

# Discretionary matrix

The Remuneration Committee exercises discretion when determining the outcomes of short and long-term variable reward in addition to the formulaic outcomes considering any year-on-year changes, market conditions and relevant environmental, social and governance (ESG) matters. Such factors may include (but are not limited to); workplace fatalities and injuries, significant environmental incidents, large or serial fines or sanctions from regulatory bodies and/or significant legal judgements or settlements.

The summarised discretionary decision matrix acts as a framework for the Committee to consider other factors which drive the overall performance of the business and the impact across stakeholders, ensuring that we avoid reward for failure in our variable reward outcomes.

