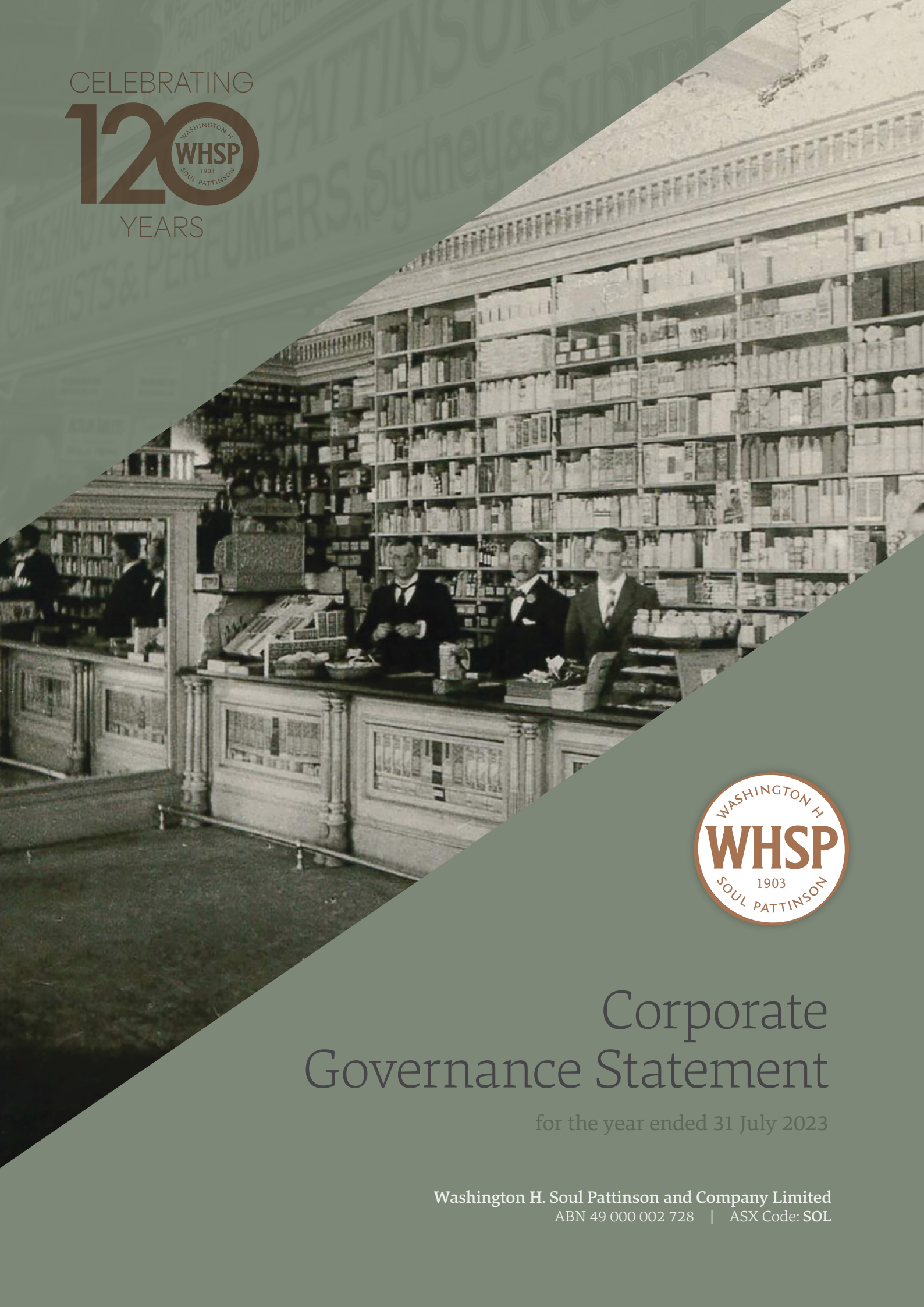


CELEBRATING  
**120**  
YEARS

WASHINGTON H  
**WHSP**  
1903  
SOUL PATTINSON



# Corporate Governance Statement

for the year ended 31 July 2023

Washington H. Soul Pattinson and Company Limited  
ABN 49 000 002 728 | ASX Code: SOL



# Corporate Governance Statement

for the year ended 31 July 2023

**The Board of Washington H. Soul Pattinson and Company Limited (“WHSP”, “the Company”) is committed to ensuring the operation of its policies and practices embed good corporate governance in its day-to-day activities. We recognise that an appropriate culture needs to be sustained for our continued success.**

This Corporate Governance Statement has been approved by the WHSP Board. It describes WHSP’s key governance practices in place as at 31 July 2023 and articulates how decision-making is guided to meet stakeholder expectations of sound corporate governance, acknowledging WHSP’s specific and broader responsibilities to its shareholders, key stakeholders, staff and the communities in which it operates.

WHSP’s corporate governance practices have been reviewed against the ASX Corporate Governance Council *Corporate Governance Principles and Recommendations – 4th Edition* (ASX Principles). Other than as set out in the section below on independence, WHSP’s practices were consistent with the ASX Principles as at 31 July 2023.

## Corporate Governance – Background and Purpose

WHSP is an investment company with a diversified portfolio of investments across a range of industries and asset classes.

Since listing in 1903, WHSP’s purpose has been to build a resilient, long-term return for our shareholders by creating capital growth along with steadily increasing dividends through disciplined investing. The sustainability of industries in which we invest, the quality of the management of our investments and the impact of existing and potential investments on communities, the environment and people are key considerations when making investment and divestment decisions.

WHSP employs a small and diverse team of professionals who understand and are aligned to this purpose. Conduct and culture are set in a highly visible manner by the Board and senior executives, and there is direct monitoring of activities. Remuneration outcomes for staff reinforce a standard of ethical behaviour and are also aligned to our purpose.

Our disciplined assessment of investments takes a long-term view where there is alignment between building a resilient long-term return for shareholders and meeting the broader needs of stakeholders, including the communities where our investee companies operate. Effective risk management, including the management of environmental, social and governance (ESG) risks, is embedded in the implementation of WHSP’s strategy. This balanced view, integration of strategy with disciplined risk management and fostering an ethical, trusted and respected culture has driven WHSP’s long period of profitability and increased dividends. Our corporate governance practices reflect this balance.

## Board Oversight

The Board has an ongoing focus on sustainable growth with prudent management of associated risks.

The Board's role is to:

- provide leadership and strategic guidance to WHSP;
- oversee the performance and conduct of WHSP; and
- represent and report to the shareholders of WHSP.

To fulfil its role, the Board's responsibilities include approving and overseeing management's implementation of WHSP's strategy and business plan, as well as approving the risk appetite statement.

Our risk management framework sets the foundations and organisational arrangements for designing, implementing, monitoring and improving risk management at WHSP along with associated roles and responsibilities (Risk Management Framework).

Our risk appetite statement sets an overall tone for risk management and supports the achievement of our strategic objectives, outlines the risks or activities for which the Board has no appetite and establishes measures and targets for risks or activities which we may be willing to accept in pursuit of strategic objectives (Risk Appetite Statement). Further detail on our approach to risk management can be found in the 2023 Annual Report.

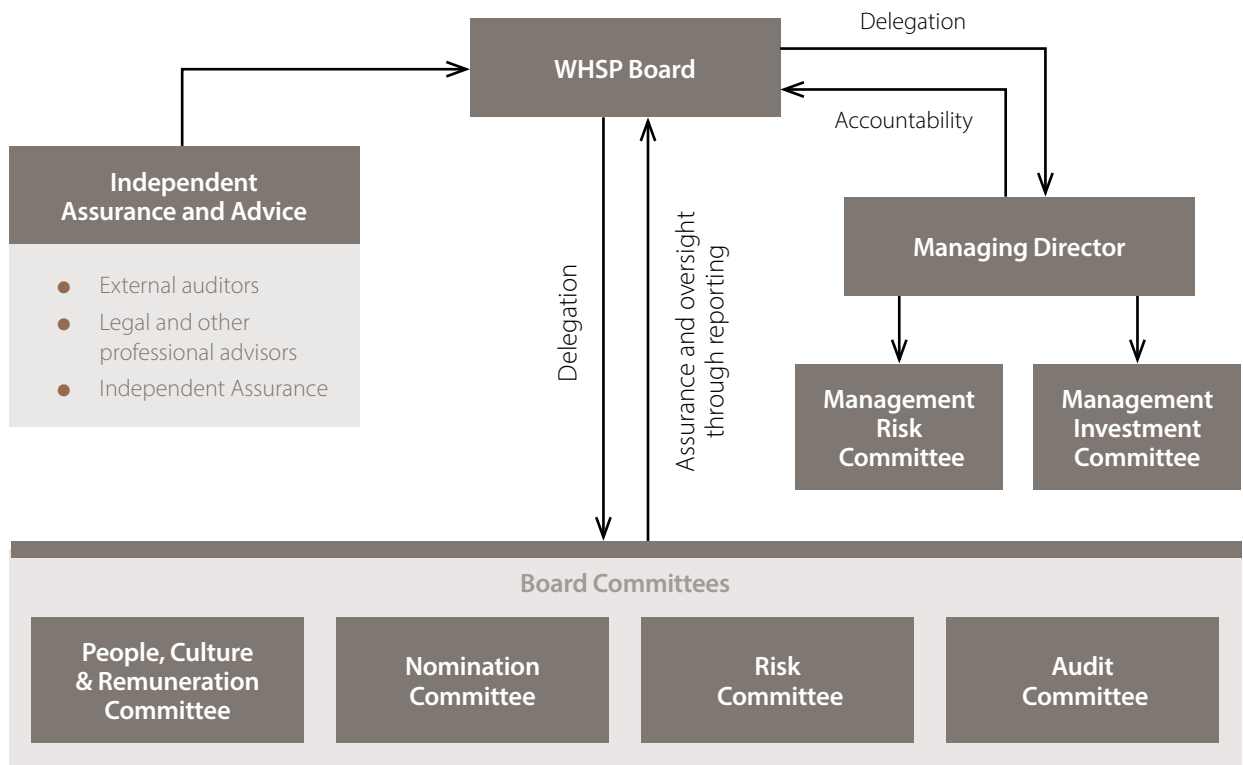
The Board also reviews the framework of systems, policies and processes by which the Company operates, makes decisions and holds people to account (Corporate Governance Framework).

During the year, the Board continued to improve governance practices by:

- benchmarking the roles and responsibilities of each Committee against current practice and governance requirements of WHSP;
- taking a broader look at Regulatory & Policy Compliance as part of the Board Risk Committee's annual risk review;
- formally acknowledging the focus we have on our people and our long standing culture by expanding the role of the Remuneration Committee to include people and culture;
- establishing a new Risk Management Strategy to describe the current operation of, and areas of focus for, our risk management framework;
- continued enhancement of the level of ESG disclosures and the ESG reporting framework; and
- continued Board renewal and succession planning with the appointment of David Baxby to the Board on 1 February 2023 as a replacement for Warwick Negus who retired on 31 December 2022.

## Corporate Governance Framework

WHSP's Corporate Governance Framework sets out the roles and responsibilities of the Board and management and the policies, systems and processes for oversight and monitoring of Board and management performance, corporate reporting, disclosure, remuneration, risk management and shareholder engagement. The diagram below shows the operation of the Corporate Governance Framework.



## WHSP Board and Management

The role and responsibilities of the Board and its Committees are detailed in the Board Charter and each of the Board Committee Charters on WHSP's website at <https://www.whsp.com.au/corporate-governance/>

For further detail on the Board's oversight of risk and remuneration, see the Risk Management Report and Remuneration Report in the 2023 Annual Report.

The Board generally schedules 10 regular Board meetings each year. Any Board Committee meetings typically take place on the same day, before the Board meeting, with the exception of Audit Committee meetings which are held on a separate day. There are also additional Board meetings held during the year to approve investments above delegated levels or specific matters requiring Board approval. All Board members are invited to attend all Board Committee meetings and have access to all Board Committee papers. The Board encourages a culture of open and frank discussion, where all views are respectfully considered. In between Board meetings, management notifies the Board of material matters as they arise in a timely manner.

The Board is ultimately responsible for the operations, management and performance of WHSP. In discharging this responsibility, the Board delegates to the Managing Director & CEO (Managing Director), whose role it is to manage WHSP in accordance with the directions and policies set by the Board. The Board monitors the activities of the Managing Director and senior executives in the performance of their delegated duties.

A summary of the Board and Committee roles are outlined below.

WHSP Board			
<ul style="list-style-type: none"> <li>● Provide leadership and strategic guidance to the Company;</li> <li>● Oversee the performance and conduct of the Company; and</li> <li>● Represent and report to the shareholders of the Company</li> </ul>			
People, Culture & Remuneration Committee	Nomination Committee	Risk Committee	Audit Committee
Assists the Board with oversight of the people, culture and remuneration strategies to promote building a resilient long-term return for shareholders in a manner that supports accountability for alignment with WHSP's Values and Code of Conduct.	Assists the Board with respect to: <ul style="list-style-type: none"> <li>● the selection of new Directors ('Director' means a member of the Board of WHSP);</li> <li>● the nomination of Directors for re-election;</li> <li>● succession planning for the Board; and</li> <li>● the development of a process to evaluate the performance of the Board and the Directors.</li> </ul>	Assists the Board in setting the risk appetite of WHSP, including the balance of risk and reward for new and existing undertakings, and in monitoring the operation of the Risk Management Strategy.  See also Risk Management section of Annual Report.	Assists the Board in discharging its responsibility for oversight and review of: <ul style="list-style-type: none"> <li>● the external reporting of financial information for WHSP, including compliance with statutory financial reporting requirements;</li> <li>● the external auditors; and</li> <li>● the adequacy of controls in relation to accounting, financial records and financial reporting requirements, referring matters relating to the duties and responsibilities of other Board Committees to the relevant committee.</li> </ul>

A summary of the roles of the Managing Director and Management Committees are set out below.

Managing Director
<ul style="list-style-type: none"> <li>● ensuring that the responsibilities delegated by the Board are properly discharged;</li> <li>● subject to certain powers the Board reserves for itself and financial limits on delegated authority, the MD &amp; CEO is authorised to exercise all of the powers of the Board;</li> <li>● day to day management of WHSP;</li> <li>● monitoring the investment portfolio;</li> <li>● making investment/divestment decisions within Board delegated limits;</li> <li>● producing performance measurement reports;</li> <li>● managing the compliance and risk management systems, including environmental, social and governance risks; and</li> <li>● appointing, managing and developing staff.</li> </ul>



### Management Risk Committee

- Formal monitoring, analysis and measurement of material risks, and identification of emerging risks.
- Reviews compliance with key policies and material breaches of policy, with accountability for escalating to the Board.

### Management Investment Committee

- Seeking out investments with strong, long-term total returns.
- Identifying best-in-class businesses with clear growth avenues.
- Due diligence across financial, legal, commercial, and ESG.

## Culture

The strong principles and values which underpin our approach to corporate governance are designed to promote transparency, fair dealing and the protection of stakeholder interests. WHSP is committed to embedding high standards of corporate governance, which it considers integral to building a sustainable and profitable business.

The Board “sets the tone from the top” in a clear and visible way. The desired behaviours, as set out in our *Code of Conduct*, are aligned with our values and are demonstrated by senior management and communicated to staff. The Board champions risk management through its leadership, decision making and challenge. The Board endorses WHSP’s strategy annually taking into consideration the Board-approved risk appetite so that business and strategic decisions are aligned with our vision of being a long term value investor of choice.

We recruit talented professionals who demonstrate commitment to our purpose, our values and delivering a high level of performance for our shareholders. Our *Code of Conduct* articulates our values and the behaviour that we expect of our people.

## Our Values

Integrity	Commitment	Accountability	Initiative	Excellence
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The Board monitors culture by engaging with management and staff in various ways. Over the past year, initiatives have included:

- delegation to the new People, Culture & Remuneration Committee for oversight of people and culture and employee wellbeing in addition to remuneration matters;
- conduct of an inaugural pulse survey;
- adoption of an *Appropriate Workplace Behaviour Policy* to guide employees in creating a respectful workplace free from discrimination, harassment and bullying;
- updating the *Diversity Policy* to articulate WHSP’s approach to Diversity and Inclusion;
- inviting key management to attend Board and Committee meetings, and other members of management and staff regularly attend and present on matters as subject matter experts;
- providing further information in response to Board questions and particular areas of interest and oversight; and
- holding informal meetings between the Board, management and staff periodically between meetings.

## Professional Conduct

WHSP has a *Code of Conduct* and *Appropriate Workplace Behaviour Policy* which articulates our values and deals with matters of integrity and ethical standards. The Board recognises the need for the Directors and employees to adhere to the highest standards of behaviour and business ethics.

WHSP expects all Directors and employees to:

- maintain and further enhance the Company's reputation. This includes:
  - acting in accordance with ethical and professional standards;
  - acting with honesty and integrity in dealings with shareholders, suppliers, competitors and other stakeholders;
  - protecting the reputation of the Company when dealing with actual or potential conflicts of interest between private and Company matters; and
  - avoiding conflicts where possible.
- be custodians of shareholder wealth, protect Company assets and confidential information. This includes:
  - complying with the Company's legal and regulatory obligations;
  - following the Company's policies;
  - not accepting unauthorised benefits as a result of their position in the Company; and
  - not engaging in insider trading.
- create a respectful workplace. This includes:
  - treating everyone with fairness and respect;
  - reporting discrimination, harassment or bullying; and
  - acting in accordance with the highest standards of workplace behaviour.

Standards of behaviour expected of staff are also set out in key Board approved policies (described below) that are intended to instill a culture of acting lawfully, ethically and responsibly.

Aligned to its *Code of Conduct*, WHSP also has:

- a *Share Trading Policy* setting out prohibited periods for Director and staff trading in securities of the Company;
- a *Whistleblower Policy* to promote a culture of corporate compliance and highly ethical behaviour;
- an *Anti-Bribery and Corruption Policy* to articulate our commitment to a culture of zero tolerance to bribery, corruption and facilitation payments; and
- an *Appropriate Workplace Behaviour Policy* to create a respectful workplace free from discrimination, harassment and bullying.

Our *Code of Conduct* and related policies may be viewed on WHSP's website at

<https://www.whsp.com.au/corporate-governance/>

All employees receive training on the *Code of Conduct* and our other key policies as part of their onboarding. Additionally, internal compliance training is provided for all employees in the context of cyber security, anti-money laundering and workplace safety. Senior management monitors compliance with the policies.

The *Whistleblower Policy* details the process for making complaints, those persons who can receive information on Disclosable Matters, and the protections available to Eligible Whistleblowers under the Corporations Act to ensure protection of their anonymity. All whistleblower complaints are required to be reported to the Board. Concerns can be raised anonymously in a number of ways, including through an externally managed hotline. Staff are regularly encouraged to escalate matters to management and are reminded of their ability to disclose complaints under the *Whistleblower Policy*.

The Company will also provide training and education to its employees in relation to the *Whistleblower Policy*. The employee training may include:

- the key arrangements of the Company's *Whistleblower Policy*, processes and procedures;
- information related to protecting and supporting Disclosers;
- information about matters that are not covered by the *Whistleblower Policy*;
- information on how and where employees can report general employee feedback or personal work-related grievances; and
- practical examples of circumstances where disclosure has led to positive outcomes for the Company and the Discloser.

The new *Risk Management Strategy* also details an escalation process for identifying and reporting risk. The Company will also provide training and education to its employees in relation to the *Risk Management Strategy*.

Material breaches of WHSP's corporate policies are reported to the Board Risk Committee. Breaches of policy are also considered in assessing an individual's performance and related remuneration. In FY23 there were no concerns raised in relation to, or material breaches of, the *Code of Conduct*, the *Share Trading Policy*, the *Whistleblower Policy*, the *Anti-Bribery and Corruption Policy* or the *Appropriate Workplace Behaviour Policy* reported to the Board or the Board Risk Committee for the Company.

## Board Renewal and Diversity

WHSP's constitution states that its Board is to comprise no less than three and no more than ten Directors.

At the end of the year the Board consisted of seven non-executive and one executive Director.

Recommendation 1.5 of ASX Principles sets the measurable objective for a board's gender diversity at not less than 30% of its directors of each gender and requires measurable gender targets to be set and disclosed. The Board has adopted this objective. Board succession plans have improved gender diversity in the composition of the Board (FY23: 37.5% female Directors).

Appropriate background checks are undertaken by the Board before any person is appointed as a Director of WHSP or before any external candidate is put forward to the shareholders of WHSP for election or re-election as a Director. Background checks are also conducted before any successful candidate is appointed to a senior executive role. The background checks for Directors and senior executives include reference checks and verification of education and work experience. For Director positions, current and previous directorships and independence are also considered.

Information regarding the skills, expertise and experience of persons standing for election or re-election as a Director at a meeting of shareholders is included in the explanatory notes which accompany the notice of the meeting.

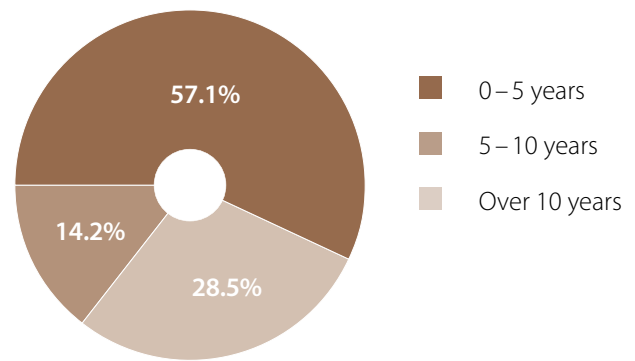
WHSP has written agreements with each of its Directors and senior executives which set out the terms of their appointment. Material terms of appointment include:

- remuneration;
- duties and responsibilities including compliance with company policies;
- disclosure and notification obligations;
- indemnification and officers' liability insurance; and
- any requirement for election and subsequent re-election by shareholders.



## Non-Executive Director Tenure

The Board believes it benefits from having a balance between longer serving directors and directors with a shorter tenure. Three of the seven Non-Executive Directors have been on the Board for 5 years or less. The table below illustrates the diversity in tenure of the current Board.



1. All references to 'Recommendations' are to the recommendations in the ASX Corporate Governance Council Principles and Recommendations.

## Board skills and experience

The Board considers that the Directors bring an appropriate mix of skills, breadth and depth of knowledge and experience to fulfil the Board's role. Together, the Directors have a broad range of relevant skills, capabilities and knowledge, and the extensive experience necessary to guide WHSP. Details of each Director's qualifications and experience are set out in the Directors' Report, included with our 2023 Annual Report.

The Board has assessed the skill level of each Director and compiled an average of all Directors' skill levels for each of the following areas of expertise which are relevant to the effective operations of the Company.



## Director Independence

WHSP is governed by a Board comprising a majority of independent, professional and highly experienced Directors. The Board assesses the independence of Non-Executive Directors on appointment and annually.

All directors are non-executive with the exception of the Managing Director and the majority of the Board are Independent Directors. Todd Barlow is the Managing Director and is not considered to be independent.

The Board has reviewed the independence of its members against the guidance provided in Box 2.3 of the ASX Principles *Factors relevant to assessing the independence of a director* and considers the following Non-Executive Directors to be Independent Directors:

- Michael Hawker AM – Lead Independent Director
- David Baxby
- Tiffany Fuller
- Joanne (Joe) Pollard
- Josephine Sukkar AM

Having regard to the ASX Principles, two of the Non-Executive Directors have interests and/or associations which may impact their independence.

- Robert Millner AO and Thomas Millner have relevant interests in substantial shareholdings in WHSP as disclosed to the ASX, in the Directors' Report and the Remuneration Report within WHSP's 2023 Annual Report.
- Robert Millner AO is also a director of Brickworks Limited which is a major shareholder of WHSP.

The Board does not believe that a Director:

- holding shares in WHSP;
- having an interest in a substantial holding in WHSP; or
- being associated with a substantial shareholder of WHSP,

is detrimental to other shareholders. The Board considers that such holdings further align the interests of those Directors with the interests of the Company's shareholders as a whole.

While there are factors that may impact their capacity to bring independent judgement, the Board considers that they act independently in executing their duties as Directors.

Recommendation 2.5 specifies that the Chairman of the board of a listed entity should be independent. WHSP is governed by a Board comprising a majority of independent, professional and highly experienced directors. Chairman Robert Millner is a Non-Executive Director, however his long tenure and the substantial extended Millner family shareholding in WHSP might reasonably be seen to impact his capacity to bring independent judgement.

The Board acknowledges the importance of independent board decision making and in addition to appointing Lead Independent Director, Michael Hawker, the Board has in place formal Board *Guidelines for Dealing with Conflicts of Interest* and the independent directors form an Independent Board Committee to meet as required to manage actual and perceived conflicts of interest and any conflicts of duty that may arise.

The responsibilities of the Lead Independent Director include acting as Chairman of the Board when the Chairman may be conflicted, chairing meetings of the Independent Board Committee, assisting to review the performance of the Chairman and providing a separate channel of communication for internal and external stakeholders and shareholders, particularly where those communications may involve the Chairman or an associate of the Chairman.

Michael Hawker, the Lead Independent Director, chairs the Nomination Committee and the Board Risk Committee. All members of the Audit Committee, including the Chair Tiffany Fuller, are independent Directors and the People, Culture & Remuneration Committee is chaired by independent director, Josephine Sukkar.

The Board believes it is appropriate in the particular circumstances of WHSP for Robert Millner to remain Chairman of WHSP, notwithstanding he is not regarded as independent having regard to the following:

- Robert's experience as a Director and Chairman and skills as an experienced investor are considered key assets of the business; and
- a substantial, long-term family shareholding in the business creates significant alignment with shareholders' interests. Robert is the fourth generation of family members involved in the governance of the business.

## Management of Conflicts

All Directors are committed to bringing their independent views and judgement to the Board and, in accordance with the *Corporations Act 2001*, inform the Board if they have any interest that could conflict with those of WHSP. The Board has approved *Guidelines for Dealing with Conflicts of Interest* to appropriately manage all perceived, actual and potential conflicts of interest. Directors are required to disclose actual, potential or perceived conflicts, and to appropriately manage a conflict, the Director:

- will not receive board papers on the subject of interest, but may, at the discretion of the other Directors, be advised that certain board papers have been excluded;
- cannot be present when the matter is considered unless otherwise permitted by law or the other Directors resolve that the Director in question can be present;
- cannot vote on the matter unless the other Directors resolve that the Director in question can vote;
- cannot have access to minutes of the Board or any Board Committee meeting in relation to the subject of interest; and
- may be required by the Board to take such other steps as are necessary and reasonable to resolve any conflict of interest within an appropriate period.

## Company Secretary

The Company Secretary is accountable to the Board through the Chairman on all matters to do with the proper functioning of the board and its committees, and each Director is able to communicate directly with the Company Secretary and vice versa. The Company Secretary is responsible for advising the Board and its Committees on governance matters and giving practical effect to the Board's decisions.

The decision to appoint or remove the Company Secretary is approved by the Board.

The Board appointed David Grbin and Pamela Longstaff as Company Secretary effective August 2023. Ida Lawrance was the Company Secretary for the period between September 2020 – August 2023. The qualifications and experience of the Company Secretary are in the 2023 Annual Report.

## Board Committees

The Board has established and delegated its authority for specific responsibilities to four standing Committees:

- Nominations Committee;
- Audit Committee;
- Risk Committee; and
- People, Culture & Remuneration Committee.

The authority of each Committee is set out in its Charter and the core functions of the four standing Committees can be found on page 5 of this report.

## Board and Board Committee membership

Details of each Director's tenure and Committee membership as at 31 July 2023 are shown in the table below:

Director Name	Appointment Date	Years of Service	Nomination Committee	Audit Committee	Risk Committee	People, Culture & Remuneration Committee
Composition			The majority of members are Independent Non-Executive Directors	All members are Independent Non-Executive Directors	All Directors are members	The majority of members are Independent Non-Executive Directors
Robert Millner AO	Non-executive Director since 1984 Chairman since 1998	39 (24 as Chairman)	✓		✓	✓
Todd Barlow	Managing Director since 2015	7			✓	
Michael Hawker AM	Lead Independent Non-executive Director since 2012	10	✓ Chairman	✓	✓ Chairman	✓
David Baxby	Independent Non-executive Director since 2023	<1	✓		✓	✓
Tiffany Fuller	Independent Non-executive Director since 2017	5	✓	✓ Chair	✓	✓
Thomas Millner	Non-executive Director since 2011	12	✓		✓	✓
Joe Pollard	Independent Non-executive Director since March 2022	1	✓	✓	✓	✓
Josephine Sukkar AM	Independent Non-executive Director since July 2020	3	✓		✓	✓ Chair

## Board Renewal

### Nomination Committee

WHSP has established a Nomination Committee. All the members of the Committee are Non-Executive Directors and the majority of the Committee members are Independent Directors. The Committee is chaired by an Independent Director. The Committee had at least three members at all times during the year.

The Nomination Committee met once during the year. The attendance of Committee members at meetings is set out in the Directors' Report in WHSP's 2023 Annual Report.

The role of the Nomination Committee is to assist the Board with respect to:

- selection of new Directors;
- nomination of Directors for re-election;
- succession planning for the Board and CEO; and
- development of a process to evaluate the performance of the Board and the Directors.

The Nomination Committee Charter sets out the process by which candidates are identified and selected, and the requirement for a diverse range of candidates to be considered. The Charter may be viewed on the Company's website at <https://www.whsp.com.au/corporate-governance/>

## Director Appointment, Induction and Development

The Nomination Committee reviews and considers the structure, balance of skills and diversity of the existing Board and makes recommendations regarding appointment, retirement and approval of Directors to stand for re-election. When a vacancy occurs the Nomination Committee identifies the necessary and desirable skills, diversity, expertise and experience required to complement the Board and undertakes a process to identify the most appropriate candidates. The Nomination Committee has regard to the results of the annual appraisal of the Board's performance, the performance of each Director and ongoing succession planning.

The Nomination Committee may engage recruitment consultants and other independent experts to undertake research and assessment on behalf of WHSP.

Directors are initially appointed by the full Board, following consideration of recommendations made by the Nomination Committee. Directors are then subject to re-election by WHSP's shareholders at the next Annual General Meeting.

WHSP has a program for inducting new Directors and for periodically reviewing whether there is a need for Directors to undertake professional development. WHSP provides appropriate professional development opportunities for Directors as agreed with individual Directors to maintain the necessary skills and knowledge required to discharge their responsibilities.

## Diversity and Inclusion

A diverse and inclusive workplace where our employees are valued and recognised for their unique contributions is anchored in our values of excellence and commitment to sustainable outcomes. We are committed to providing equal access to opportunities for all current and prospective employees and directors and creating a workplace where our people feel respected, valued for their contribution and empowered to achieve.

In promoting diversity we are committed to promoting diversity of perspectives, fostering inclusion and empowering our employees. When appointing new staff or promoting people within the organization the most suitable candidates are selected. Recruitment, selection and succession planning have regard to diversity criteria and objectives for achieving diversity, including gender balance.

WHSP's *Diversity & Inclusion Policy* was reviewed and updated in the current reporting period. The revised *Diversity & Inclusion Policy* formalises our commitment to providing equal access to opportunities irrespective of background or difference and creating a workplace where our people feel respected, valued for their contribution and empowered to achieve. The policy may be viewed on the Company's website at <https://www.whsp.com.au/corporate-governance/>

The *Diversity & Inclusion Policy* governs the conduct of all Directors and employees of the Company.

WHSP is a reporting entity under the *Workplace Gender Equality Act 2012* (WGE Act). The objects of the WGE Act include:

- to promote and improve gender equality (including equal remuneration between women and men);
- to remove barriers to the full and equal participation of women in the workforce; and
- to eliminate discrimination on the basis of gender in relation to employment matters (including matters in relation to family and caring responsibilities) amongst other items.

These objects influence WHSP's approach to diversity. The table below sets out our progress towards achieving our gender objectives.

For further information please refer to the Company's *Diversity & Inclusion Policy* which can be found on our website <https://www.whsp.com.au/corporate-governance/>

## Workforce Diversity

WHSP is committed to fostering a diverse and inclusive workplace. In FY22, 47.5% of our employees identified as female, which increased to 51% in FY23.

Job Category	Male	Female	Overall Totals
<b>Executive Management</b> (KMP)	2	–	2
<b>Senior Management</b>	9	3	12
<b>Managers</b>	5	1	6
<b>Professionals</b>	6	15	21
<b>Interns</b>	3	7	10
<b>Total headcount FY23*</b>	<b>25</b>	<b>26</b>	<b>51</b>

\* Includes full time, part time, casual and contractors.

The Board comprises five male and three female Directors (62.5%:37.5%).

## Diversity and Inclusion Governance

The Board reviews the diversity of the Board and senior management as part of its review of succession planning.

The Board sets measurable objectives for achieving gender balance in the composition of the Board, senior executives, and the workplace generally. The objectives set by the Committee include objectives relating to gender balance on the Board, recruitment, and workplace practices to support a culture that attracts a diverse workforce. See our Sustainability Report in our Annual Report for further detail on diversity at WHSP.

## Review of Performance

### Performance of the Board and Board Committees

The Board as a whole monitors the effectiveness of its oversight and meetings during the year and conducts an annual review of its performance, the performance of the Board's standing Committees and the performance of individual Directors (Review).

The process for conducting the Review is agreed by the Board. Typically, the process includes individual interviews by the Chairman (or periodically by an external facilitator) with each Director and the use of a self assessment questionnaire to cover matters such as:

- the Board's contribution to developing strategy and policy;
- Board and Board Committee performance against its stated role;
- interactions between the Board and management;
- the Board's oversight of business performance and compliance, risk controls and management;
- board composition, including consideration of relevant skills and structure;
- the operation of the Board, including the conduct of Board meetings, the performance of the Chairman as chairman, the Committee Chairpersons and individual Directors; and
- examples of effective Board oversight, steps the Board could have taken to improve oversight and areas of focus for the Board to improve its effectiveness.

A written report summarising the results and feedback is presented to the Board and discussed at a Board meeting. The Lead Independent Director or an external facilitator provides performance feedback to individual Directors and the Chairman based on the results of the Review and following discussion with the other Directors. Recommended specific actions arose out of the FY22 Review and these have since been completed including:



- ✓ Conducted WHSP's inaugural employee pulse survey
- ✓ Separated Audit Committee meeting days from Board meeting
- ✓ Developed annual Board and Committee work plans
- ✓ Conducted site visits for each wholly owned operating subsidiary
- ✓ Expanded role of Remuneration Committee to include People & Culture
- ✓ Conducted a stakeholder review
- ✓ Continued to enhance ESG approach and reporting

The Board's review for FY2023 will be conducted in accordance with the process described above.

## Performance of senior executives

The performance of the Managing Director is evaluated by the Board with reference to the overall performance of WHSP and of its subsidiaries and associates. Both qualitative and quantitative measures are used to evaluate performance.

The Managing Director evaluates the performance of the other senior executives. The Board also reviews the performance of these executives via the monthly Board reports and their attendance at Board meetings.

The performance of the senior executives of the Company was assessed, as set out above, during the year. The remuneration of senior executives is assessed against financial and non-financial performance criteria and approved by the Board. The 2023 Remuneration Report sets out further detail on the criteria used to assess the performance of senior executives.

## Oversight of Risk

WHSP has a proud history of delivering sustainable and strong net returns to shareholders. Thinking, behaving, and investing responsibly underpins this approach. As a long-term investor with a portfolio of investments across diverse industry sectors, risk management is central to the investment decision making and monitoring processes.

### Risk governance

The Board champions risk management through its leadership, decision making and constructive challenge. The Board endorses WHSP's strategy annually taking into consideration the Board approved Risk Appetite Statement. The Board Risk Committee assists the Board with setting the risk appetite of WHSP, including the balance of risk and reward for new and existing undertakings and monitoring the operation of the Risk Management Framework.

The responsibilities of the Board Risk Committee include:

- reviewing the effectiveness of the Risk Management Framework in managing WHSP's material risks and that WHSP is operating with due regard to the risk appetite set by the Board;
- on a quarterly basis:
  - reviewing WHSP's key financial and non-financial risks including:
    - investment risk;
    - sustainability and environmental risk;
    - regulatory and compliance risk; and
    - brand and reputation risk; and
  - monitoring key operational risks such as cyber security risks;
- on an annual basis:
  - reviewing the Board approved Risk Appetite Statement and Risk Management Strategy; and
  - overseeing WHSP's insurance program, having regard to the insurable risks associated with the business.

Management is responsible for identifying and managing risk and is accountable to the Board for designing, implementing and integrating the Risk Management Framework. Senior management has established a Management Risk Committee, chaired by the Managing Director, that is responsible for identifying and managing risk, and is accountable to the Board Risk Committee and/or to the Board for designing and implementing the Risk Management Framework, as well as integrating it in WHSP's day to day activities.

Aspects of risk management are overseen by the Board Audit Committee and the People, Culture & Remuneration Committee. The Board Audit Committee assists with oversight of risks relating to financial reporting and, in making its remuneration decisions, the People, Culture & Remuneration Committee takes into account risk management to appropriately reflect risk outcomes in remuneration outcomes.

## Risk Committee

The Board Risk Committee Charter sets out the Board Risk Committee's role, responsibilities, composition, authority and reporting. Currently, all Board members are members of the Board Risk Committee and accordingly the Board Risk Committee has the full power of the Board. The Chairman of the Board Risk Committee is an Independent Director. The membership of the Board Risk Committee is detailed in the table of Board and Committee membership on page 12 of this Corporate Governance Statement.

The Board Risk Committee met four times during the year.

The attendance of Committee members at meetings is set out in the Directors' Report in the 2023 Annual Report. The Charter may be viewed on the Company's website at <https://www.whsp.com.au/corporate-governance/>

In FY23, the Board Risk Committee approved and assessed the effectiveness of a new Risk Management Strategy through:

- receiving and considering reports from management on:
  - i. the operation of the Risk Management Strategy; and
  - ii. confirmation of attestations received from management regarding the design and operating effectiveness of compliance controls and the exercise of authority within the Board approved Delegation of Authority Framework and with regard to the Risk Appetite Statement; and
- questioning and challenging management and the external auditors on the contents of those reports, including breaches and incident reporting and monitoring the resolution of identified issues and any follow up actions.

## Risk Management

WHSP brings an in-depth understanding of each sector in which capital is deployed, including ESG factors; demand and supply dynamics; the competitive environment; and regulation. WHSP is an active investor and evaluates opportunities based on facts and research, seeking to understand the downside risks to any investment.

Please see the Risk Management Section of the FY23 Annual Report for further detail on risk management at WHSP.

All of WHSP's investments are made in accordance with its *Sustainable Investment Policy*, *Climate Change Policy*, *Human Rights Policy* and *Anti-Bribery and Corruption Policy*. These policies may be viewed on the Company's website at <https://www.whsp.com.au>. Details of WHSP's approach to financial risk management is contained in the Note 31 Financial Risk and Capital Management in WHSP's 2023 Annual Report on the Company's website at <https://whsp.com.au/financial-reports>

WHSP believes its shareholders are best served by maintaining a reputation as an ethical, trusted and respected investment company. WHSP seeks to be an investor of choice and partner with excellent management teams to create long-term sustainable businesses which make a positive contribution to their stakeholders.

The success of WHSP's business is based on taking risks that are known, understood, assessed and managed in line with the Board approved Risk Appetite Statement. The ongoing review of risk includes an annual risk review that is undertaken alongside the annual strategy review. The annual risk review includes an assessment of how WHSP is operating with regard to the Board approved Risk Appetite Statement and whether adjustments to the risk appetite

need to be made as WHSP's strategy evolves. The annual risk review occurred in May 2023 and adjustments to appetite and tolerances were agreed and are being implemented.

WHSP aims to actively identify all material risks that may affect its business and its investments and ensures that these are managed appropriately. When assessing risk appetite, WHSP specifies the acceptable risk level for each of the identified risks. The most conservative risk appetite is in the management of critical areas such as reputation, regulatory compliance, workplace health and safety and ESG risks. This means that the Board has a narrower tolerance for these risks. In relation to risks associated with business growth, the Board accepts a higher risk appetite consistent with WHSP's strategic objective.

For further information on WHSP's approach to risk management refer to the Risk Management Report in the 2023 Annual Report.

## Assurance

With the implementation of changes arising from the annual review of risk management, the Board Risk Committee has satisfied itself that the Risk Management Strategy continues to be sound and that WHSP is operating within the risk appetite set by the Board.

The Board receives a management representation letter from the Chief Executive Officer (CEO) and Chief Financial Officer (CFO) each half year and year end ahead of approving WHSP's financial reports confirming that WHSP's internal controls are sound and operating efficiently.

WHSP is an investment company with 51 direct employees, predominantly in investment, finance and administration. The size and nature of these operations does not justify the establishment of an internal audit function. However, internal periodic reviews of the operational effectiveness of controls are conducted by first line managers and external professional advisers assist with aspects of risk management.

## ESG governance and oversight

We believe that sustainable investing is consistent with successful long-term investing. The Company reviews and monitors its economic sustainability, environmental sustainability and social sustainability risks. Our approach to managing these risks is set out in our *Sustainable Investment, Climate Change and Human Rights Policies* available on our website <https://www.whsp.com.au>

For further information on WHSP's approach to ESG risks and opportunities see the Sustainability Report in the 2023 Annual Report.

## Oversight of Remuneration

### People, Culture & Remuneration Committee

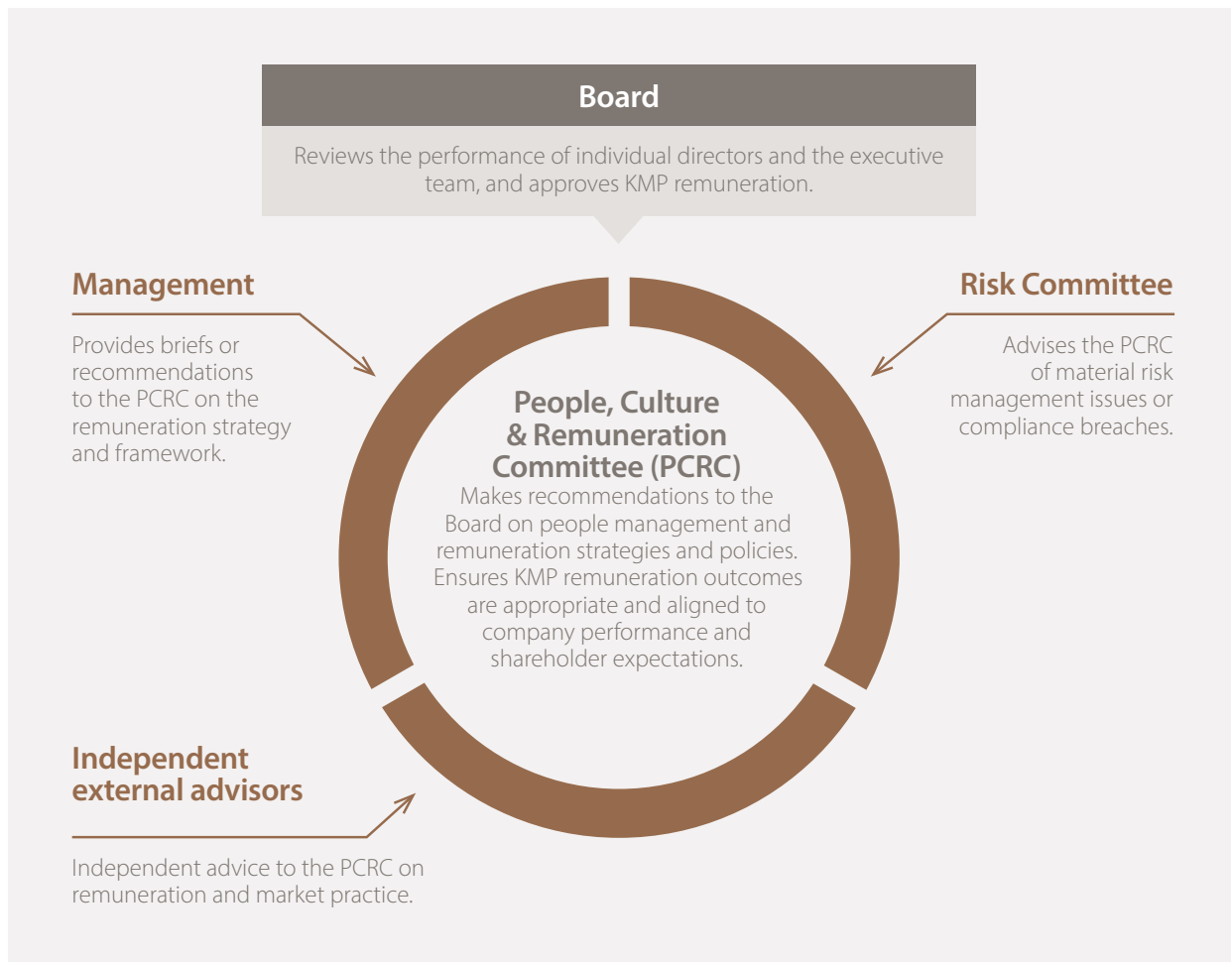
The People, Culture and Remuneration Committee of the Board consists of Non-Executive Directors. The Committee's role is to oversee WHSP's people, culture and remuneration policies and practices, and make recommendations to the full Board on remuneration matters, including the terms of employment for the Managing Director, senior executives and Non-Executive Directors.

The Committee is chaired by an Independent, Non-Executive Director.

The membership of the People, Culture and Remuneration Committee is detailed in the table of Board and Committee membership on page 12 of this Corporate Governance Statement.

The People, Culture & Remuneration Committee met three times during the year. The attendance of Committee members at meetings is set out in the Directors' Report in the 2023 Annual Report.

The People, Culture & Remuneration Committee Charter may be viewed on the Company's website at <https://www.whsp.com.au/corporate-governance/>



## Executive Remuneration

Senior executive performance is reviewed by the Board. The remuneration of the senior executives is reviewed annually by the Board after taking into consideration the recommendations of the People, Culture & Remuneration Committee.

The Managing Director and senior executives are remunerated by way of fixed remuneration, short term incentives (STIs) and long term incentives (LTIs). Annual STIs are set in order to drive performance without encouraging undue risk taking. LTIs are assessed over a three or four year period (only if nil vesting occurs after three years) and are designed to promote long term stability in shareholder returns. During FY23, the Committee also reviewed its approach to the Vesting Conditions for LTI and removed the ability to re-test performance 12 months following a year in which LTI did not vest. This will apply to any LTI granted from FY24. All participants in the long-term incentive plan are prohibited from entering into transactions (whether through the use of derivatives or otherwise) which limit the economic risk of participating in the plan.

## Non-Executive Director Remuneration

Fees paid to the Non-Executive Directors of WHSP are reviewed annually by the full Board after taking into consideration the recommendations of the People, Culture & Remuneration Committee. The aggregate amount of fees which may be paid to Non-Executive Directors is subject to the approval of shareholders at the AGM and is currently set at \$2,000,000 per annum. Approval for this amount was given at the 2016 AGM.

Non-Executive Directors receive fixed remuneration based on their position on the Board and the Committees on which they sit or chair, at comparable market rates. Non-Executive Directors appointed prior to 1 August 2004 are also entitled to receive a retiring allowance. With effect from 31 July 2004, this retiring allowance was frozen at three times the average annual fees for the three years prior to that date. Robert Millner is the only Director entitled to a retiring allowance. Non-Executive Directors are not entitled to receive performance or equity-based remuneration.

Remuneration is set to attract and retain suitable personnel and to motivate them to pursue the long-term growth and success of the Company.

## Approach to Remuneration

As an investment company with a diversified portfolio of assets across a range of industries, our remuneration framework is aligned with portfolio returns that deliver for our shareholders and supports the long term sustainability of the Company.

### Our Purpose

Build enduring value for all of our shareholders.

### Our Remuneration principles

Align incentives with shareholder outcomes	Attract and retain high performing individuals	Establish goals that can be independently measured	Reinforce ethical behaviour and compliance with laws	Reward enduring value creation
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### Our Remuneration Framework

Fixed remuneration	Short term Incentives	Long term incentives
Provide market competitive remuneration to attract and retain high performing individuals	STI Pool determination metrics support our purpose: <ul style="list-style-type: none"> <li>● <del>Increase regular cash to the parent company net of regular expenses</del></li> <li>● Grow adjusted net asset value (post tax) per share</li> </ul> The Board retains discretion to increase or decrease the STI pool	LTI determination metrics support alignment of incentives with returns to current shareholders, and reward enduring value creation: <ul style="list-style-type: none"> <li>● 50% of rights issued are subject to a hurdle that compares the Company's total shareholder return with the movement in the All Ordinaries Accumulation Index (TSR)</li> <li>● 50% of rights issued are subject to a hurdle that delivers a level of compound annual growth in Net Assets Per Share (NAPSG)</li> </ul>
Reviewed annually	Target allocation referenced to industry benchmark for role  Payment subject to individuals meeting agreed KPIs/KRAs that are specific to each staff member's role*	Target allocation referenced to industry benchmark for role  Vesting subject to meeting TSR and NAPSG performance hurdles over three years

\* The PCRC from time to time will also consider additional retention arrangements in lieu of cash incentives.

## Our KMP Remuneration Framework

Fixed remuneration	Short term Incentives	Long term incentives
Provide market competitive remuneration to attract and retain high performing individuals	Payment conditional on KMP meeting Target performance	Allocation reassessed annually to reflect KMP Target remuneration mix
CEO – \$1,600,000 (including superannuation)	CEO – Target 100% of fixed remuneration for FY23	CEO – Target 100% of fixed remuneration for FY23
CFO – \$800,000 (including superannuation)	CFO – Target 75% of fixed remuneration for FY23	CFO – Target 75% of fixed remuneration for FY23
	The Board retains discretion to increase or decrease the STI pool.	Vesting subject to meeting TSR and NAPSG performance hurdles over three years.
		Vested shares retained for 15 years

Further information about Directors' and executives' remuneration is set out in the Remuneration Report in the 2023 Annual Report.

## Financial Reporting

### Audit Committee

WHSP has established an Audit Committee. All the members of the Audit Committee are Independent Non-Executive Directors. The Chair of the Audit Committee is not the Chairman of the Board. The Chairman of the Board is not a member of the Audit Committee. The Audit Committee had at least three members at all times during the year.

The membership of the Audit Committee is detailed in the table of Board and Committee membership on page 12 of this Corporate Governance Statement.

The Audit Committee met nine times during the year. The attendance of Committee members at meetings and their qualifications and experience are set out in the Directors' Report in the 2023 Annual Report.

The Audit Committee Charter sets out the Committee's function, composition, authority, responsibilities and reporting. The Charter may be viewed on the Company's website at <https://www.whsp.com.au/corporate-governance/>

The role of the Audit Committee is to assist the Board in discharging its responsibilities in relation to the external audit function, accounting policies, financial reporting and related financial reporting compliance matters.

### Financial Reporting assurance

The CEO and the CFO are required to state in writing to the Board that:

- in their opinion, the financial records of WHSP have been properly maintained;
- in their opinion, the financial statements comply with the appropriate accounting standards and give a true and fair view of the financial position and performance of WHSP; and
- their opinion is formed on the basis of a sound system of risk management and internal compliance and control, which is operating effectively in all material respects.

Declarations have been received by the Board prior to approval of the half year and full year financial statements in respect of the current reporting year.



## Auditor Engagement and Independence

The lead engagement partner for the external auditor, EY, attends Audit Committee meetings and reports on the results of their half year review and full year audit. During the year, the external auditor also had private sessions with the Audit Committee without members of management present. It is the policy of the external auditor to rotate audit engagement partners on listed companies in accordance with the requirements of the *Corporations Act 2001*, which is generally after five years.

The external auditor provides a declaration of their independence to the Company as part of their half year review and full year audit. Information about fees paid to the external auditor is included in the Directors' Report and in the notes to the financial statements in the 2023 Annual Report.

Proposals to engage the external auditor for non-audit assignments are approved by the Audit Committee Chair prior to engagement and ratified at the subsequent Audit Committee meeting. An analysis of fees paid to the external auditors, including a breakdown of audit and non-audit services is provided in the Directors Report (see Note 38 – Remuneration of Auditors in the 2023 Annual Report).

The lead engagement partner for the Company's external auditor attends the Company's AGM each year and is available to answer shareholders' questions about the conduct of the audit and the preparation and content of the audit report.

## Due Diligence on unaudited periodic corporate reports

WHSP periodically releases corporate reports to the market which are unaudited or not reviewed by the External Auditor, such as annual directors' reports, annual sustainability reports, corporate governance statement and investor presentations (Corporate Reports). Prior to the release of Corporate Reports, a verification process is undertaken to ensure that the report is materially accurate, balanced and provides investors with appropriate information to make informed investment decisions.

WHSP's process to verify the integrity of any Corporate Report depends on the nature of the information in the report. The process typically includes:

- internal subject matter experts draft the relevant sections of the report and take steps to verify and sign-off on the accuracy of the statements made or the information provided in the Corporate Report through either:
  - first-hand knowledge; or
  - evidence such as analysis, original document or confirmation from another person with appropriate first-hand knowledge and accountability;
- statutory reports are reviewed by the CFO, investment analysis is reviewed by the CIO and non-financial components are reviewed by the Managing Director and ~~Group Executive – Legal and Governance~~;
- the report as a whole may also be reviewed by external advisors;
- where formal Board approval is required, consideration by the appropriate Board Committee for recommendation to the Board, followed by consideration and approval by all members of the Board; and
- any matters not requiring formal approval by the Board are approved by the Chairman and Managing Director for release to the market.

## Commitment to shareholders and an informed market

WHSP respects the rights of its shareholders and provides access to appropriate information about the Company in a timely manner.

### Investor Relations

WHSP has an Investor Relations Calendar which provides opportunities for Investors to attend presentations given in person by the Managing Director and other Senior Executives in a number of capital cities.

## Market updates

The Board recognises the need to provide all investors with equal and timely access to material information regarding WHSP and for announcements to be factual, clear, balanced and complete.

WHSP has established a *Continuous Disclosure Policy* to put in place a framework for compliance with ASX and Corporations Act continuous disclosure requirements. The policy requires timely disclosure through the ASX announcement platform of information concerning WHSP that a reasonable person would expect to have a material effect on the price or value of WHSP's securities or which would materially influence the decision making of investors. The following internal procedures are in place to ensure that relevant information is communicated promptly:

- new and substantive investor or analyst presentation materials are released to ASX before they are given;
- shareholders are given the opportunity to participate in market update presentations; and
- the Board receives copies of all material market announcements promptly after they have been made.

The Chairman and Managing Director are responsible for determining disclosure obligations for the Company. The nominated ASX continuous disclosure contact for the Company will ordinarily be the Company Secretary, with any change being notified to the ASX accordingly. The *Continuous Disclosure Policy* is available on the Company's website <https://www.whsp.com.au/corporate-governance/>.

## Website

WHSP's website, [www.whsp.com.au](http://www.whsp.com.au), provides information about the Company and its governance. The Corporate Governance section provides links to:

- details of Directors and senior executives;
- WHSP's constitution, its charters and policies; and
- other corporate governance materials including current and past Corporate Governance Statements and the Company's *Modern Slavery Statement*.

The website also contains copies of current and past annual reports, financial reports, key financial dates, share registry details, material presentations and ASX announcements.

## Shareholder meetings

WHSP facilitates two-way communication with investors. WHSP actively promotes shareholder attendance and participation at the AGM and other meetings of Shareholders. The notice of meeting sent to all shareholders sets out clear instructions for participating at the meeting.

The 2023 AGM will be held in Sydney on Friday 8 December 2023. Further detail about the AGM and how Shareholders can participate will be provided in the Notice of Meeting.

The external auditor attends the AGM to answer Shareholders' questions regarding the conduct of the audit and the content of the auditor's report.

Shareholders who are unable to attend the AGM are encouraged to vote by proxy and ask questions ahead of the meeting on the resolutions to be considered at the meeting. All resolutions at the 2022 AGM were decided on a poll.

Shareholders are given the option to receive communications from, and send communications to, the Company and its share registry electronically.

## Further information

For further information concerning the corporate governance practices of the Company, refer to the Governance section of the Company's website at [www.whsp.com.au](http://www.whsp.com.au)