

SkyCity Entertainment Group 2022 Annual Meeting

Julian Cook - Chair's Address, People and Culture Committee

In addition to being the Chair for the SkyCity Entertainment Group, I also Chair the People and Culture Committee. Key areas of coverage for the Committee are remuneration, particularly that of the Senior Leadership Team, diversity and inclusion, succession planning, talent and attraction and culture.

Through the year just passed, we have devoted considerable work to a revised short term incentive programme with the incorporation of compliance goals linked to improvements in processes and performance in AML, host responsibility and health and safety. In addition to this, we have introduced the ability for the Board to reduce the overall payment of short term incentives if we see sub-standard outcomes in these areas. These changes are designed to strongly signal the importance of compliance within the business and are part of driving culture and outcomes accordingly. In the coming year, we are continuing this work and will be restructuring the long term incentive programme with similar goals in mind.

Diversity and inclusion is an important part of the Committee's focus and has been embedded deeply at SkyCity for some time now. Claire Walker, the Chief People and Culture Officer, has been a strong advocate in this area. Our target for gender representation is based on the 40/40/20 approach. I am pleased to report that this target was met for the SkyCity Board and officers in 2022. We regularly monitor gender and ethnic pay gaps and have received recognition for being an early adopter of this transparency in this space. We are very supportive of the SkyCity Inclusion Council which assists employee-led initiatives for various employee communities.

In the culture area, staff engagement surveys have been run on a regular basis. This year, we also ran a specific risk culture survey to gain insights into how confident employees are in identifying and reporting risk, such as poor AML or host responsibility practices within the business, and how well they feel supported by the company in the same. The survey uptake rate was 74% which is good and the responses were generally very positive. However, we will do more in this space and probing and monitoring culture, especially around risk, will be an ongoing focus for the Committee.

In addition to remaining a positive place to work which can attract talented employees, it is critical that we maintain a continuous improvement focus in the space of risk, particularly AML, host responsibility and health and safety. The Committee's work programme ahead of us reflects this.

The final area which I will touch on is employee attraction and retention. This is a difficult area given the tight labour market currently. The Management team regularly discuss their initiatives in this area with us which are having an impact with an improving position.