



# Corporate Governance Statement 2020

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The Company, through its Board and Executives, recognises the need to establish and maintain corporate governance policies and practices, which reflect the requirements of the market regulators and participants, and the expectations of members and others who deal with the Company.

These policies and practices remain under constant review as the corporate governance environment and good practice evolve.

This statement outlines the Company's system of governance during the financial year and the extent of the Company's compliance, as at the end of the financial year, by reference to the fourth edition of the ASX Corporate Governance Principles and Recommendations (CGPR) and to the Corporations Act 2001 (Cth). Readers should also refer to the Company's 2020 Annual Report.

This Statement is current as at 21 August 2020 and has been approved by the BSA Limited Board.

As at the date of publication, the Company complies with the CGPR recommendations in all respects, except to the extent indicated below and highlighted in the Appendix 4G. Corporate governance documentation including charters and relevant corporate policies and codes referred to in this statement can be found on the company's website at [www.bsa.com.au/pages/about/corporate-governance.html](http://www.bsa.com.au/pages/about/corporate-governance.html)

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## Principle 1

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### Lay Solid Foundations for Management and Oversight

#### 1.1 Functions of Board and Management

The Company has formalised and disclosed the roles and responsibilities of the Board and those delegated to a Senior Executive.

The Board of the Company is responsible for the overall corporate governance of the BSA Group, including its ethical behaviour, strategic direction, risk management, establishing goals for management and monitoring the achievement of those goals with a view to optimising company performance and maximising shareholder value.

The responsibility for the operation and administration of the consolidated entity is delegated by the Board to the Chief Executive Officer.

The role of management is to support the Chief Executive Officer and implement the running of the general operations and financial business of the company, in accordance with the delegated authority of the Board.

BSA has obligations to its stakeholders to ensure the Company is managed with appropriate due diligence and that all necessary processes are implemented to minimise risk and maximise business opportunities.

To this end, all commercial arrangements, capital expenditure, operational expenditure and other commitments are appropriately documented and have been authorised by either the Chief Executive Officer or the Board as appropriate.

The composition of the Board is determined in accordance with the Company's constitution and the following principles and guidelines:

- The Board should be comprised of at least three Directors with at least two Non-Executive Directors;
- The Board should be comprised of Directors with an appropriate range of qualifications and expertise; and
- The Board should meet formally at least eight times per annum and informally on an as required basis with all Directors being made aware of, and having available, all necessary information, to participate in an informed discussion of all agenda items.

The Charter of the Board and the roles and responsibilities of the Board, Committees and Senior Executives may be found at [www.bsa.com/corporategovernance/charters](http://www.bsa.com/corporategovernance/charters)

## 1.2 Election or Re-election of directors

The membership of the Board is reviewed by the full Board, from time to time, having regard to the ongoing needs of the Company and the Company's Constitution. It is the policy of the Board that its membership should reflect an appropriate balance between Executive members possessing extensive direct experience and expertise in the business activities of the Company, and Non-Executive members who bring to the Board a broad range of general commercial expertise, experience and qualifications.

The Group's objective is that the Board should be of a size and composition that is conducive to effective decision making, with the benefit of a variety of perspectives and skills and in the interests of the Company.

The appointment of a new member to the Board is made after consultation at the Board. The Board undertakes appropriate checks before appointing a person, or putting forward to security holders a candidate for election, as a director; and provides security holders with all material information in its possession relevant to a decision on whether or not to elect or re-elect a director. New Directors are initially appointed by the full Board and must then submit themselves to election by members of the Company at the Annual General Meeting (AGM) following their appointment.

Board renewal and succession planning is part of the Company's overall governance program and the Company remains committed to a Board which includes a mix of Non-Executive members who have outstanding track records and reputations at the highest levels of business and commerce generally.

## 1.3 Agreements with Directors and Senior Executives

New Directors receive a letter of appointment which sets out the main terms and conditions on which each Director is appointed. The letter of appointment conforms to the Recommendations of the ASX Corporate Governance Council.

The letter of appointment also sets out a procedure in relation to independent professional advice, at the Company's expense. Directors are able to take independent professional advice, and are required to make that advice available to the other Directors. Directors are encouraged to direct any enquiries or requests for additional information to the Company Secretary, who will facilitate a response to the query and/or provide the Director with the requested information.

Senior Executives are provided with a contract of employment which sets out the terms and conditions of their employment.

## 1.4 Accountability of the Company Secretary

The Company Secretary works with the Chair, the Board and the Board Committees on all governance related issues. All Directors have access to the Company Secretary for the purpose of obtaining information or advice. The Company Secretary may also retain the services of independent advisory bodies, if requested by the Board or Board Committees. The office of the Company Secretary is responsible for the systems and processes that enable the Board to perform its role, and also provides secretariat services for each of the Board Committees. The Committee agendas, papers and minutes are available to all members of the Board.

The roles of the Company Secretary are set out in the Board Charter which is located on the Company's website at [www.bsa.com.au/about/corporate-governance/charters](http://www.bsa.com.au/about/corporate-governance/charters)

Details regarding the Company Secretary, including his expertise and qualifications, are set out in the Directors' Report in the 2020 Annual Report.

## 1.5 Diversity

The Board of the Company has formally approved a Code of Conduct with respect to People and Governance [www.bsa.com.au/pages/about/corporate-governance.html](http://www.bsa.com.au/pages/about/corporate-governance.html) and a Group Equal Employment Opportunity Standard [www.bsa.com.au/pages/about/corporate-governance.html](http://www.bsa.com.au/pages/about/corporate-governance.html) in order to address the representation of women in management positions and on the Board, and to actively facilitate a more diverse and representative management and leadership structure. A copy of the Code of Conduct and the Diversity Policy are available on the BSA website at [www.bsa.com.au/pages/about/corporate-governance.html](http://www.bsa.com.au/pages/about/corporate-governance.html)

The Board has undertaken a review and assessment of its current practices, including how the Board presently takes into account the diversity criteria when identifying and assessing potential Director candidates and members of senior management.

As part of the Company Business Process Framework, it implements a People Plan which nominates the diversity targets, to which the Company aspires, but always considering the industry skill sets needed for particular positions and which the Board and Chief Executive Officer will consider in relation to their objectives and responsibilities.

Discussion in relation to the progress of diversity performance can be found within the Managing Director's Report in the Annual Report and may be found on the Company's web site at [www.bsa.com.au/pages/investors/asx-announcements.html](http://www.bsa.com.au/pages/investors/asx-announcements.html)

The Company values an inclusive culture where all people are able to succeed to the best of their ability. These principles, contained within the Code of Conduct, guide our employees' conduct in all their dealings with stakeholders of the Company. Diversity is regarded as a key factor in enabling the Company to attract. Our commitment to diversity requires that we work to ensure an environment which is supportive of equality and access for all our staff to career opportunities, development, remuneration and benefits. Diversity includes but is not limited to gender, age, disability, ethnicity, religion and cultural background. The Company will report against the above objectives. In the past financial year, the Company submitted a compliance report to the Workplace Gender Equality Agency (the Agency). The Agency advised that the Company is compliant with the Act.

## 1.6 Evaluation of the Board, its Committees and Individual Directors

The Board is committed to formally evaluating its performance, and of the performance of the Board Committees and individual Directors as well as the governance processes supporting the Board. The Board is committed to transparency in assessing the performance of the Board. The Board does this through an annual self-assessment process and any recommendations for improvement which become apparent from that review, are discussed by the board. During the year, an assessment was undertaken following the guidelines that have been established.

## 1.7 Evaluation of Senior Executives

The Company has an established process of objective setting and performance review of all staff.

Senior Executives have defined objectives which are agreed at the commencement of each financial year. Their performance against these objectives is assessed annually, in addition to regular feedback during the performance period. The potential future development of the Executive is discussed, together with any training required to assist in achieving the development objectives and progression within the Company.

In the case of the Senior Executives (including the Chief Executive Officer), an assessment of their performance is undertaken by the Remuneration Committee and the Board. This assessment was undertaken during the year by following the process as described above.

In addition to the induction program provided to new employees, new members of the Executive Management team undertake an induction program customised to their needs. This typically includes one on one meetings with every member of the Executive Leadership team, and visits to major sites. Senior Executives and senior managers also participate in training sessions on key topics of relevance such as changes in corporate governance standards, legislation, and compliance.

During the financial year, each member of the Executive Leadership team, including the Chief Executive Officer, was subject to a performance review following the guidelines that have been established.

### **1.8 Workplace Health, Safety and the Environment**

The Company is committed to ensuring the safety and wellbeing of all employees, its clients, customers, and members of the public. The Company provides ongoing training across the organisation, with respect to its legal obligations, and specific training as to operational risks in the field. The Company values the environment and recognises the responsibility to protect our surroundings. Operations are managed in an environmentally responsible manner.

## Principle 2

### Structure the Board to Add Value

#### 2.1 Nomination Committee

The Board does not have a separate Nomination Committee, having regard to the size and requirements of the Company. Directors consider that the Board has the appropriate balance of skills, knowledge, experience, independence and diversity to enable it to discharge its duties and responsibilities effectively. As a result, the full board undertakes the identification, selection, recommendation and appointment, of the Board, the Directors and the Senior Executives, as well as the ongoing evaluation and review of their performance.

The Board met during the financial year, to consider the appointment of further Non-Executive directors. The Executive Directors may be invited to attend nomination discussions of the Board.

#### 2.2 Board Skills

The BSA objective is to have an appropriate mix of experience and expertise on its Board and Committees so that the Board is able to effectively discharge its corporate governance and oversight responsibilities. This mix is described in the Board skills matrix as follows:

Expertise	Experience
<b>Financial knowledge and experience</b> <ul style="list-style-type: none"> <li>• Legal, governance and compliance</li> <li>• Strategy</li> <li>• Commercial acumen</li> <li>• Risk management</li> <li>• Health and safety</li> <li>• Sustainability</li> <li>• Remuneration and nominations</li> <li>• Industry and Government relations</li> <li>• Executive leadership</li> </ul>	<b>Industry</b> <ul style="list-style-type: none"> <li>• Contract Management</li> <li>• Telecommunications</li> <li>• Construction Services</li> </ul> <b>Finance and Legal</b> <ul style="list-style-type: none"> <li>• Contract and Workplace Law</li> <li>• Financial and Equity Markets</li> </ul>
	<b>Market</b> <ul style="list-style-type: none"> <li>• Telecommunications</li> <li>• Building Construction Services</li> <li>• Programmed Maintenance</li> </ul>
	<b>Geographic</b> <ul style="list-style-type: none"> <li>• Australia</li> <li>• New Zealand</li> </ul>

## 2.3 Independent Directors

As at the date of this Statement the composition of the Board is set out in the table below:

Name	Position	Independent
Michael Givoni	Chair/Non-Executive Director	Yes
Timothy Harris	Managing/Executive Director	No
Nicholas Yates	Non-Executive Director	No
Paul Teisseire	Non-Executive Director	Yes
Mark Lowe	Non-Executive Director	Yes
David Prescott	Non-Executive Director	No
Chris Halios-Lewis	Non-Executive Director	No

Biographies of the Directors and the length of their tenure are included in the section on the Board of Directors in the 2020 Annual Report.

The Board considers that it should include significant representation by Directors who are capable and willing to make decisions which are in the best interests of members, free from interests and influences which conflict with that duty, and are also independent of management.

The Board continually assesses the independence of each Director in accordance with the interests they have disclosed, and such other factors as the Board determines are appropriate.

In making this determination, the Board is seeking to assess whether Directors are:

- Independent of management;
- Free of any business or other relationship that could materially interfere or be perceived to materially interfere with their unfettered and independent judgement; and
- Capable of making decisions without bias and which are in the best interests of all members.

A Non-Executive Director will not be regarded as an independent director if that Director:

- Is a substantial shareholder of the Company or an officer of, or otherwise associated directly with, a substantial shareholder of the Company;
- Within the last three years has been employed in an Executive capacity by any member of the Company, or been a Director after ceasing to hold any such employment;
- Within the last three years has been a partner or a senior management Executive with audit responsibilities of a firm which has acted in the capacity of statutory auditor of any member of the Company;
- Within the last three years has been a principal, employee or consultant of a material professional adviser to any member of the Company;
- Is a principal, employee or associate of a material supplier to, or material customer of, any member of the Company;
- Has a material contractual relationship with any member of the Company other than as a Director of the Company; and
- Has any interest, or business, or other relationship, which could materially interfere with the Director's ability to act in the best interests of the Company, and independently of management.

As regarding the Non-Executive Directors, applying the criteria set out in the Board Charter, the Board has made the following determinations:

- Mr Timothy Harris is not independent given that his role is that of Chief Executive Officer, an Executive Director;
- Mr. Nicholas Yates is not independent given that he has been an Executive Director during the last three years;
- Mr. David Prescott is not independent because he is a director of a substantial shareholder of the Company;
- Mr Chris Halios- Lewis is not independent because he is the Chief Financial Officer and Company Secretary of a substantial shareholder of the Company; and
- Mr. Michael Givoni, Mr. Paul Teisseire and, Mr. Mark Lowe are all considered to be independent Directors.

The length of service of each of the directors may be found within the Directors' Report within the Annual Report and is available on the BSA website at [www.bsa.com.au/pages/about/corporate-governance.html](http://www.bsa.com.au/pages/about/corporate-governance.html)

The Board, through the Nomination Committee, which met during the year, has come to the conclusion that the balance of skills and experience required for Board members for the size and development of the Company is appropriate. The Board is confident that each Non-Executive Director brings independent judgement to bear on Board decisions.

That conclusion was reached based on the Board's knowledge of the significant contributions made by each Director to the business of the Board, and its Committees. This includes the willingness of the Directors to debate issues openly and constructively and freely express their views and opinions on matters being considered by the Board, including occasions where those views are contrary to those expressed by the Executive Directors and management.

Each Non-Executive Director has signed a letter of appointment which, amongst other things, places an onus on each independent Director to promptly and fully disclose to the Board any matter or circumstance which may impact on their status as an independent Director, or the likely perception of their status, as an independent member of the Board. Where the Board concludes that a Director has lost their status as an independent Director, that determination will be advised to the market.

The Board Charter discloses a process for selection and appointment of new Directors and re-election of incumbent Directors and is available on the BSA website at [www.bsa.com.au/pages/about/corporate-governance.html](http://www.bsa.com.au/pages/about/corporate-governance.html)

Recommendations regarding future appointment of additional Directors will be made and considered by the Board, having regard to:

- The assessment made on the skill set required to discharge the responsibilities of the Board, compared with the skills currently represented on the Board;
- The current strategic direction of the Company, and the consequent need to consider skills which may be required in the future; and
- The suitability of available candidates, identified in the context of a detailed description of the role and capabilities required, for a particular appointment.

Recommendations made will be considered by the Board, which retains an unfettered discretion on the appointment of a Director to fill a casual vacancy or act as an additional Director, prior to the formal election of that Director, by the members of the Company at a General Meeting.



## 2.4 Majority Independence

The Board currently has seven members. Of these, three are independent Non-Executive Directors. These Directors are considered by the Board to be independent of management and free of any business or other relationship, or any other circumstance that could materially interfere with the exercise of objective, unfettered or independent judgement. The Board also comprises three non-independent Non-Executive directors and as a result does not comply with the CGPR recommendation that the majority of non-executive directors be independent.

## 2.5 Chair and Independence

Council recommends that listed companies should have an independent Director as Chair, and that the roles of Chair and Chief Executive Officer should not be held by the same person.

Mr. Michael Givoni is the Chair of the Board and is considered to be independent by the Board, having regard to the guidelines for independence. Mr. Timothy Harris is the Chief Executive Officer.

## 2.6 Professional Development of Directors

Upon appointment, a new Director undertakes an induction program specifically designed to their needs, to assist in familiarising them with issues relating to the current business before the Board.

New Board members are provided with the opportunity to experience the operations of the Company, and to meet and discuss all aspects of the Company's operations with key members of Executive Management. As part of the induction program, access is provided to information in areas such as; operations, finance, treasury, and risk management, to assist the new Board member as required.

On an ongoing basis, Directors are provided with periodic updates on legal and corporate developments, particularly those pertaining to matters relating to the responsibilities of boards and directors generally, health and safety, changes to the Corporations Act 2001 (Cth), corporate governance principles, tax and accounting developments, and other matters of interest. Management conducts regular briefing sessions with the Board and Board Committees on operational, financial, treasury, legal, and tax issues of relevance to the Board.

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## Principle 3

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### Promote Ethical and Responsible Decision-making

#### 3.1 Code of Conduct Compliance Manual

As part of the Company's ongoing commitment to high standards of ethical conduct, the Company is committed to continually developing a documented Code of Conduct. This provides detailed guidance to employees with respect to their behaviours in compliance with current laws applicable in the jurisdiction in which they work. The Business Process Framework contains the processes and procedures to be adopted to comply with those laws. The Business Process Framework is supplemented by seminars, training and information memoranda to help employees understand the requirements with which they and the Company must comply. The Code of Conduct can be found on the Company's web site at <http://www.bsa.com.au/pages/about/corporate-governance.html>

#### Whistleblower Policy

Having regard to the above, the Company has implemented a Whistleblower process which forms an integral part of the Company's compliance program. The process ensures that concerns regarding unethical, unlawful or improper conduct may be raised without fear of reprisal.

Under the process (documented within the Whistleblower Policy Statement and Whistleblower Management Guide), the Company has appointed a Whistleblower Protection Officer. Employees are encouraged to report any genuine matter, or behaviour, that they honestly believe contravenes the Code of Conduct, policies, or the law. The Company has now implemented a Whistleblower Hotline Service, whereby actions can be dealt with in a formal manner in conjunction with the Audit and Compliance Committee and the Board. Contact details for the Whistleblower Hotline Service are disclosed in the Whistleblower Policy on the Company's web site at [www.bsa.com.au/pages/about/corporate-governance.html](http://www.bsa.com.au/pages/about/corporate-governance.html)

#### Anti-Bribery and Corruption Policy

The Company has implemented an anti-bribery and corruption policy which is disclosed within its Code of Conduct Booklet which can be found at <http://www.bsa.com.au/pages/about/corporate-governance.html>

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## Principle 4

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### Safeguard Integrity in Financial Reporting

#### 4.1 Audit

##### *Committee Composition*

The Board has established an Audit Committee to ensure that an effective internal control framework exists to safeguard the assets of the business and to ensure the integrity and reliability of financial and management reporting systems.

The composition of the Audit Committee is as set out in the Directors' Report, comprises all of the Non-Executive Directors, of which three are considered to be independent and three non-independent, with Mr. Paul Teisseire, an independent Director, chairing this Committee. As a result does not comply with the CGPR recommendation that the majority of non-executive directors be independent.

The qualifications and experience of each of the directors may be found in the Directors' Report in the Annual Report and is available on the BSA website at [www.bsa.com.au/pages/about/corporate-governance.html](http://www.bsa.com.au/pages/about/corporate-governance.html)

The Committee met during the financial year, as per the details set out in the Directors' Report in the Annual Report and is available on the BSA website at [www.bsa.com.au/pages/about/corporate-governance.html](http://www.bsa.com.au/pages/about/corporate-governance.html)

##### *Audit Committee Charter*

The Audit Committee operates under a charter to enable it to fulfil its corporate governance and monitoring responsibilities. The Audit Committee meets with external auditors at least twice each year (and more frequently if required), to review the adequacy of existing external audit arrangements, and the scope of the audit. The external auditors have a direct line of communication at any time to either the Chair of the Audit Committee, or the Chair of the Board.

The Audit Committee reports to the Board after each Committee meeting, and the minutes of each Audit Committee meeting are included in the Board papers.

The external auditors, the Chief Executive Officer and the Chief Financial Officer are invited to attend Audit Committee meetings at the discretion of the Committee.

A copy of the Audit Committee charter is available on the <http://www.bsa.com.au/pages/about/corporate-governance.html>

#### 4.2 Declaration by Chief Executive Officer and Chief Financial Officer

Before it approves the Company's financial statements for a financial period, the Board receives from the Chief Executive Officer and Chief Financial Officer a declaration that, in their opinion, the financial records of the Company have been properly maintained; and, that the financial statements comply with the appropriate accounting standards and, the financial statements give a true and fair view of the financial position and performance of the Company, and, that the opinion has been formed on the basis of a sound system of risk management and internal control which is operating effectively.

#### 4.3 Attendance of External Auditor at Annual General Meeting

The Board ensures that its external auditor attends its AGM and is available to answer questions from security holders relevant to the audit.

#### 4.4 Integrity of Periodic Corporate Reports

Where a periodic corporate report is not subject to audit or review by an external auditor, the Board considers and satisfies itself that the report is materially accurate, balanced and provides investors with appropriate information to make informed investment decisions.

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## Principle 5

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### Make Timely and Balanced Disclosure

#### 5.1 Continuous Disclosure

The Company's Continuous Disclosure process (documented within the Code of Conduct and Continuous Disclosure Policy Statements) underlines the Company's commitment to ensuring that the Company's members, and the market, are provided with high quality, relevant and accurate information in a timely manner; and that investors are able to trade in Company securities in a market which is efficient, competitive and informed, as well as ensuring that market participants have an equal opportunity to review and assess information disclosed by the Company. The Company is also committed to complying with continuous disclosure obligations contained in the applicable ASX Listing Rules, and the Corporations Act 2001 (Cth).

The practice of continuous disclosure includes a vetting and authorisation process so that all disclosures are factual, do not omit material matters, and are expressed in a clear and objective manner. The Policy Statement also outlines how the Company identifies and distributes information to members and the market generally.

The Board receives copies of all material market announcements promptly after they have been made.

The Board ensures that any new and substantive investor or analyst presentation materials are posted on the ASX Market Announcements Platform ahead of the presentation.

The Continuous Disclosure process is contained within the Code of Conduct and specific Policy Statements available on the Company website at <http://www.bsa.com.au/pages/about/corporate-governance.html>

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## Principle 6

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### Respect the Rights of Members

#### 6.1 Communications with Members

The Company is committed to providing all members with comprehensive, timely, and equal access to information about its activities, to enable them to make informed investment decisions.

The Company employs a wide range of communication approaches, including direct communications with members, and publication of all relevant company investor information on the [www.bsa.com.au](http://www.bsa.com.au) website.

The Company uses its corporate website as a means of providing information to members, and the broader investment community. A section of this website is dedicated to BSA's investors. Media releases, investor presentations and interim and full-year financial reports are available for review on the [www.bsa.com.au](http://www.bsa.com.au) website.

These announcements, presentations and reports are placed on the website immediately after they have been released to the ASX. An archive of announcements, presentations, and reports is retained on the [www.bsa.com.au](http://www.bsa.com.au) website.

Also available for review on the [www.bsa.com.au](http://www.bsa.com.au) website are notices of members' meetings, and explanatory documents issued by the Company in respect of those meetings. A copy of the Chair's address to the AGM, the AGM presentation, and the outcome of voting on the items of business, are posted to the website following the AGM.

Members are encouraged to attend the AGM held each year, and to use these opportunities to ask questions and vote on important matters affecting the Company, including the election of Directors, the receipt of annual financial statements, and the advisory vote on the remuneration report. The external auditor attends the AGM and is available to answer questions. Substantive resolutions at a meeting of security holders are decided by a poll rather than by a show of hands.

The Company encourages members to access the Annual Report online to assist with the Company's commitment to the environment, as well as being more cost efficient. A printed copy of the Annual Report will only be sent to those members who have made an election to receive it. Otherwise members will be notified when the Annual Report is available to be accessed online at the [www.bsa.com.au](http://www.bsa.com.au) website.

Members are also encouraged to provide the Company with their email address, so that they can be notified when the Annual Report is available online, and also to be kept updated on other member communications.

The Company works closely with its share registrar to monitor and review the potential to increase the use of electronic means of communicating with its investors.

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## Principle 7

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### Recognise and Manage Risk

#### 7.1 Risk oversight and management and internal control

The entire Board is responsible for monitoring and reviewing the corporate policies for identifying and managing relevant risks associated with the business of the Company, and the adequacy of the Company's practices and procedures in implementing those policies. As such, the Board does not have a Risk Committee and the whole Board is involved in monitoring and reviewing:

- The Company's policies regarding risk oversight and risk management;
- The appropriateness of the risk management and internal control systems adopted by the Company; and
- The Company's continuing processes for:
  - The identification of material workplace health and safety, financial, legal, and operational risks associated with the conduct of the business of the Company;
  - The maintenance of appropriate internal control systems designed to manage key risk areas;
  - Assessing the above matters in conjunction with management and the external auditors; and
  - Monitoring and reporting against compliance with the risk management policies.

Operating a group of companies undertaking technical and building services, including construction related services, inevitably involves risks of various kinds. Furthermore, operating a company which utilises a contractor base involves risks of a different nature, which need to be balanced with the Company's business and management. The Company's objective is to ensure that those business risks are identified and assessed, and that, where it is practical and economical, steps are taken to mitigate the impact of any risk which may eventuate.

The Company has developed and implemented a risk profile to operate as a general guide as to identification, assessment and management of the various risks inherent to the Company's business from a contractual perspective. The Board has reviewed the Company's risk management framework during the period to satisfy itself that it continues to be sound.

#### 7.2 Management of material business risks

The Board has reviewed the BSA risk management framework during the period and believes that the framework continues to be sound.

The Board has delegated specific risk related responsibilities to the Chief Executive Officer, who, in turn, has delegated these responsibilities to management.

Each Senior Executive, and all managers, are responsible for:

- Assisting in the formulation of all aspects of the risk management process;
- Overseeing the implementation of the Company's policies and procedures by ensuring that all phases of the process of identification, assessment, control, review and reporting are reflected appropriately in the business processes of the Company; and
- Implementing appropriate systems for confirming compliance with all relevant laws and other regulatory obligations.

The Chief Executive Officer reports to the Board on an annual basis on the effectiveness of the Company's management of its material risks. The risk review has been undertaken by the Board during the year.

### 7.3 Internal Audit Function

The Company has developed an internal audit function with a team which is project based and uses decision support and commercial analysis to review whether early intervention into highlighted issues and risks is warranted. Because of the internal processes, the Board undertakes deep dives into all divisional and corporate aspects of the business at least once per year and believes this process does not require the creation of a separate Internal Audit Function.

### 7.4 Material Exposure to Economic, Environmental and Social Sustainability Risks

Sustainability is the integration of environmental, social and governance factors into the Company's decision making to create short and long term shareholder value.

Sustainability enables us to intelligently weigh the economic, environmental, social and governance aspects against the long-term ability to prosperously sustain the business. By adopting sustainable practices and implementing them throughout the Company, a business model has been developed that creates greater customer value.

Some of the practices which the Company employs to manage those risks include:

- Working cooperatively and effectively with business partners;
- Safe work practices and all aspects of occupational health and safety;
- Keeping re-work to a minimum;
- Celebrating cultural differences; and
- Upskilling the workforce through training.

## Principle 8

### Remunerate Fairly and Responsibly

The Company's remuneration policy is designed to attract and retain high calibre Directors and Senior Executives, capable of meeting the specific management needs of the Company.

The Company's current remuneration objectives and policies regarding determination of base pay, the short term variable bonus, and long term equity linked incentives, are explained in the Remuneration Report, which forms part of the Directors' Report in the 2020 Annual Report.

Details of the remuneration of all Directors are set out in the Remuneration Report in the Annual Report and is available on the BSA website at [www.bsa.com.au/pages/about/corporate-governance.html](http://www.bsa.com.au/pages/about/corporate-governance.html)

#### 8.1 Remuneration Committee

The composition of the Remuneration Committee is as set out in the Directors' Report in the Annual Report and is available on the BSA website at [www.bsa.com.au/pages/about/corporate-governance.html](http://www.bsa.com.au/pages/about/corporate-governance.html)

The Board recognises the ASX's recommendation that the Remuneration Committee should be chaired by an independent chair and consist of a majority of independent directors. The Chair, Mr. Mark Lowe is independent but the Committee does not consist of a majority of independent Directors. Mr. David Prescott and Mr Chris Halios-Lewis are not independent because they are directors of substantial shareholders of the Company respectively. Mr Nicholas Yates is not an independent director because he has been an executive director during the last three years. Messrs Michael Givoni, Paul Teisseire and Mark Lowe are independent.

The Committee met during the financial year, as set out in the Directors' Report in the Annual Report and is available on the BSA website at [www.bsa.com.au/pages/about/corporate-governance.html](http://www.bsa.com.au/pages/about/corporate-governance.html)

The objective of the Committee is to assist the Board in establishing remuneration policies and practices which:

- Enable the Company to attract and retain Executives and Directors who will create sustainable value and returns for members and other stakeholders;
- Fairly and responsibly reward Executives and Directors, having regard to the performance of the Company, the Executive, and the market; and
- Comply with all relevant legislation and regulations including the ASX Listing Rules and the Corporations Act 2001 (Cth).

The Charter of the Remuneration Committee may be viewed on the company's website at [www.bsa.com.au/about/corporate-governance](http://www.bsa.com.au/about/corporate-governance)

#### 8.2 Structure of Non-Executive Directors' Remuneration

Fees paid to Non-Executive Directors are determined by the Board, within the current maximum aggregate limit set by members of the Company. Current fees and salaries are fully disclosed in the Remuneration Report section of the Directors' Report. Directors' fees are reviewed annually by the Remuneration Committee, and by the Board, taking into consideration the level of fees paid to Non-Executive Directors by companies of a similar size and stature.

Non-Executive Directors receive their fees in cash but may participate in the Non-Executive Director Fee Sacrifice Equity Plan. The Non-Executive Directors do not participate in schemes designed for the remuneration of Executives, nor do they receive options, rights or bonus payments. The gross fee received by Non-Executive Directors is inclusive of any contribution that the Company is obliged to pay pursuant to



the superannuation guarantee legislation. There are no retirement schemes or retirement benefits for Non-Executive Directors, other than statutory benefits for Non-Executive Directors.

### **8.3 Equity Linked Executive Remuneration**

The Company has an employment equity incentive plan for the remuneration of Senior Executives of the Company. The Company's policy is to preclude its Senior Executives from entering into transactions to limit their economic risk from investing in Company shares, options, or rights, where those entitlements are unvested. The Company makes Senior Executives aware of their obligations in relation to financial commitments against shares issued under the Executive securities plan, and has requested that they take sufficient independent, professional advice in relation to their individual financial position. The Company does not provide advice.