

Remuneration Philosophy and Strategy

The Good Return remuneration philosophy and resulting strategy has been designed around five overarching principles, all of which are aimed at ensuring the best outcomes for all our stakeholders.

This remuneration philosophy and strategy will be used as a framework for management in the recruitment of new employees, and will also guide the deliberations, recommendations and decisions by the Remuneration Committee of the Board.

1. We will hire and retain the most talented employees available

We believe that our employees will have the most positive impact on our organization when we formulate the most compelling strategies to eliminate poverty, by executing these strategies excellently, and by creating an achievement culture where everyone feels empowered to achieve their potential. We recognize that financial remuneration alone cannot achieve the most appropriate culture in terms of maximizing achievement nor are we likely to ever have the resources to compete on this basis alone.

2. To align with our stakeholders' interests, increases in total remuneration will be based on affordability and growth

As a board we would be exercising our responsibility to stakeholders by allocating available funds between investing in programs, in our own institutional development, in our employees, and in carrying over as retained earnings.

3. We will provide salaries which are fair and competitive, benchmarked against our peers

The base salary for a specific position or level of position would be targeted at the median of our peers (i.e. similar sized NFP's) for all new starts. It is expected that a 5 year period of good performance would enable star employees to move into the top quartile.

4. Performance will be reviewed against a balanced scorecard of financial and non-financial measures, and increases paid accordingly on the base within fixed percentage bands

Not all employees would be star performers and thus not all employees would rise to the top quartile. We would resist bonus schemes, which could harm our culture. Increases would take into account inflation as well as performance.

5. We will be transparent on the remuneration philosophy and strategy we have adopted

A summary of this remuneration strategy will be posted onto the Good Return website as well as included in the Annual Report. Remuneration outcomes for key executives as a result of this strategy may be provided in the Annual Report in the future.

<This remuneration philosophy and strategy was approved by the Board of Directors on 22nd February 2013 and reconfirmed at the Remuneration Committee meeting on 19th December 2019>