Continuous Disclosure Policy* is available on the Company's website.

The *Continuous Disclosure Policy* aims to keep the market fully informed of information which may have a material effect on the price or value of the Company's securities and to correct any material mistake or misinformation in the market.

## Recommendation 5.2

A listed entity should ensure that its board receives copies of all market announcements promptly after they have been made.

All market announcements during 2021 were approved by the Board before being released. The Company has a Delegations Policy that covers approval of announcements by the Chair and the CEO in situations where an urgent announcement is required under the Company's continuous disclosure obligations.

## Recommendation 5.3

A listed entity that gives a new and substantive investor or analyst presentation should release a copy of the presentation materials on the ASX Market Announcements Platform ahead of the presentation.

The Company ensures that all new and substantive investor or analyst presentations are released to the market through the ASX Announcements Platform ahead of the presentation.

## PRINCIPLE 6: RESPECT THE RIGHTS OF SECURITY HOLDERS

### Recommendation 6.1

A listed entity should provide information about itself and its governance to investors via its website.

The Company's website [www.geopacific.com.au](http://www.geopacific.com.au) is the primary means to provide information regarding the Company and details pertaining to its governance.

Details of the Company's governance are provided on the Corporate Governance page and include links to key policies, procedures and charters.

### Recommendation 6.2

A listed entity should have an investor relations program that facilitates effective two-way communication with investors.

The Board aims to ensure that shareholders are informed of all major developments regarding the Company and its projects. The Company has established a *Continuous Disclosure Policy* and a *Shareholder Communications and Investor Relations Policy* that guide the activities of the investor relations program.

Both Policies work in conjunction to facilitate effective two-way communication between the Company and its stakeholders. Copies of these policies are available on the Company's website.

### Recommendation 6.3

A listed entity should disclose how it facilitates and encourages participation at meetings of security holders.

The Company encourages full participation of shareholders at the General Meetings of the Company and the Chair provides all members a reasonable opportunity to ask questions or make comments on the management of the Company.

Shareholders are encouraged to attend and participate in meetings. Due to the health risk uncertainties resulting from the COVID-19 Pandemic, the Company adopted a hybrid meeting format to allow Shareholders to participate in the meeting either in person, or by telephone. Shareholders are also given

the opportunity to appoint a proxy, attorney or representative to vote on their behalf on the resolution(s) proposed at the relevant meeting.

The *Shareholder Communications and Investor Relations Policy* discloses processes the Company has in place to facilitate and encourage participation at meetings of security holders.

#### **Recommendation 6.4**

A listed entity should ensure that all substantive resolutions at a meeting of security holders are decided by a poll rather than by a show of hands.

All resolutions put to Shareholders at the 2021 AGM held on 31 May 2021 were decided by a poll.

#### **Recommendation 6.5**

A listed entity should give security holders the option to receive communications from, and send communications to, the entity and its security registry electronically.

The Company gives the option and encourages Shareholders to engage in communication the entity and its security registry electronically.

The Company provides functionality on its website to enable security holders to receive recent Company communications via email. The website also provides contact details for both the Company and its Share Register to enable assistance any queries a Shareholder may have.

The Company Secretary is the Company's contact point with stakeholders and is available to assist in facilitating effective two-way communication.

### **PRINCIPLE 7: RECOGNISE AND MANAGE RISK**

#### **Recommendation 7.1**

The board of a listed entity should:

- (a) have a committee or committees to oversee risk, each of which:
  1. has at least three members a majority of whom are independent directors; and
  2. is chaired by an independent director, and disclose;
  3. the charter of the committee;
  4. the members of the committee; and
  5. as at the end of each reporting period, the number of times the committee met throughout the period and the individual attendances of the members at those meetings;
- (b) if it does not have a risk committee or committees that satisfy (a) above, disclose the fact and the processes it employs for overseeing the entity's risk management framework.

The Board has adopted an *Audit & Risk Committee Charter* which recommends the establishment of an Audit and Risk Committee comprising of at least two independent non-executive directors.

At 31 December 2021, the Company’s Audit and Risk Committee was comprised of three Directors, the majority of whom were Independent Directors and their details are outlined in the table below:

Name	Audit and Risk Committee Role	Board Role
Ian Murray	Chair	Independent Non-Executive Director
Colin Gilligan	Member	Independent Non-Executive Director
Ian Clyne	Member	Executive Chairman

The *Audit & Risk Committee Charter* is available on the Company’s website and discloses the processes it employs to oversee the entity’s risk management framework. The Committee monitors and reviews the integrity of financial reporting and the Company’s internal systems of financial control and risk management.

The *Board Charter* also discloses the processes employed by the Board who is charged with overseeing, reviewing and ensuring the integrity and effectiveness of the Company’s risk and compliance systems.

The Audit & Risk Committee met three times during the reporting period. All Committee members were present at these meetings.

## Recommendation 7.2

The board or a committee of the board should:

- (a) review the entity’s risk management framework at least annually to satisfy itself that it continues to be sound and that the entity is operating with due regard to the risk appetite set by the board; and
- (b) disclose, in relation to each reporting period, whether such a review has taken place.

The Company has established a risk management framework. The Audit and Risk Committee considers whether the framework remains appropriate for each reporting period and this has occurred for the 2021 financial year.

The Company recognises the importance of identifying and managing risks by ensuring appropriate control measures are in place. The Company has established an Enterprise Risk Management Framework to ensure a consistent and structured approach is applied to risk management.

The Enterprise Risk Management Framework was established with reference to the Australia/New Zealand Standard for Risk Management (AS/NZ ISO 31000:2009) and associated Guidelines (HB 436:2013). The Enterprise Risk Management Framework outlines the overall risk management process, including the risk assessment criteria which will be used to identify and evaluate material risks. The Enterprise Risk Management Framework is governed by a Risk Management Policy.

At 31 December 2021, the Company had identified the following material exposures:

Risk	Description	Risk Management Approach
Funding risk	Inability to source or make timely access to funding.	The Company maintains control of future commitments and expenditure and closely monitors its performance against conditions of access to funding arrangements from third parties.
Project execution and operational risk	Technical uncertainty and challenges, Project staffing, equipment supply delays and cost escalation.	<p>The Company operates in remote locations and conducts activities with inherent risks. Detailed team-based risk assessments are completed and the Company runs programs for staff and local community members to ensure that risks are well understood and appropriate mitigation strategies are identified and implemented. Key risks were identified and risk reduction actions implemented for the Woodlark Gold Project development including:</p> <ul style="list-style-type: none"> <li>• Development of a definitive feasibility study to establish a Project design, schedule and capital cost estimate;</li> <li>• Development of a detailed Project Execution Strategy;</li> <li>• Development of a Contracting Plan including an EPC approach for the major elements of the process plant construction;</li> <li>• Technical review of the Project design, schedule and capital cost estimate by an independent third party as part of the financier's due diligence;</li> <li>• Advance ordering of long lead items;</li> <li>• Advance hiring for key technical roles;</li> <li>• Establishment of Project cost and schedule control and monitoring systems;</li> <li>• Establishment of a Project Oversight Committee with a formal charter and structured proceedings, conducting monthly meetings, including two Non-executive Directors and the CEO; and</li> <li>• Ongoing engagement of independent third parties, including under the terms of the financing facilities, to conduct periodic reviews of project progress, forecast costs and schedule.</li> </ul>
COVID-19	Health risks and potential to cause labour shortages, increased costs, longer roster requirements and supply chain delays.	A comprehensive COVID-19 Management Plan and travel procedure was developed and implemented.
Supply chain and logistics risk	Events impacting on the supply chain.	The Company manages this risk by identifying key items of inventory including fuel, food and spare parts. The Company closely monitors these key items and carries appropriate minimum inventory levels to ensure operations are not interrupted. Long lead items and supply risks are identified to enable early ordering or alternate supplies to be identified.
Aviation risk	Site access via charter flights	Site access for personnel is predominantly via chartered aircraft. This risk is managed by ensuring only reputable and licenced aviation operators are selected.
Exploration risk	Exploration efforts are unsuccessful	The Company follows a systematic exploration approach and utilises technical experts and new technologies to assess the results of its exploration.
Mineral Resource and Ore Reserve estimation	Accuracy of estimates	The Company's Mineral Resource and Ore Reserve estimates were completed by independent third parties and subject to review by independent technical experts.

Risk	Description	Risk Management Approach
Environmental risks	Non-compliance with environmental requirements	The Company has completed a detailed environmental impact assessment and developed an Environmental and Social Management System. An Environment Policy has been developed and approved by the Board.
Social risks	Project disruption due to Community related issues	The Company has developed a Stakeholder Engagement Plan including a grievance process and maintains a constant dialogue with the Community and other Stakeholders. A number of Community agreements have been negotiated and executed.
Foreign currency market related risk	Adverse foreign currency movements.	The Company operates in overseas jurisdictions and has exposure to a range of foreign currencies. The Company manages its foreign currency exposure by, where possible, matching its cash holdings to its forecast underlying foreign currency expenditure requirements.
Sovereign risks	Exposure to sovereign risk across the Company's operations in PNG.	The Company maintains regular communications with relevant Government departments and participates in industry lobby groups.

### Recommendation 7.3

A listed entity should disclose:

- (a) if it has an internal audit function, how the function is structured and what role it performs; or
- (b) if it does not have an internal audit function, the fact and processes it employs for evaluating and continually improving the effectiveness of its risk management and internal control processes.

The Company does not have an internal audit function. The Audit and Risk Committee and the Board oversee the effectiveness of the Company's risk management and internal control processes. The *Audit & Risk Committee Charter* outlines action points for evaluating and continually improving the effectiveness of its risk management and internal control processes.

### Recommendation 7.4

A listed entity should disclose whether it has any material exposure to environmental or social risks and, if it does, how it manages or intends to manage those risks.

The Company acknowledges that it has material risk exposures to environmental and social risks in Papua New Guinea and manages these as set out in the table under Recommendation 7.2 above.

## PRINCIPLE 8: REMUNERATE FAIRLY AND RESPONSIBLY

### Recommendation 8.1

The board of a listed entity should:

- (a) have a remuneration committee which:
  - (1) has at least three members, a majority of whom are independent directors; and
  - (2) is chaired by an independent director, and disclose:
    - (3) the charter of the committee;
    - (4) the members of the committee; and
    - (5) as at the end of each reporting period, the number of times the committee met throughout the period and the individual attendances of the members at those meetings; or
- (b) if it does not have a remuneration committee, disclose that fact and the processes it employs for settling the level and composition of remuneration for directors and senior executives and ensuring that such remuneration for directors and senior executives and ensuring that such remuneration is appropriate and not excessive.

In February 2020, the Board resolved to form a Remuneration Committee with its own *Remuneration Committee Charter* which can be located on the Company's website. The Charter outlines the process employed for setting the remuneration of Directors and Senior Executives and ensuring that such remuneration is appropriate.

At 31 December 2021, there were three members of the Committee (two of whom were independent including the Chair) following the appointment of an additional member during the 2021 reporting period.

Name	Remuneration Committee Role	Board Role
Ian Murray	Chair	Independent Non-Executive Director
Ian Clyne	Member	Executive Chairman
Sir Charles Lepani*	Member	Independent Non-Executive Director

\* appointed 3 February 2021.

The Remuneration Committee met twice during the reporting period.

### Recommendation 8.2

A listed entity should separately disclose its policies and practices regarding the remuneration of non-executive directors and the remuneration of executive directors and other senior executives.

The *Remuneration Committee Charter* separately discloses the Company's policies in relation to the remuneration of Non-Executive Directors and the remuneration of Executive Directors.

The Company's remuneration report for the 2021 reporting period is available in the Company's financial report for year end 31 December 2021.



### Recommendation 8.3

A listed entity which has an equity-based remuneration scheme should:

- (a) have a policy on whether participants are permitted to enter into transactions (whether through the use of derivatives or otherwise) which limit the economic risk of participating in the scheme; and
- (b) disclose that policy or a summary of it.

The *Remuneration Committee Charter* discloses guidelines on the Company's equity-based remuneration scheme for Executive and Non-Executive Directors.

The Company's *Securities Trading Policy* can be located on the website under the Corporate Governance page.

The Company's *Securities Incentive Plan* prohibits participants of the equity-based schemes from entering into transactions or arrangements which limit the economic risk of participating in unvested entitlements under any such equity-based remuneration scheme.