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HRL Holdings Ltd

Corporate Governance Statement July 2021

The Board of Directors of HRL Holdings Limited (HRL or Company) is responsible for the corporate governance of the Company. The Board guides and monitors the business and affairs of HRL Holdings Limited on behalf of the shareholders by whom they are elected and to whom they are accountable.

HRL Holdings Limited's Corporate Governance Statement is structured with reference to the Australian Securities Exchange Corporate Governance Council's "Corporate Governance Principles and Recommendations, 4th Edition".

This statement has been approved by the Board of HRL and is current as at 30 July 2021. The statement and information identified therein are available on the Company's website at www.hrlholdings.com under the Corporate Governance section.

The Board endorses the ASX Principles of Good Corporate Governance and Best Practice Recommendations, and has adopted corporate governance charters and policies reflecting those recommendations to the extent appropriate having regard to the size and circumstances of the Company.

The Company is committed to ensuring that its corporate governance systems maintain the Company's focus on transparency, responsibility and accountability. For further information on corporate governance policies adopted by HRL Holdings Limited, refer to our website: www.hrlholdings.com

ASX Recommendation	Statement Commentary	Compliant with ASX Recommendation / Explanation for Departure
Principle 1: Lay solid foundations for management and oversight A listed entity should clearly delineate the respective roles and responsibilities of its board and management and regularly review their performance.		
1.1 - A listed entity should have and disclose a board charter setting out: (a) the respective roles and responsibilities of its board and management; and (b) those matters expressly reserved to the board and those delegated to management.	The Board's role is to govern the Company rather than to manage it. It is the role of executive management to manage the Company in accordance with the direction and delegations of the Board and it is the responsibility of the Board to oversee the activities of management in carrying out these delegated duties. A summary of the Company's board charter is posted on the Company's website which sets out the role, powers and responsibilities of the Board.	Yes



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<p>1.2 - A listed entity should:</p> <p>(a) undertake appropriate checks before appointing a director or senior executive, or putting someone forward to security holders a candidate for election, as a director; and</p> <p>(b) provide security holders with all material information in its possession relevant to a decision on whether or not to elect or re-elect a director.</p>	<p>All of the Directors have been required to undertake and provide appropriate background security checks as part of the appointment procedures. No items of concern were identified during this process.</p> <p>All material information about each candidate relevant to a decision whether or not to elect or re-elect a director will be contained in the Explanatory Memorandum to the Notice of Annual General Meeting.</p>	<p>Yes</p>								
<p>1.3 - A listed entity should have a written agreement with each director and senior executive setting out the terms of their appointment.</p>	<p>All Directors and senior executives have contracts in place.</p>	<p>Yes</p>								
<p>1.4 - The company secretary of a listed entity should be accountable directly to the board, through the chair, on all matters to do with the proper functioning of the board.</p>	<p>Each Board member has direct access to the Company Secretary (who is accountable directly to the Board, through the Chair, on all matters to do with the proper functioning of the Board) with procedures for the provision of information, including requests for additional information.</p>	<p>Yes</p>								
<p>1.5 - A listed entity should:</p> <p>(a) have and disclose a diversity policy</p> <p>(b) through its board or a committee of the board to set measurable objectives for achieving gender diversity in the composition of its board, senior executives and workforce generally; and;</p> <p>(c) disclose in relation to each reporting period</p> <p>(1) the measurable objectives set for that period to achieving gender diversity</p> <p>(2) the entity's progress towards achieving those objectives; and either:</p> <p>(1) the respective proportions of men and women on the board, in senior executive positions and across the whole workforce (including how the entity has defined "senior executive" for these purposes); or</p> <p>(2) if the entity is a "relevant employer" under the Workplace Gender Equality Act, the entity's most recent "Gender Equality Indicators", as defined in and published under that Act.</p> <p>If the entity was in the S&P/ASX 300 Index at the commencement of the reporting period, the measurable objective for achieving gender diversity in the composition of its board should be to have not less than 30% of its directors of each gender within a specified period.</p>	<p>The Board has a Diversity Policy which is publicly available on the Company's website. This policy is reviewed annually to ensure that the Diversity Policy is being progressed as required and to set measurable objectives as appropriate for the Company.</p> <p>The proportion of women employees in the whole organisation, women in management positions and women on the board are as follows:</p> <table border="1" data-bbox="741 954 1330 1107"> <thead> <tr> <th>Measure</th> <th>Female proportion</th> </tr> </thead> <tbody> <tr> <td>Organisation</td> <td>49%</td> </tr> <tr> <td>Senior Executive</td> <td>29%</td> </tr> <tr> <td>Board</td> <td>0%</td> </tr> </tbody> </table> <p>Senior Executives are defined as the CEO, CFO, Company Secretary, Business Unit General Managers, Functional Team Leaders and Regional Managers.</p>	Measure	Female proportion	Organisation	49%	Senior Executive	29%	Board	0%	<p>No – While no hard measurable targets have been set the Diversity policy adopted in the 2020 financial year and reviewed and approved in the 2021 financial year includes the following objectives:</p> <p><u>Review Current Environment</u> The business general managers are responsible to lead an annual review of diversity practices. This review includes statistics and internal processes to gain a greater understanding of where improvements may be achieved.</p> <p><u>Remuneration – Gender Equity</u> The Board ensures that equity is sought at all levels between genders on remuneration and benefits for equal work. Oversight of remuneration will be conducted annually and the Board will seek confirmation that gender equity is achieved or being worked towards, at all levels in the organisation.</p> <p><u>Annual Progress Review</u> The Board will have oversight of the statistics measured across the business and will review the composition of the Board, Executive Management and other levels annually.</p> <p>The Company policy has always been to employ the best person for the position being filled regardless of gender.</p>
Measure	Female proportion									
Organisation	49%									
Senior Executive	29%									
Board	0%									



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<p>1.6 - A listed entity should:</p> <p>(a) have and disclose a process for periodically evaluating the performance of the board, its committees and individual directors; and</p> <p>(b) disclose, for each reporting period, whether a performance evaluation has been undertaken in accordance with that process during or in respect of that period.</p>	<p>The Company introduced a process for evaluating the performance of the Board / individual directors during the 2021 financial year with 360 degree reviews between each Director and the Chairman.</p>	<p>Yes</p>
<p>1.7 - A listed entity should:</p> <p>(a) have and disclose a process for periodically evaluating the performance of its senior executives at least once every reporting period; and</p> <p>(b) disclose, for each reporting period, whether a performance evaluation has been undertaken in accordance with that process during or in respect of that period.</p>	<p>The Chairman of the Board formally reviews the performance of the CEO at least annually. At the commencement of each financial year, the Board and the CEO will agree a set of Company specific performance measures including:</p> <p>(a) The extent to which key operational goals and strategic objectives are achieved; (b) Development of management and staff; (c) Compliance with legal and Company policy requirements; and (d) Achievement of key performance indicators.</p> <p>The Chief Executive Officer is responsible for assessing the performance of the key executives within the Company. The basis of evaluation of senior executives is on agreed performance measures. No formal review is undertaken rather the process is of an ongoing continuous review nature.</p>	<p>Yes</p>
<p>Principle 2: Structure the board to be effective and add value The board of a listed entity should be of an appropriate size and collectively have the skills, commitment and knowledge of the entity and the industry in which it operates, to enable it to discharge its duties effectively and to add value.</p>		
<p>2.1 - The board of a listed entity should:</p> <p>(a) have a nomination committee which:</p> <p>(1) has at least three members, a majority of whom are independent directors; and</p> <p>(2) is chaired by an independent director,</p> <p>and disclose:</p> <p>(3) the charter of the committee;</p> <p>(4) the members of the committee; and</p> <p>(5) as at the end of each reporting period, the number of times the committee met throughout the period and the individual attendances of the members at those meetings; OR</p> <p>(b) if it does not have a nomination committee, disclose that fact and the processes it employs to address board succession issues and to ensure that the board has the appropriate balance of skills, knowledge, experience, independence and diversity to enable it to discharge its duties and responsibilities effectively.</p>	<p>The company has a separate nomination committee.</p> <p>The committee members are the full Board - Mr Greg Kilmister (Chair), Mr James Todd, Mr Richard Stephens, Mr Alex White and Mr Steve Howse. Mr Kilmister, Mr Todd and Mr Stephens are independent directors and as such the committee meets the recommended criteria of having at least three members, a majority of whom are independent directors, and being chaired by an independent director.</p> <p>The committee met twice in the year to June 2021 with all members being present.</p> <p>The committee charter can be viewed on the company website.</p>	<p>Yes</p>



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<p>2.2 - A listed entity should have and disclose a board skills matrix setting out the mix of skills and diversity that the board currently has or is looking to achieve in its membership.</p>	<p>The Board has been structured such that its composition and size will enable it to effectively discharge its responsibilities and duties. A skills matrix has been completed but the company has decided not to disclose it at this time.</p>	<p>No - Each Director has industry experience and specific expertise relevant to the Company's business and level of operations. The Board considers that its structure is appropriate in the context of the Company's activities. While a skills matrix has been completed the board has decided not to disclose it outside of the company. The experience and skills of the Directors are documented in the Annual Report and Company website.</p>																														
<p>2.3 - A listed entity should disclose:</p> <p>(a) the names of the directors considered by the board to be independent directors;</p> <p>(b) if a director has an interest, position, association or relationship of the type described in Box 2.3 but the board is of the opinion that it does not compromise the independence of the director, the nature of the interest, position, association or relationship in question and an explanation of why the board is of that opinion; and</p> <p>(c) the length of service of each director.</p>	<p>The position of each director and as to whether or not they are considered to be independent is set out below.</p> <table border="1" data-bbox="741 592 1424 930"> <thead> <tr> <th>Name</th> <th>Position</th> <th>Independence Position</th> </tr> </thead> <tbody> <tr> <td>Greg Kilmister</td> <td>Non-Executive Chairman</td> <td>Mr Kilmister is independent.</td> </tr> <tr> <td>Steve Howse</td> <td>Executive Director</td> <td>Not Independent – Mr Howse is employed in an executive capacity</td> </tr> <tr> <td>Richard Stephens</td> <td>Non-Executive Director</td> <td>Mr Stephens is independent</td> </tr> <tr> <td>James Todd</td> <td>Non-Executive Director</td> <td>Mr Todd is independent</td> </tr> <tr> <td>Alex White</td> <td>Non-Executive Director</td> <td>Not independent as Mr White has an indirect interest as portfolio manager of a substantial shareholder.</td> </tr> </tbody> </table> <table border="1" data-bbox="741 959 1424 1145"> <thead> <tr> <th>Name</th> <th>Term in Office</th> </tr> </thead> <tbody> <tr> <td>Greg Kilmister</td> <td>2 years 7 months</td> </tr> <tr> <td>Steve Howse</td> <td>3 years 5 months</td> </tr> <tr> <td>James Todd</td> <td>3 years 5 months</td> </tr> <tr> <td>Richard Stephens</td> <td>10 months</td> </tr> <tr> <td>Alex White</td> <td>5 months</td> </tr> </tbody> </table> <p>The Company has a formalised Conflicts of Interest Policy that is posted on the Company's website.</p>	Name	Position	Independence Position	Greg Kilmister	Non-Executive Chairman	Mr Kilmister is independent.	Steve Howse	Executive Director	Not Independent – Mr Howse is employed in an executive capacity	Richard Stephens	Non-Executive Director	Mr Stephens is independent	James Todd	Non-Executive Director	Mr Todd is independent	Alex White	Non-Executive Director	Not independent as Mr White has an indirect interest as portfolio manager of a substantial shareholder.	Name	Term in Office	Greg Kilmister	2 years 7 months	Steve Howse	3 years 5 months	James Todd	3 years 5 months	Richard Stephens	10 months	Alex White	5 months	<p>Yes</p>
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<p>2.4 - A majority of the board of a listed entity should be independent directors.</p>	<p>The current board has three independent directors and two directors who are considered not to be independent – see 2.3 above.</p>	<p>Yes</p>																														



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2.5 - The chair of the board of a listed entity should be an independent director and, in particular, should not be the same person as the CEO of the entity.	<p>The Chairman of the company is independent. The CEO of the company is not a Director of the Company.</p> <p>The Role of the Chair is documented in a policy statement posted on the Company's website.</p>	Yes
2.6 - A listed entity should have a program for inducting new directors and for periodically reviewing whether there is a need for existing directors to undertake professional development to maintain the skills and knowledge needed to perform their role as directors effectively.	<p>The Company has procedures to provide new directors with any information they may request with direct access to the Company Secretary and Senior Management available to any new appointee. The Company encourages, and recommends, that all non-executive directors attend relevant external seminars and educational programs to assist directors in the effect of exercise of their powers and duties. The Board has agreed that such seminars and educational programs obtained by a director will be at the expense of the Company.</p>	Yes
<p>Principle 3: Instil a culture of acting lawfully, ethically and responsibly A listed entity should instil and continually reinforce a culture across the organization of acting lawfully, ethically and responsibly.</p>		
3.1 - A listed entity should articulate and disclose its values	<p>The Company has a Statement of Values that is published on the Company website. HRL's Core Values are expressed through the principles and standards set out in the HRL Code of Conduct Policy. Living by these Core Values and remaining true to the Code supports our vision, shapes our culture, and enhances our sustainability.</p>	Yes
<p>3.2 - A listed entity should:</p> <p>(a) have a code of conduct for its directors, senior executives and employees; and</p> <p>(b) ensure that the board or a committee of the board is informed of any material breaches of that code.</p>	<p>The Company is committed to conduct all its business dealings in an ethical manner and in accordance with applicable laws, rules, and regulations.</p> <p>The Company has an established Code of Conduct (Code), which is posted on the Company website, which outlines the behaviour that is expected of employees.</p> <p>The purpose of the Code is that we want our officers, directors, employees, contractors, consultants, agents or other business partners to know what is expected of them and to adopt behaviours that are a condition of working for the organisation.</p> <p>The Code covers the following matters:</p> <ul style="list-style-type: none"> • Work Place Principles • Business Integrity • Personal Integrity • Interactions with Third Parties • Compliance with the Code. 	Yes



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	<p>Trading in company securities by directors, officers and employees</p> <p>The Board has established written guidelines, set out in its Securities Trading Policy, that restrict dealings by directors and relevant employees in the Company's shares. The Securities Trading Policy identifies certain periods when directors and relevant employees are prohibited from trading in the Company's securities. These blackout periods are from 1 July and 1 January until the close of business on the day full year and half year results respectively are announced, and any other period as determined by the Board from time to time. Outside of these periods, in the absence of knowledge of unpublished price-sensitive information, directors and relevant employees may buy or sell shares in the Company.</p> <p>The Securities Trading Policy is published on the Company's website.</p>	
<p>3.3 - A listed entity should:</p> <p>(a) have and disclose whistleblower policy; and</p> <p>(b) ensure that the board or a committee of the board is informed of any material incidents reported under that policy</p>	<p>The company has a whistleblower policy in place that requires matters raised to be reported to the Board or the Audit and Risk Committee.</p>	<p>Yes</p>
<p>3.4 - A listed entity should:</p> <p>(a) have and disclose an anti-bribery and corruption policy; and</p> <p>(b) ensure that the board or a committee of the board is informed of any material incidents reported under that policy</p>	<p>The company has an anti-bribery and corruption policy in place that requires matters raised to be reported to the Board or the Audit and Risk Committee.</p>	<p>Yes</p>



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Principle 4: Safeguard the integrity of corporate reports A listed entity should have appropriate processes to verify the integrity of its corporate reports.		
<p>4.1 - The board of a listed entity should:</p> <p>(a) have an audit committee which:</p> <p>(1) has at least three members, all of whom are non-executive directors and a majority of whom are independent directors; and</p> <p>(2) is chaired by an independent director, who is not the chair of the board,</p> <p>and disclose:</p> <p>(3) the charter of the committee;</p> <p>(4) the relevant qualifications and experience of the members of the committee; and</p> <p>(5) in relation to each reporting period, the number of times the committee met throughout the period and the individual attendances of the members at those meetings; OR</p> <p>(b) if it does not have an audit committee, disclose that fact and the processes it employs that independently verify and safeguard the integrity of its corporate reporting, including the processes for the appointment and removal of the external auditor and the rotation of the audit engagement partner.</p>	<p>The company has an audit and risk committee.</p> <p>The committee members are Mr Richard Stephens (Chair), Mr James Todd and Mr Greg Kilmister. All three members are independent non-executive directors and as such the committee meets the recommended criteria of having at least three members, a majority of whom are independent directors, and being chaired by an independent director who is not the chair of the board.</p> <p>The committee met five times in the year to June 2021 with all members of the committee at the date of the meeting being present.</p> <p>The committee charter can be viewed on the company website and the qualifications and experience of each member can be viewed in the annual report.</p>	<p>Yes</p>
<p>4.2 - The board of a listed entity should, before it approves the entity's financial statements for a financial period, receive from its CEO and CFO a declaration that, in their opinion, the financial records of the entity have been properly maintained and that the financial statements comply with the appropriate accounting standards and give a true and fair view of the financial position and performance of the entity and that the opinion has been formed on the basis of a sound system of risk management and internal control which is operating effectively.</p>	<p>The CEO and CFO state in writing to the Board each reporting period that the Company's financial reports present a true and fair view, in all material respects, of the Company's financial and operational results and have been properly maintained in accordance with all relevant accounting standards.</p> <p>The CEO and CFO state in writing to the Board each reporting period that:</p> <ul style="list-style-type: none"> the statement is founded on a sound system of risk management and internal compliance and control which implements the policies adopted by the Board. the Company's risk management and internal compliance and control system is operating efficiently and effectively in all material respects. 	<p>Yes</p>
<p>4.3 - A listed entity should disclose its process to verify the integrity of any periodic corporate report it releases to the market that is not audited or reviewed by an external auditor.</p>	<p>All reports to be released to the market are approved by the Board.</p>	<p>Yes</p>



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Principle 5: Make timely and balanced disclosure A listed entity should make timely and balanced disclosure of all matters concerning it that a reasonable person would expect to have a material effect on the price or value of its securities.		
5.1 - A listed entity should have and disclose a written policy for complying with its continuous disclosure obligations under listing rule 3.1	<p>The Company has established policies for complying with timely disclosure of material information concerning the Company. This includes internal reporting procedures in place to ensure that any material price sensitive information is reported to the Company Secretary in a timely manner. These policies and procedures are regularly reviewed to ensure that the Company complies with its obligations at law and under the ASX Listing Rules.</p> <p>The Company's Continuous Disclosure policy is published on the Company's website.</p> <p>The Company Secretary is responsible for communications with the Australian Securities Exchange (ASX) including responsibility for ensuring compliance with the continuous disclosure requirements in the ASX Listing Rules and overseeing information going to the ASX, shareholders and other interested parties. The matter of continuous disclosure is a permanent item on the agenda for all Board meetings and is specifically addressed by each director at these meetings.</p>	Yes
5.2 - A listed entity should ensure that its board receives copies of all material market announcements promptly after they have been made	All Directors receive copies of all market announcements directly from the ASX once the announcement is released to the market.	Yes
5.3 - A listed entity that gives a new and substantive investor or analyst presentation should release a copy of the presentation materials on the ASX Market Announcements Platform ahead of the presentation	The company's Continuous Disclosure Policy requires that a copy of all presentation material will be disclosed through the ASX and placed on the Company's website.prior to the presentation meeting.	Yes



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Principle 6: Respect the rights of security holders A listed entity should provide its security holder with appropriate information and facilities to allow them to exercise their rights as security holders effectively.		
6.1 - A listed entity should provide information about itself and its governance to investors via its website.	<p>HRL seeks to disclose all material information to shareholders as soon as possible and as widely as possible, in keeping and complying with its continuous disclosure requirements.</p> <p>Information released to the ASX is also published on our website immediately. Our website also contains copies of media releases published by HRL as well as information in relation to our businesses and major projects, our people, our financial results and our corporate governance practices and policies.</p> <p>The Company has a documented Communications Policy that is published on the Company's website.</p>	Yes
6.2 - A listed entity should design and implement an investor relations program to facilitate effective two-way communication with investors.	<p>The Company has in place an investor relations program. Results presentations are completed for both the full and the half year reporting periods and following the results release to the market senior management undertake investor roadshows to update shareholders and other interested parties.</p>	Yes
6.3 - A listed entity should disclose how it facilitates and encourages participation at meetings of security holders.	<p>Shareholders are encouraged to participate in the Annual General Meeting (AGM) to ensure a high level of accountability and identification with the Company's strategies and goals. Important issues are presented to shareholders as separate resolutions.</p> <p>Shareholders who are unable to attend the AGM may vote by appointing a proxy using the form included with the Notice of Meeting. Further, shareholders are also invited to submit questions in advance of the AGM so that the Company can ensure those issues are addressed at the meeting.</p>	Yes
6.4 - A listed entity should ensure that all substantive resolutions at a meeting of security holders are decided by a poll rather than by a show of hands	<p>All resolutions at a shareholder meeting will be decided by a poll vote.</p>	Yes
6.5 - A listed entity should give security holders the option to receive communications from, and send communications to, the entity and its security registry electronically.	<p>Shareholders have the option to receive communications from, and send communications to, the Company and its share registry, Link Market Services, electronically.</p>	Yes



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Principle 7: Recognise and manage risk A listed entity should establish a sound risk management framework and periodically review the effectiveness of that framework.		
<p>7.1 - The board of a listed entity should:</p> <p>(a) have a committee or committees to oversee risk, each of which:</p> <p>(1) has at least three members, a majority of whom are independent directors; and</p> <p>(2) is chaired by an independent director,</p> <p>and disclose:</p> <p>(3) the charter of the committee;</p> <p>(4) the members of the committee; and</p> <p>(5) as at the end of each reporting period, the number of times the committee met throughout the period and the individual attendances of the members at those meetings; OR</p> <p>(b) if it does not have a risk committee or committees that satisfy (a) above, disclose that fact and the processes it employs for overseeing the entity's risk management framework.</p>	<p>The company has an audit and risk committee.</p> <p>The committee members are Mr Richard Stephens (Chair), Mr James Todd and Mr Greg Kilmister. All three members are independent non-executive directors and as such the committee meets the recommended criteria of having at least three members, a majority of whom are independent directors, and being chaired by an independent director who is not the chair of the board.</p> <p>The committee met five times in the year to June 2021 with all members being present.</p> <p>The committee charter can be viewed on the company website and the qualifications and experience of each member can be viewed in the annual report.</p>	<p>Yes</p>
<p>7.2 - The board or a committee of the board should:</p> <p>(a) review the entity's risk management framework at least annually to satisfy itself that it continues to be sound and that the entity is operating with due regard to the risk appetite set by the board; and</p> <p>(b) disclose in relation to each reporting period, whether such a review has taken place.</p>	<p>The Company's Risk Management Policy and underlying procedures and practices is reviewed annually by the audit and risk committee to ensure its continued application and relevance. The Risk Management Policy is formally documented and disclosed on the Company website.</p>	<p>Yes</p>
<p>7.3 - A listed entity should disclose:</p> <p>(a) if it has an internal audit function, how the function is structured and what role it performs; or</p> <p>(b) if it does not have an internal audit function, that fact and the processes it employs for evaluating and continually improving the effectiveness of its governance, risk management and internal control processes.</p>	<p>The Company does not have an internal audit function. Risk management and internal controls are the responsibility of the Audit and Risk Committee, the Board and Senior Management.</p>	<p>No – The Board considers that the Company is not of a size, nor is its financial affairs of such complexity, to justify having an internal audit function. An internal assurance program is being developed which will be suitable for HRL at this current time.</p>



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<p>7.4 - A listed entity should disclose whether it has any material exposure to environmental or social risks and, if it does, how it manages or intends to manage those risks.</p>	<p>The Company operates in a business that deals with hazardous materials. Appropriate procedures have been developed for the handling of such materials. These procedures are part of the Quality Management System that meets the requirements of the international standards AS/NZS ISO 9001:2008 and ISO/IEC 17025:2005. This allows for the provision of environmental and occupational health and safety consultancy services, including the operation of a NATA-accredited laboratory.</p>	<p>Yes</p>
<p>Principle 8: Remunerate fairly and responsibly A listed entity should pay director remuneration sufficient to attract and retain high quality directors and design its executive remuneration to attract, retain and motivate high quality senior executives and to align their interests with the creation of value for security holders and with the entity's values and risk appetite.</p>		
<p>8.1 - The board of a listed entity should:</p> <p>(a) have a remuneration committee which:</p> <p>(1) has at least three members, a majority of whom are independent directors; and</p> <p>(2) is chaired by an independent director,</p> <p>and disclose:</p> <p>(3) the charter of the committee;</p> <p>(4) the members of the committee; and</p> <p>(5) as at the end of each reporting period, the number of times the committee met throughout the period and the individual attendances of the members at those meetings; OR</p> <p>(b) if it does not have a remuneration committee, disclose that fact and the processes it employs for setting the level and composition of remuneration for directors and senior executives and ensuring that such remuneration is appropriate and not excessive</p>	<p>The company has a remuneration (people and culture) committee.</p> <p>The committee members are Mr James Todd (Chair), Mr Greg Kilmister and Mr Alex White. Mr Todd and Mr Kilmister are independent directors and as such the committee meets the recommended criteria of having at least three members, a majority of whom are independent directors, and being chaired by an independent director.</p> <p>The committee met three times in the year to June 2021 with all members, at the time of the meeting, being present.</p> <p>The committee charter can be viewed on the company website.</p>	<p>Yes</p>
<p>8.2 - A listed entity should separately disclose its policies and practices regarding the remuneration of non-executive directors and the remuneration of executive directors and other senior executives.</p>	<p>Disclosure as to the nature and amount of remuneration paid to the Directors of the Company is included in the Directors report and notes to the financial statements in the Company's annual report each year. The structure and objectives of the remuneration policy and its links to the Company's performance is disclosed in the annual Directors' Report.</p> <p>It is the Company's objective to provide maximum stakeholder benefit from the retention of a high quality Board and Executive team by remunerating Directors and other Key Management Personnel fairly and appropriately with reference to relevant employment market conditions.</p> <p>To assist in achieving this objective, the Board considers the nature and amount of Executive Directors' and Officers' emoluments alongside the</p>	<p>Yes</p>



	<p>company's financial and operational performance.</p> <p>In accordance with best practice corporate governance, the structure of Executive and Non-Executive Director remuneration is separate and distinct.</p> <p>The Constitution of HRL Holdings Limited and the ASX Listing Rules specify that the Non-Executive Directors are entitled to remuneration as determined by the Company in a General Meeting to be apportioned among them in such manner as the Directors agree and, in default of agreement, equally. The maximum aggregate remuneration currently approved by shareholders for Directors' fees is for a total of \$400,000 per annum.</p> <p>If a Non-Executive Director performs extra services, which in the opinion of the Directors are outside the scope of the ordinary duties of the Director, the company may remunerate that Director by payment of a fixed sum determined by the Directors in addition to or instead of the remuneration referred to above.</p> <p>The remuneration of the Executive Directors and Senior Management may from time to time be fixed by the Board. The Board's policy is to align Executive objectives with shareholder and business objectives by providing a fixed remuneration component and offering long-term incentives. The level of fixed remuneration is set so as to provide a base level of remuneration which is both appropriate to the position and is competitive in the market. Fixed remuneration is reviewed annually by the Board, and the process consists of a review of company-wide and individual performance, relevant comparative remuneration in the market and internal, and where appropriate, external advice on policies and practices.</p> <p>In relation to the payment of bonuses, options and other incentive payments to Executives, discretion is exercised by the Board, having regard to the overall performance of the Company and the performance of the individual during the year.</p>	
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ASX Recommendation	Statement Commentary	Compliant with ASX Recommendation / Explanation for Departure
<p>8.3 - A listed entity which has an equity-based remuneration scheme should:</p> <p>(a) have a policy on whether participants are permitted to enter into transactions (whether through the use of derivatives or otherwise) which limit the economic risk of participating in the scheme; and</p> <p>(b) disclose that policy or a summary of it.</p>	<p>The Company Securities Trading Policy has the following provisions in relation to margin lending arrangements and use of derivatives or hedging.</p> <p>Directors and key management personnel, must inform the Company Secretary if they have entered into margin loans (including by way of security lending) in respect of securities in HRL or in an associated entity or subsidiary. The Company Secretary must in turn inform the Board of the existence of such loans.</p> <p>Directors and key management personnel may only sell all or part of the securities held that are subject to the margin loan to meet a margin call in accordance with the terms of the policy. Cases of hardship or special circumstances will also be dealt with in accordance with this policy.</p> <p>The use of derivative or hedging arrangements by directors or key management personnel in relation to unvested HRL securities or vested HRL securities which are still subject to an HRL imposed holding lock is prohibited.</p>	Yes

ASX Recommendation	Statement Commentary	Compliant with ASX Recommendation / Explanation for Departure
Additional recommendations that apply only in certain cases		
9.1 - A listed entity with a director who does not speak the language in which board or security holder meetings are held or key corporate documents are written should disclose the processes it has in place to ensure the director understands and can contribute to the discussions at those meetings and understands and can discharge their obligations in relation to those documents.	N/A	N/A
9.2 - A listed entity established outside Australia should ensure that meetings of security holders are held at a reasonable place and time.	N/A	N/A
9.3 - A listed entity established outside Australia, and an externally managed listed entity that has an AGM, should ensure that its external auditor attends its AGM and is available to answer questions from security holders relevant to the audit.	N/A	N/A