

Sustainability Report

FY2024

SiteMinder Limited
ACN 121 931 744

A SiteMinder customer - Tierra Hotels, Chile

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CEO's message



Sankar Narayan
CEO and Managing Director

Dear Investors,

We are pleased to present SiteMinder's Sustainability Report for the 12 months to 30 June 2024 (FY24), highlighting our business's sustainability performance and policies.

This is SiteMinder's third sustainability report and we continue to make progress in improving our sustainability disclosures to assist you and other stakeholders in assessing our performance. In preparation for the introduction of compulsory sustainability reporting in Australia, we have begun aligning our reporting with 'IFRS S1 - General Requirements for Disclosure of Sustainability-related Financial Information' and 'IFRS S2 - Climate-related Disclosures'. This will be a journey and we'll endeavour to improve each year ahead of compulsory sustainability reporting coming into effect.

People - the key driver of SiteMinder's success

One of the key pillars of SiteMinder's sustainability and business strategies is our people. We have made significant investments in our people over the past 12 months through the launch and enhancement of our talent development initiatives, the successful internalisation of our Manila-based team members, and of course the addition of new talent throughout our global operations to bring us closer to our customers and support our growth.

The engagement and drive of our team members were instrumental in delivering what was a landmark year for SiteMinder, highlighted by our return to EBITDA profitability and the significant progress made in readying our Smart Platform for delivery in the first half of FY25. These are significant undertakings that will position SiteMinder for long-term success and I thank them for their inspiring efforts.

Customers - our key focus and centre of everything we do

Everything we do at SiteMinder is focused on delivering outcomes for our customers and partners who have entrusted us to support their business. This trust has been built over almost 20 years of excellence in innovation, execution, systems security and reliability, and forms the foundation for our Smart Platform strategy which will take those relationships to the next level.

The support from our customers and partners for our Smart Platform strategy has been overwhelmingly positive and I would like to thank all our customers who've participated in our pilot programs, the more than 25 Channels Plus partners who share our vision of effortless distribution, IDeaS for their partnership in enhancing our Dynamic Revenue Plus product, and the collaboration of our Smart Distribution Program partners. The three pillars of our Smart Platform strategy will redefine how hoteliers approach revenue management by leveraging SiteMinder's deep intelligence assets and new, unprecedented levels of automation, integration and sophistication.

Community and the environment

SiteMinder's success doesn't happen in a vacuum and as such we undertake a number of initiatives to contribute positively to environmental outcomes, and support the local communities who've been so very hospitable to our operations. This is something the SiteMinder team is passionate about as demonstrated by the 118% year-on-year increase in the number of days volunteered by our team members to support charities and other worthy causes, and the 5.2% reduction in our gross greenhouse gas emissions.

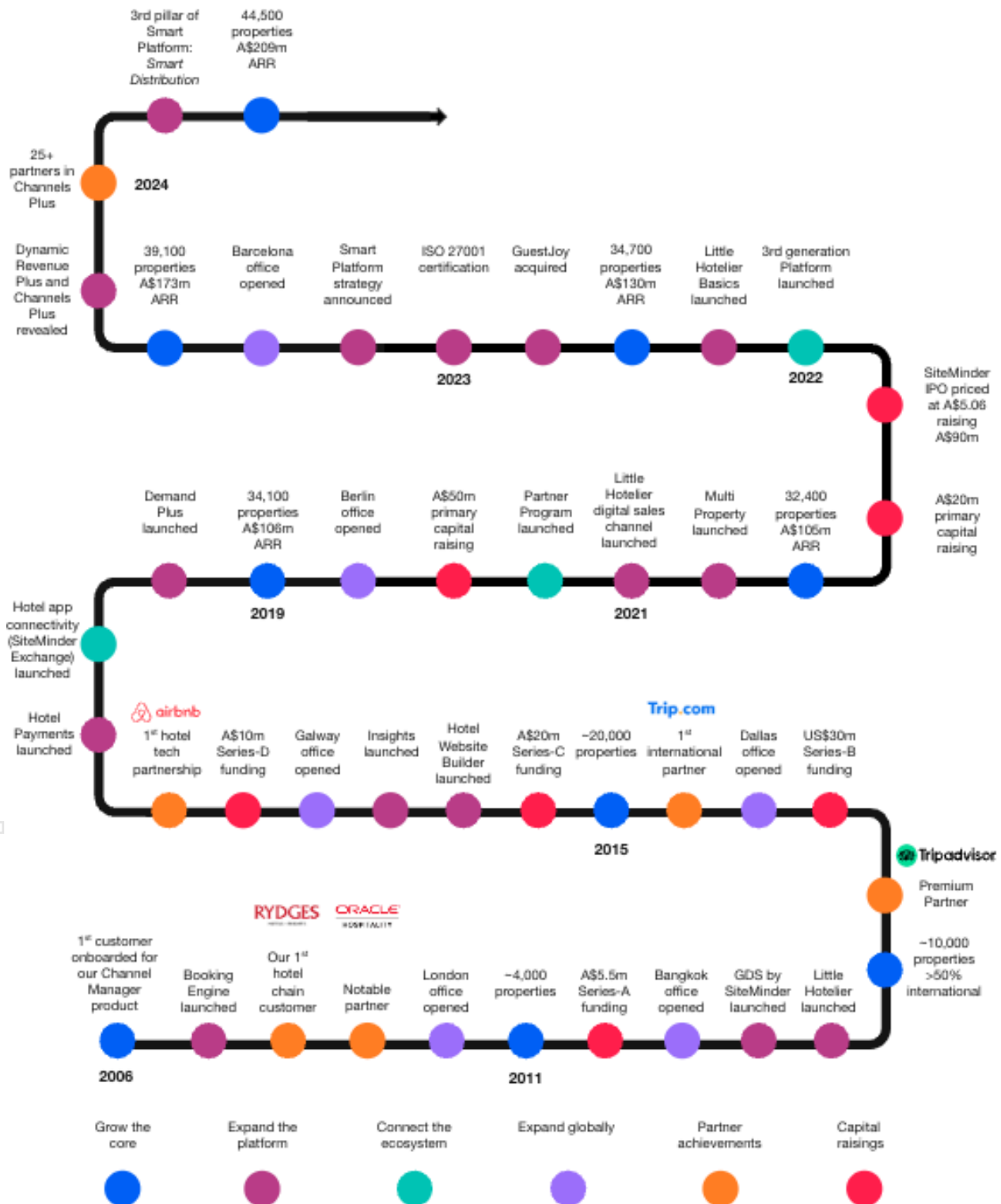
I'm very pleased with our team's effort in driving performance across all ESG focus areas during FY24. SiteMinder is on a journey with regards to its ESG profile and is committed to making improvements in its policy settings and reporting in the years to come. We hope you find this report useful in understanding our sustainability efforts and we look forward to your continued partnership as we build upon the progress we have made to date.

A handwritten signature in black ink, appearing to read 'Sankar', with a long, sweeping underline.

Sankar Narayan
CEO and Managing Director

Introduction to SiteMinder

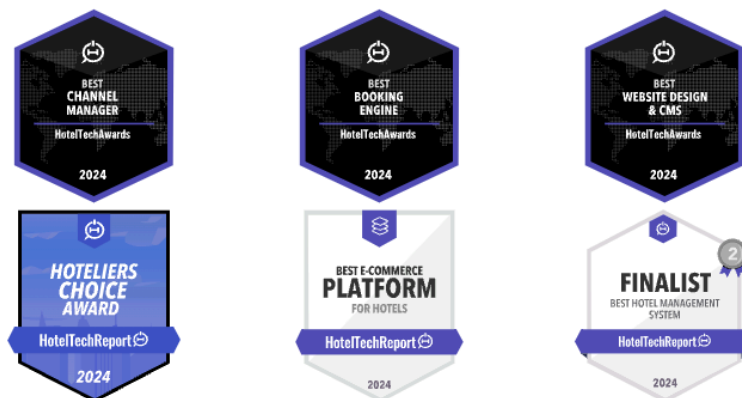
SiteMinder's evolution



SiteMinder ("the Group") is the world's leading distribution and revenue platform based on size, connectivity and gross booking value generated. SiteMinder is a global business with the largest footprint of its direct competitors. The Group serves more than 44,500 accommodation properties of all sizes in over 150 countries, employs staff in over 20 countries across six global sales hubs and nine offices and remote working locations, and offers a multilingual platform in eight languages. The Group facilitated over 120 million reservations with a value in excess of \$75 billion during the 12 months to 30 June 2024.

SiteMinder's innovative online platform helps accommodation providers increase revenues and profitability through tools that broaden and optimise their distribution, provide insights on their performance and competitive positioning, and eliminate costly manual processes.

SiteMinder's distribution and revenue platform is highly-rated in the industry, and is a leading award winner at the annual HotelTechAwards, an award independently operated by HotelTechReport. HotelTechReport awarded SiteMinder six awards in 2024 including the Hotelier's Choice Award and the award for 'Best E-Commerce Platform for Hotels'. SiteMinder's products are recognised by its customers for their ease of use, customer support, reliability, and the quality and depth of connectivity with the broader hotel tech ecosystem.



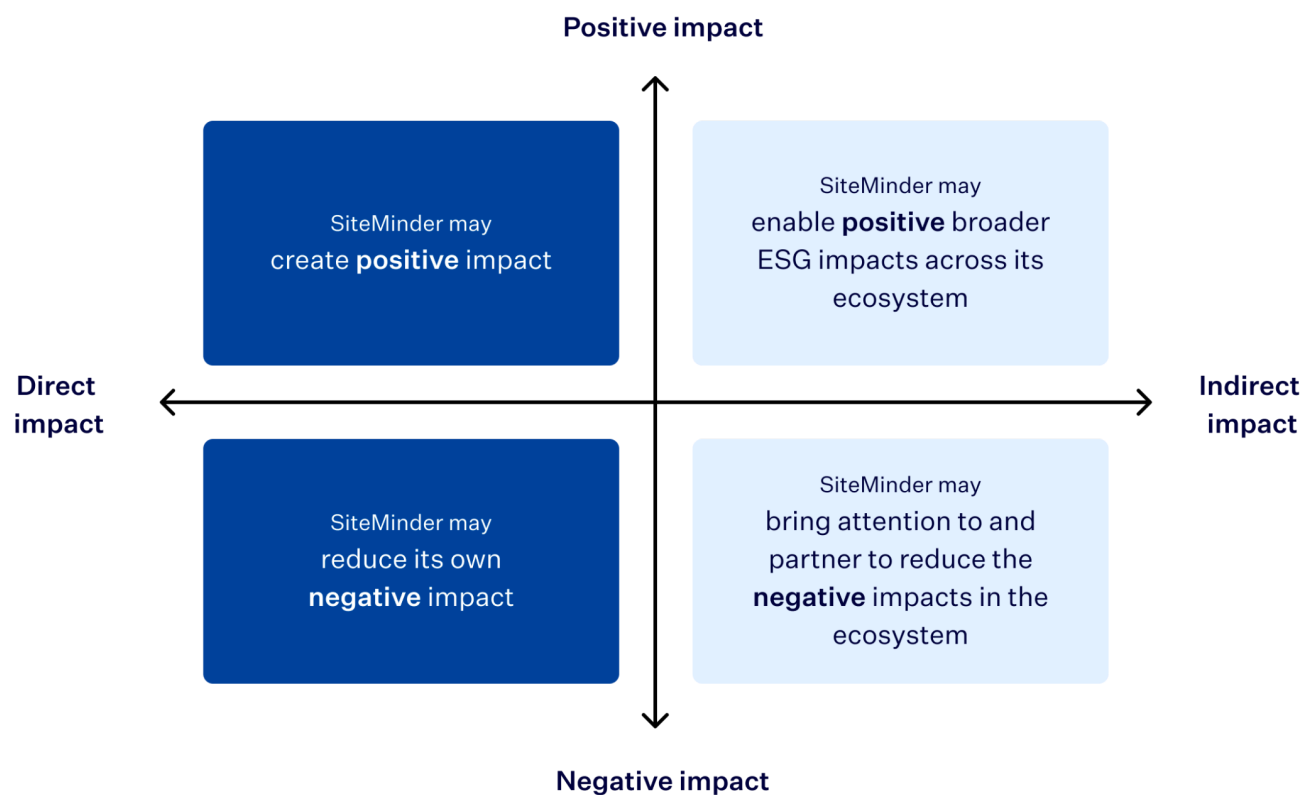
SiteMinder's ESG performance has been recognised by ISS ESG with the award of 'Prime Status' since 2023, and is rated in the top 20% of Software & Diversified IT Services companies globally. The award of Prime Status confirms SiteMinder fulfilled ISS ESG's demanding requirements regarding sustainability performance for the software & diversified IT services sector.



SiteMinder's approach to sustainability

At SiteMinder, we view ESG as fundamental to our purpose and ways of working, and commit to being open and transparent with our internal and external stakeholders as we continue the journey to amplify our positive impacts.

Every year, we conduct a review to identify and prioritise our most material ESG factors and where we have the greatest opportunity to make a difference. Our approach is informed by the framework below, which considers the direct and indirect impacts of our business.



This process involves peer benchmarking, a review of macro trends relevant to our business and ecosystem, and consideration of the United Nations' Sustainable Development Goals. Through the process of formalising our approach to ESG, we have come to a shared understanding of where we are making good progress and where the gaps are.

We are committed to engaging with our stakeholders to validate and explore new opportunities and use our position in the ecosystem to make a positive impact. We are committed to structuring an ongoing program of work to improve our ESG impacts and report annually on our progress.

Sustainability focus areas

The implementation of an ESG framework has helped us determine the following focus areas where we believe we have the greatest opportunity to make a difference to our stakeholders.

	Focus Area	Targets	Performance (FY24)
People	Diversity, Equity and Inclusion	40/40/20 gender diversity	In progress
	Staff engagement	Exceed benchmarks	Achieved
	Health, safety and wellbeing	No workplace fatalities	Achieved
		No high-consequence injuries	Achieved
Customers	Privacy and data security	No reportable data breaches	Achieved
	System reliability	Min 99.9% channel manager uptime	Achieved
Community	Volunteering	Increase uptake of volunteering days	Achieved (+118%)
	Donations and partnerships	Partner with at least 3 community groups	Achieved
	Modern slavery	No identified cases of modern slavery in our supply chain	Achieved
Environment	Carbon neutrality	Carbon neutrality in Australian operations	Achieved
		Carbon neutrality in global operations	Achieved
	Waste reduction	Implement e-waste reduction initiatives in all regions	Achieved
Governance	Board structure and independence	Majority independent directors	Achieved
		40/40/20 gender diversity	In progress
	Code of Conduct and Compliance	Minimum 90% of staff complete compliance training	Achieved

1. People

At SiteMinder, we firmly believe that people are our greatest asset. Our goal is to provide a consistent and positive experience for every employee regardless of their role or location. Since our founding, we have prioritised building a strong culture centred on employee engagement, collaboration, transparency and innovation. We operate a number of programs to reward and recognise our people's achievements, support their health and wellbeing, and promote diversity and inclusion.

1.1 Governance structure

Our People & Culture (P&C) strategy is driven by our Chief People Officer and Chief Executive Officer with oversight and advice from both our Board of Directors and our P&C Committee. Our Board of Directors are highly experienced in matters pertaining to people and culture.

Our Board of Directors receive monthly updates from our Chief People Officer and Chief Executive Officer on P&C matters, and more regularly on an as-required basis.

We operate offices in nine countries, with our People & Culture operations in those countries overseen by local Human Resource Operations Directors. These directors are regional and country experts and are responsible for ensuring SiteMinder is compliant with local rules and legislation.

In addition, we employ people in a number of countries via third party management companies. Our operations in these countries are generally smaller in size and lack the scale to warrant more substantial P&C infrastructure investment.

The day to day execution of SiteMinder's P&C strategy is overseen by the company's executive and senior leaders. Their respective teams are supported by dedicated human resources representatives who provide guidance on matters such as recruitment, succession planning, learning & development, performance management, and employment relations (ER) or industrial relation (IR) matters.

Regular reviews are undertaken to ensure SiteMinder is adequately resourced to execute its P&C strategy. Where deficiencies are identified, remedies include: updating policies, upskilling/training and engagement with third party resources.



1.2 People and culture strategy

SiteMinder's people and culture (P&C) strategy is informed by feedback from its employees, the business' strategic agenda, and input and oversight from the Board of Directors. The company's current focus areas are:

- Promoting diversity, equity and inclusion
- Maintaining and developing its existing talent
- Ensuring it has access to best in class talent to execute strategic initiatives
- Ensuring a safe and accommodating workplace for all

Central to the company's P&C strategy are frequent employee interactions. These interactions include bi-weekly employee engagement surveys, monthly business reviews for the senior leadership team, and bi-monthly all-hands meetings conducted on a company wide and team basis. These events assist the management team with measuring progress in its key focus areas, and also identifying risks and opportunities in a timely manner. Where appropriate, external resources are engaged to ensure the management team is aware of the latest regulatory developments and industry best practices.

Opportunities to accelerate progress on key focus areas

During FY24, the team identified a number of opportunities to accelerate progress in its key focus areas. These include:

- **Enabling access to broader talent pools** - while the supply/demand dynamic in various labour markets improved during FY24, the competition for top quality talent remains strong.

To ensure adequate access to talent, the company continues to expand its presence in international labour markets. As of the end of FY24, 74% of SiteMinder's workforce is located outside of Australia (FY23: 59%).

- **Talent development** - while attracting and sourcing external talent is comparatively quick, the wrong hire presents risks to SiteMinder's unique collaborative and hustle culture.

During FY24, there has been a reinvigorated focus on internal talent development. Graduate programs have been developed to bring through new software development talent who buy into SiteMinder's culture from day one. Leadership development programs are also in-place to internally develop the next generation of leaders.

- **Leveraging technology to make the most of our talent** - SiteMinder has embraced the latest developments in artificial intelligence and machine learning (AIML), and are implementing them in its operations where it makes sense. To date, SiteMinder has implemented AIML tools with great effect across its customer support and sales & marketing functions. It has increased the capacity of team members in these business functions while delivering superior customer outcomes. SiteMinder will continue to explore new use cases of AIML in a measured manner that prioritises risk management.

Managing key risks to our progress on key focus areas

During FY24, the team identified and prioritised managing the following P&C risks:

- **Managing a growing global footprint** - 74% of SiteMinder's workforce is located outside of Australia compared to 59% at the end of FY23. With a growing global footprint, the company is required to be in-compliance with an increasing variety of regulations. Currently this is being managed with the employment of localised management (i.e. Regional Human Resource Operations Directors) who are supported by external resources where necessary.
- **Evolving regulatory risks** - SiteMinder is always monitoring regulatory changes and evolving its practices to ensure compliance. All staff members are required to complete regular training programs.

- **Managing the evolving talent needs of SiteMinder** - to support the development and delivery of the Smart Platform strategy, SiteMinder has increased investment in data science capabilities.
- **Managing employee attrition and renewal** - with the normalisation of labour supply and demand dynamics, employee attrition at SiteMinder has improved significantly in FY24 compared to FY23. While the reduced disruption to the business is a welcomed benefit, management is cognisant that a healthy level of turnover is desirable to ensure the talent pool is renewed to promote new ideas and bring diversity of thought into the business. To manage this dynamic, management has increased focus on talent development programs.

Potential impacts on financial performance

SiteMinder's ability to attract, retain and develop top talent is core to its success. Shortcomings in our P&C strategy could have an adverse impact on our financial performance by way of but not limited to mis-execution in our go-to-market strategy, delays in new product development, and compromised customer experience.

1.3 Focus Area - Enhancing diversity, equity and inclusion

SiteMinder is committed to increasing the diversity of our workforce with respect to but not limited to gender, ethnic background, and people who identify as LGBTQIA+ (lesbian, gay, bisexual, transgender, queer, intersex, and asexual).

The commitment to increasing diversity reflects SiteMinder's status as a truly global organisation. As a truly global organisation, it is important that SiteMinder's workforce represents the diversity of its customers and the local markets in which it operates. Furthermore, SiteMinder's culture is underpinned by our diverse mix of views and backgrounds. SiteMinder celebrates the diversity of opinions and approaches that its employees bring based on the countries and cultures they live in and their experiences prior to and outside SiteMinder.

SiteMinder looks to foster an environment of diversity, equity and inclusion and is committed to being a place where all employees feel safe and supported to bring their whole selves to work. As part of this commitment, SiteMinder supports a number of employee-led resource groups (ERGs) for women, LGBTQIA+ team members, and colleagues from culturally and linguistically diverse backgrounds. These ERGs host a number of events for all staff to raise awareness of the challenges faced by colleagues of different identities both at work and in society. SiteMinder also provides training on cultivating equality at work, inclusive leadership practices, unconscious bias, and many other diversity related training programs to SiteMinder employees.

Gender Diversity

SiteMinder continues to make good progress on increasing gender diversity across its global workforce with a commitment to achieving and sustaining 40/40/20.

In FY24, women represented 49% of SiteMinder's global workforce, 43% of senior leadership roles across the business (SiteMinder Leaders), and 38% of executive leadership roles.

SiteMinder is committed to continuing its progress on gender equality and is focusing its efforts in the areas of technology and software development. To this end, the company was pleased to have attracted strong interest from women candidates for its 2024 Engineering Graduate Program. Our engineering graduate cohort for 2024 comprised 55% women and we look forward to their continued growth and contribution to the business.

SiteMinder acknowledges that more needs to be done to promote gender diversity in certain areas of its business. During FY24 the company engaged in an extensive consultation program involving consultative committees, numerous focus groups, and also participation in external surveys. The findings from these engagements will inform action plans for FY25 and beyond.

The table below sets out the respective proportions of men and women on the Board, and across the whole workforce as at 30 June 2024.

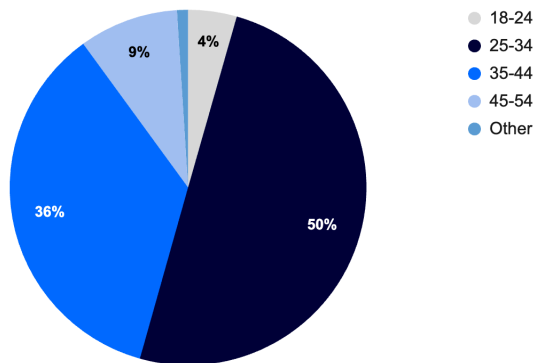
SiteMinder Workforce Gender Composition FY24

Metric	Female	Male
Board	29%	71%
Executive Leadership Team	38%	63%
SiteMinder Leaders	43%	57%
SiteMinder Total Workforce	49%	51%

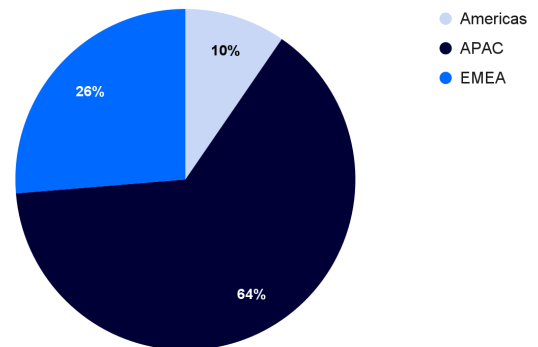
Age and Location

Diversity encompasses many aspects in addition to gender, and SiteMinder is proud of having broad diversity in its workforce across age, ethnicity, geography, and language. SiteMinder's employees come from a diverse range of backgrounds, with over 15 languages spoken across our workforce. These include Arabic, Bahasa, Cantonese, English, French, German, Hindi, Indonesian, Italian, Japanese, Mandarin, Portuguese, Russian, Spanish, Tamil, Tagalog and Thai.

Workforce by Age (FY24)



Workforce by Location (FY24)



1.4 Focus Area - Talent attraction and retention

SiteMinder's ability to attract and retain top talent is core to its success. Various initiatives are in place to support our people and make SiteMinder a great place to work, and this has resulted in consistent, strong employee engagement.

To monitor and assess the engagement and wellbeing of employees, SiteMinder has continuous survey tools in place to measure performance and see where things can be improved.

SiteMinder had great success in attracting and retaining talent in FY24 with its employee base increasing by 9% from 999 to 1,093. Additional headcount were allocated to sales, customer teams, engineering, and product teams to support the growth of the business and execution of the Smart Platform strategy.

SiteMinder's Culture

SiteMinder's culture and Ways of Working (WoW) guide how its team members work together to fulfil the company's purpose and obligations. SiteMinder's Ways of Working shows what its team members are proud of, what makes them unique, and what allows them to continue to grow and be successful as a collective.

SiteMinder's Ways of Working (WoW) are:



We hustle

Work it out,
make it happen

Ambition, agility, tenacity,
and integrity



We make it simple

Make it easier,
make it scale

Think customer, openness,
innovation, removing friction



We come together

Better together,
everyone counts

Collaboration & partnering,
respect & listening



We grow

Always learning,
always growing

Growth mindset,
soliciting/acting on feedback

SiteMinder's WoW gives its team members a benchmark against which they can review their behaviours and actions against their progress and guide them in their decision making as individuals, teams and as a business.

SiteMinder's senior leaders are responsible for role modelling the WoW and ensuring they are brought to life within the business. This is achieved by embedding WoW into employee training, recruitment processes, onboarding and induction as well as using the WoW to guide Reward & Recognition programs and the People, Growth & Performance framework.

Flexible Working

To support, and enhance the SiteMinder employee experience, the Open Working @ SiteMinder operating model is designed to embrace new ways of working, and help team members balance their work and personal commitments. It provides employees with more choice over how and where they do their best work, whilst recognising that the level of collaboration required will differ by role and/or department.

Open Working @ SiteMinder is underpinned by five core principles:

- Sustaining a happy and healthy workforce – the best companies are built by those who enjoy coming to work and feel empowered to bring their best.
- Flexibility – we all have important commitments and preferred ways of working.
- Organisation – business needs cannot be compromised.
- Customer centricity – opening up every accommodation provider to online commerce remains our common purpose.
- Delivery – performance is defined by outcomes rather than time spent at a desk.

SiteMinder offers a range of flexible working arrangements to permanent employees including but not limited to part time, flexible work hours, and compressed work weeks. These are subject to the proposed arrangement being agreed and approved. The SiteMinder People team facilitates all flexible working requests to ensure fairness across the business and to ensure the achievement of business goals isn't compromised.

Learning and Development

To support the learning and development of our people, SiteMinder offers a range of training and development programs and mentoring initiatives. We have bespoke leadership programs, induction training for all new joiners, a tech bootcamp for our engineering teams, and a career path planning program for our customer teams. We also offer individual leadership coaching for our leaders and high performing employees.

The progress of employees is monitored by way of quarterly performance check-ins, during which there is the opportunity to set and review both personal and professional goals. The check-ins allow business leaders to identify performance gaps and also identify training needs across the business.

Training initiatives are evaluated through participant feedback, manager feedback and performance against outcomes. Where training is designed to address a skill or performance gap, measures are set to assess the change or improvement in the particular area targeted. Examples of such measures include customer satisfaction, sales performance, and employee engagement scores.

SiteMinder will be launching its SiteMinder Academy in FY25. The Academy will enhance SiteMinder's education and development offering by leveraging best in class content and delivery methods to ensure a consistent experience and improved efficacy.

SiteMinder also offers permanent employees two days paid study leave per year to pursue external learning opportunities that are of interest to them.

Leveraging technology

SiteMinder has embraced the latest developments in artificial intelligence and machine learning (AIML), and are actively implementing them in its operations where it makes sense.

To date, SiteMinder has implemented AIML tools with great effect across its customer support and sales & marketing functions. The implementation of AIML has freed impacted employees from repetitive and low value work and increased their capacity to take on work that is challenging, rewarding, and delivers greater value to our customers. SiteMinder will continue to explore new use cases of AIML in a measured manner that prioritises risk management.

Building a more globalised workforce

The supply/demand dynamics in labour markets improved around the world but the competition for top quality talent remains strong. Labour market pressures are particularly felt by SiteMinder given the growth trajectory of the business, and a key initiative to manage this pressure has been to globalise our workforce.

74% of SiteMinder's workforce is now located outside of Australia compared to 59% in FY23. Initially, the shift of roles to international markets was focused on sales and support but this has now expanded into areas such as engineering as teams gain greater comfort in internationalising capabilities and resources.

The engagement and productivity of SiteMinder's international teams has been pleasing and continues to thrive. Care and effort is taken to respect and harness local cultures, while promoting SiteMinder's Ways of Working to ensure a positive employee experience and strong business outcomes.

The increasing internationalisation of SiteMinder's footprint brings with it a raft of benefits that goes beyond access to an enlarged talent pool. Other benefits include cost efficiencies, and improved customer and product outcomes from more SiteMinder staff being located in closer proximity to the markets we operate in.

1.5 Focus Area - Health and wellbeing

At SiteMinder, the pillars of health and wellbeing include physical, emotional, personal growth, financial and mental wellbeing. SiteMinder sees it as its responsibility to support and enable its employees to be healthy, and believe that healthy people are crucial to business performance and ultimate success.

Initiatives to support the health and wellbeing of employees include:

- **Access to an Employee Assistance Program** - under the program, SiteMinder provides employees and their family members with access to online and face-to-face counselling to support their wellbeing.
- **Operating a Wellness Portal** - the portal provides employees with resources to improve their physical, emotional, social, financial, and mental well-being.
- **Flexible working arrangements** - SiteMinder provides employees with a range of flexible working arrangements to support them in adjusting to significant life changes such as the birth of a child or a family member requiring care. Arrangements offered include remote work, four day full work week, part time hours, and flexible hours.
- **Social events** - teams and departments are provided with funds to hold quarterly social events. Given the large variety of working arrangements in-place, social events play an important role in helping bring people together and build social bonds within teams and across the business.

SiteMinder also holds regular firm-wide social events to recognise the diversity that exists within the business. During FY24, SiteMinder celebrated a wide range of cultures and causes including Diwali, Movember, Pride Month, Songkran, NAIDOC Week, RUOK, Halloween, and International Women's Day.

- **Recognition** - SiteMinder has a peer nominated quarterly employee recognition program with awards to individual teams or employees. Teams and business functions are encouraged to recognise notable contributions by colleagues on a shorter cycle.
- **Above award leave entitlements** - this includes annual birthday leave, bonus leave after 3 and 6 years of continuous service, 10 day domestic violence leave, and 2 days of volunteering leave.

2. Customers

SiteMinder is the world's leading commerce platform for accommodation providers trusted by more than 44,500 properties spread across more than 150 countries. SiteMinder services accommodation providers of all sizes, with its core customers being smaller independent operators.

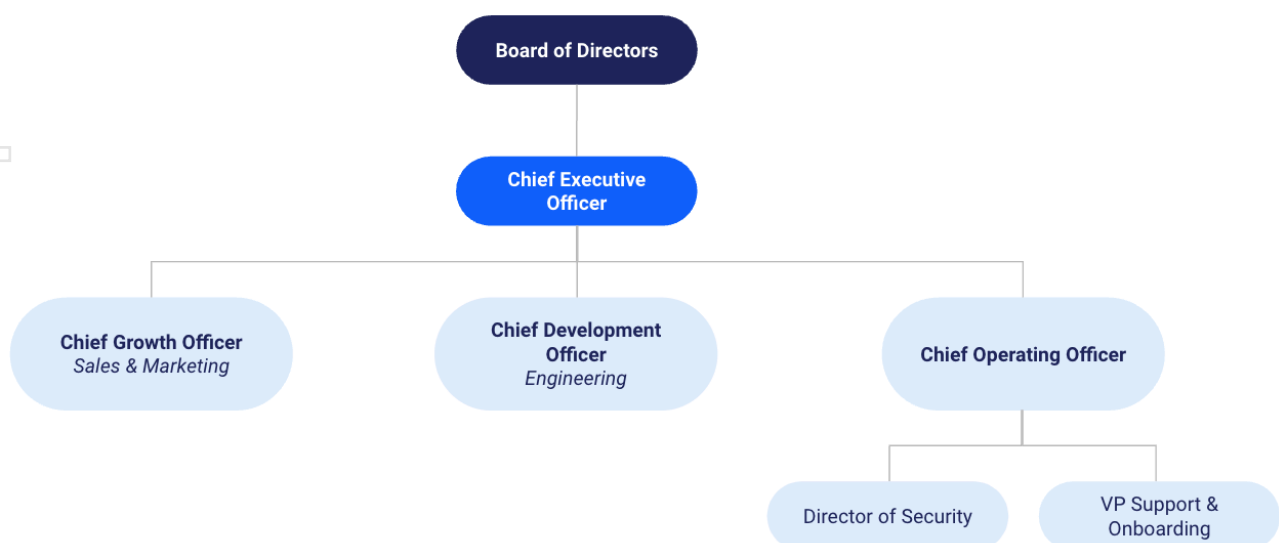
SiteMinder's commerce platform is highly rated within the industry, and is a leading award winner at the annual HotelTechAwards, an award independently operated by the HotelTechReport. SiteMinder's products are frequently recognised by accommodation providers for their ease of use, customer support, reliability, and the quality and depth of connectivity with the broader hotel tech ecosystem.

2.1 Governance structure

SiteMinder's customer strategy has three pillars :

- Customer experience - sales, marketing, support, and onboarding,
- Privacy and data security, and
- Systems reliability

The respective areas are managed by members of the executive and senior leadership team with oversight and advice from the Chief Executive Officer, and the Board of Directors and its sub-committees.



SiteMinder's Board of Directors receive monthly updates from the Chief Executive Officer and/or other business leaders on the three pillars of its customer strategy. The Chief Executive Officer receives weekly updates from members of the executive leadership teams responsible for managing the three pillars.

Regular reviews are undertaken to ensure SiteMinder is adequately resourced to execute its customer strategy. Where deficiencies are identified, remedies include: upskilling/training, investing in new talent, and engagement with third party resources.

4.2 Customer strategy

SiteMinder's strategy is informed by feedback from customers, and an internal evaluation of where the allocation of resources and/or the presence of deficiencies would have a significant impact on the business. With this in mind the current focus areas of SiteMinder's customer strategy are:

- Vigilance in maintaining privacy and data security to ensure there are no reportable data breaches
- Ensuring SiteMinder is there for the customer by maintaining minimum 99.9% uptime for its core channel manager product

Identifying and managing risks to SiteMinder

SiteMinder undertakes a comprehensive assessment of potential risks to the stability and security of its systems and maintains a detailed risk register outlining:

- Potential risks to SiteMinder's assets
- Identified risks are allocated to owners who are responsible for monitoring and mitigating any potential impact on the business
- Analysis of the likelihood of the risk materialising and the potential impact on the business
- Details of mitigation plans to reduce the likelihood of a risk materialising
- Remediation plans in the event a risk materialises

The register is updated whenever new risks are identified and is thoroughly reviewed at least every quarter.

Opportunities to accelerate progress on key focus areas

SiteMinder has over the years dedicated significant resources to enhance the stability and security of its technology infrastructure. There remains significant opportunities to improve through initiatives including but not limited to:

- *Investment in additional labour and technology resources to improve the monitoring and identification of risks.*

In the area of security, SiteMinder invested in additional human capital and technology during FY24. SiteMinder is also on the forefront of new security technology and is often invited by technology vendors to participate in the development of new capabilities.

- *Equipping our employees and customers to join the fight against external threats*

The effectiveness of protective measures implemented at the infrastructure level is compromised if the behaviour of SiteMinder's employees and customers unnecessarily and repeatedly exposes said infrastructure to risk. SiteMinder believes there's significant value in extending its 'lines of defence' further away from its technology infrastructure.

4.3 Focus Area: Delivering an unrivalled customer experience

Many independent accommodation providers lack the in-house expertise and resources required to implement new technology solutions no matter how simple they may be. As a result, many compromise by using technology that is not fit for purpose, which over time adversely affects their ability to compete effectively and their profitability.

SiteMinder understands the challenges faced by independent accommodation providers and as a result operates a multi-channel model for its sales, onboarding, and customer support functions. This allows customers to engage with SiteMinder in the way that delivers the best outcome for them. Most will engage with one of our customer success team members who provide support in more than 10 languages, are available 24/7 and spread across nine locations globally. However, for those who prefer not to engage with our team members, SiteMinder provides a comprehensive library of self-help guides as well as a range of digital pathways that allow accommodation providers to access the support they need at their convenience.

SiteMinder supports its existing and prospective customers with new capabilities that are designed to be: (i) Innovative, (ii) Effortless to adopt and use, and (iii) Affordable. During FY24 SiteMinder detailed its Smart Platform Strategy which will feature three pillars in Channels Plus, Dynamic Revenue Plus, and Smart Distribution.

Channels Plus will allow hoteliers to expand their distribution to multiple channels with ease and control. Dynamic Revenue plus equips hoteliers to quickly and accurately react to changes in demand. Smart Distribution is a collaborative effort with key global distribution partners to jointly improve the distribution configurations of hoteliers through the Smart Platform.

For many independent hoteliers these new offerings will be their first exposure to revenue management capabilities that their larger competitors have been enjoying for decades. For others, these new offerings will redefine how they execute revenue management by introducing a level of automation, integration and execution excellence that's absent from existing solutions.

SiteMinder provides additional support to its customers by holding workshops and publishing periodical reports to help them stay abreast of the latest developments. During FY24 SiteMinder published its flagship Changing Traveller and Hotel Booking Trends reports, along with a rich library of shorter pieces. SiteMinder's flagship reports are unique in the scale of data captured, reflecting the feedback of more than 10,000 travellers and 115 million reservations, and serving as useful guides on how to improve guest experience and generate more bookings.

4.4 Focus Area: Privacy and data security

Ensuring the privacy of our customers' and their guests' data are an integral requirement for our business continuity and success. SiteMinder is committed to implementing processes to uphold the highest standards of data privacy and security.

SiteMinder has set the goal of having no reportable data breaches and achieved this in FY24.

As a provider of a cloud-based hotel commerce platform, we rely on a number of IT systems, data handling and storage systems, and third parties to operate our systems, protect user data and store customer information. Accordingly, we need to ensure that our IT systems and cloud-based platform can operate securely and without interruption. Responsibility for managing IT systems, data security and privacy risks across our organisation sits with our Director of Security, who reports to our Audit and Risk Committee monthly and weekly to our Executive Focus Group.

SiteMinder operates a security program designed to address information security and secure our critical IT assets. We continually monitor and improve this. Key measures of the program include:

- Encryption of all critical data
- Access to customer data stored within the SiteMinder platform is regularly audited and monitored.
- Conduct periodic vulnerability management, penetration testing, and secure code reviews
- Conduct monthly security awareness training for the entire company, and annual security training for personnel in sensitive roles.
- Conduct simulation of real life or theoretical scenarios involving multiple business functions including but not limited to communications, customer support, engineering, and the executive leadership team.
- Perform annual security assessments on third parties. There's an expectation that they are certified in internationally recognised security standards (e.g. ISO 27001, SOC 1/2), with additional compliance possibly required depending on the data they process on our behalf.

SiteMinder has based its internal privacy practices on the EU GDPR, to ensure high standards of data privacy and security across all markets where we operate.

SiteMinder is PCI DSS (Payment Card Industry Data Security Standard) Level 1 Service Provider certified and to maintain compliance we undergo an external cybersecurity audit annually, as well as vulnerability testing every 3 months.

SiteMinder is ISO 27001:2013 certified for all of its business functions. ISO 27001 is the world's best-known standard for information security management systems. Compliance with the Standard confirms SiteMinder has in place systems to manage the risks related to the security of data it owns and handles, and that it meets the practices and principles enshrined in the Standard.

4.5 Focus Area: System reliability

Accommodation providers around the world have entrusted SiteMinder to manage their room rates, distribute room inventory, provide competitor intelligence, take payments, and integrate key components of their technology stack. These are critical functions for all accommodation providers with any unanticipated deficiencies likely to have a significant impact on their operations.

Given the critical nature of the functions entrusted to SiteMinder, accommodation providers rightfully demand SiteMinder's systems have a high level of resilience and dependability. In response, SiteMinder has committed to and delivered 99.95% uptime in its Channel Manager product during FY24.

SiteMinder's resilience and dependability reflects its partnership with best-in-class modern technology partners and its 100% cloud based global distributed architecture. SiteMinder also has in place a detailed Business Continuity Plan (BCP) which is reviewed and tested annually. The BCP looks to protect SiteMinder's stakeholders from major disruption by detailing processes, actions, and protocols to be adopted in the event of a major incident.

3. Community

SiteMinder touches many communities around the world with offices in nine countries and a customer base that spans 150 countries. The business derives significant benefit from the communities it operates in; from the talented people who join us and share their unique perspectives, to the infrastructure that makes operating our business possible. SiteMinder in turn undertakes a number of initiatives to support the local communities who've been so very hospitable.

3.1 Volunteering

SiteMinder encourages employees to share their skills, expertise, and resources to make a positive difference in the local communities in which they live and work.

SiteMinder's volunteering policy supports charities, communities, and individuals in need by giving all our permanent employees two volunteering days every year to support a local cause close to their heart. Staff volunteered their time to a wide range of initiatives that included food banks, meal access services, community gardens, community senior support, and donating blood and plasma.

The number of days volunteered by our employees to support charities or other worthy causes increased 118% compared to FY23.

SiteMinder encourages its teams to use part of their social budget to undertake an activity which supports the local community. During FY24 our teams engaged with charities to be able to meaningfully contribute to the activities mentioned above. Our teams globally will continue to partner with the relevant charities, as chosen by our people, to give back to the communities we live and work amongst.

3.2 Donations and partnerships

SiteMinder has formed relationships with charities and community organisations who address issues that are of importance to our stakeholders. In FY24, SiteMinder made contributions to the following charities in the form of sponsorship, corporate giving, or matching donations:

- **Anangu Communities Foundation**- is dedicated to making a positive impact in Anangu communities by adopting a regional engagement approach that prioritises what is important to local Anangu communities.
- **COPE Galway** - is a local Galway charity that has been providing social services in Galway since the 1970s. COPE Galway offers support services for individuals and families who are affected by homelessness, women and children experiencing domestic abuse and older people in the community.
- **Dreams2Live4** - makes dreams come true for patients who are living with metastatic cancer, relapsed lymphoma, relapsed leukaemia and high grade brain tumours.
- **Dress for Success** - looks to empower women to achieve economic independence by providing a network of support, professional attire and the development tools to help women thrive in work and in life.
- **R U OK** - contributes to suicide prevention efforts by encouraging people to invest more time in their personal relationships and building the capacity of informal support networks
- **Ramathibodi Foundation** - supports medical development in Bangkok to give patients an opportunity to access to medical treatments regardless of their social status.
- **The Asia Foundation** - is an organisation committed to improving lives and expanding opportunities across Asia and the Pacific. Their work in more than 20 countries is focused on governance, climate action, gender equality, education and leadership, inclusive growth, and international cooperation.
- **4 Voices Global** - is a for-purpose organisation and registered charity providing free frontline services to vulnerable women.
- **Vision Australia** - is the leading national provider of personalised technology, services and information for anyone experiencing or supporting those with vision loss.

3.3 Modern slavery

SiteMinder is subject to legislation regarding the prevention of modern slavery in both the United Kingdom and Australia.

In December 2023, SiteMinder reviewed and published its joint Modern Slavery Statement to fulfil its obligations under United Kingdom and Australian law. Our Modern Slavery Statement can be found on our website.

SiteMinder's Modern Slavery Statement outlines both our approach to identifying modern slavery risks in our business and supply chain and our commitment to setting key performance indicators over subsequent reporting periods to assess the effectiveness of our approach to preventing modern slavery. We have continued our commitment to preventing modern slavery within our supply chain by implementing policies and procedures to help us identify and mitigate any modern slavery risks.

In FY22, we published a Supplier Code of Conduct which encourages suppliers to conduct business in an honest and ethical manner and adhere to national and international laws, including those regarding the prevention of modern slavery. The Code of Conduct was most recently reviewed by the Board on 7 December 2023 and no updates were deemed necessary.

SiteMinder's suppliers are expected to meet and exceed the standards set out in the code in relation to the detection and prevention of modern slavery. Additionally, all SiteMinder staff are required to undertake mandatory training on the issue of modern slavery, to promote awareness of the risks of modern slavery in our supply chain and to ensure they understand the process for reporting any instances of modern slavery.

4. Environment

SiteMinder is committed to promoting environment sustainability and minimising its ecological footprint. Environmental initiatives at SiteMinder have focused on energy consumption, carbon footprint, and e-waste reduction.

While SiteMinder is not an emissions intensive business, we recognise the importance of taking a proactive approach to managing our impact and doing our part in the transition to a low carbon economy. We also recognise that there are both physical and transition risks and opportunities to our business associated with climate change.

SiteMinder is committed to minimising its greenhouse gas (GHG) emissions, and maintaining carbon neutrality in its Australian and Global operations.

4.1 Governance structure

The direction of SiteMinder's Environment strategy is driven by the Chief of Strategic Operations and Chief Executive Officer with oversight and advice from the Board of Directors and its Audit & Risk Committee (ARC).

SiteMinder's Board of Directors receive quarterly updates from the Chief of Strategic Operations and Chief Executive Officer on the company's performance and exposure to environmental matters; and more regularly on an as required basis.

SiteMinder engages various third party resources to assist its Chief of Strategic Operations and Board of Directors to keep abreast of the latest developments in reporting obligations, emissions measurement standards, and climate risk management strategies. SiteMinder currently engages PathZero to assist with the measurement of the company's emissions performance, and Tasman Environmental Markets (TEM) to provide carbon offsetting solutions.

The day to day execution of SiteMinder's environment strategy is a firm wide effort led by an employee resource group (ERG) focused on environment initiatives with oversight from the Chief of Strategic Operations. The ERG meets quarterly and consists of 5 members representing a diverse range of teams and functions across the business.

4.2 Environment strategy

SiteMinder's environment strategy is informed by feedback from its employees, investors and the Board of Directors. The current focus areas are:

- Maintaining carbon neutrality across SiteMinder's Australian and global operations
- Manage growth in SiteMinder's greenhouse gas (GHG) emissions to not exceed the company's revenue growth over the medium term
- Minimise the business' e-waste footprint

These focus areas are a reflection of what's important to SiteMinder's stakeholders, and also where the business has control to have a meaningful impact.

Identifying and managing climate risks to SiteMinder

SiteMinder has undertaken an assessment of the potential climate risks to its business operations but has yet to commit resources to perform the assessment under climate change scenarios recognised by scientific bodies or otherwise. This is something SiteMinder endeavours to address in FY25, in a manner consistent with disclosure standards such as IFRS-S2.

In assessing the potential climate risks to the business, SiteMinder has followed the framework set by the Task Force on Climate-related Financial Disclosures (TCFD) and taken into consideration potential physical and transitional risks. Summary of the findings from the assessment is provided below.

Risk Identified	Risk management actions	Potential financial impact
Physical risks		
Impact on data centre operations	SiteMinder is built on Amazon Web Services (AWS), which has in-place measures to reduce water usage, provide advanced warning and damage minimisation protocols, and a multiple availability zone architecture to promote resilience.	Low
Limited physical access to SiteMinder's office locations	SiteMinder undertakes a thorough assessment of environmental risks (e.g. flooding, fire) when selecting its office locations. In the event, the selected location is subjected to unprecedented weather events, all of SiteMinder's employees are equipped to work remotely.	Low
Adverse impact of climate events on the productivity of SiteMinder's workforce	All of SiteMinder's locations are climate controlled to ensure all staff members are in a comfortable and productive environment	Low

Risk Identified	Risk management actions	Potential financial impact
Physical risks continued...		
Adverse impact on the operations of our customers	SiteMinder's customers are located in over 44k locations around the world, some of which are in areas that are susceptible to extreme climate events. SiteMinder has a diversified geographical and customer exposure.	Low
Transitional Risks		
Carbon pricing and other operational costs	SiteMinder is currently actively managing its own carbon emissions. SiteMinder is currently evaluating frameworks to factor in the carbon emission plans of suppliers.	Medium
Regulatory risks	SiteMinder is working in advance of its regulatory obligations on matters related to climate change to ensure compliance. Furthermore SiteMinder looks to engage more extensively with third party resources to ensure compliance.	Medium

Subject to a more thorough assessment in future reports, SiteMinder believes its exposure to physical climate change risks is low. This is consistent with the company's status as a software as a service (SaaS) provider. However, SiteMinder is mindful of its exposure to transitional risks, particularly given the rapid changes that are occurring on the regulatory front.

The identified risks and their evaluated impact are evaluated at least on an annual basis.

Opportunities to accelerate progress on key focus areas

While SiteMinder isn't an emissions intensive business, it recognises that as a global corporate citizen it has a part to play in limiting its impact on the environment, which includes but isn't limited to, contributing to the transition to a low carbon economy. With this in mind, SiteMinder recognises the following opportunities for improvement:

- Improve understanding of the environmental footprint of the company's value chain. In particular, SiteMinder is keen to explore how it can help its employees manage their environmental footprint when working from home, and potential collaborative efforts with its business partners.
- Improve frequency and accuracy of how SiteMinder measures its environmental footprint to support a data driven approach

- Working with our customers (i.e. hoteliers) to reduce the environmental footprint of their operations. This includes facilitating technology solutions to reduce waste and resource usage in their business.

4.3 Focus Area - Minimising our energy and carbon footprint

Energy and carbon footprint targets

SiteMinder generates 100% of its sales from cloud based software solutions. The very nature of the Group's operations, with its reliance on shared technology infrastructure, carries a much lower environmental footprint than traditional operational models. That said, SiteMinder remains conscious of its energy and carbon footprint.

In setting its energy and carbon footprint targets, SiteMinder takes the following into consideration:

- The targets need to take into consideration and be consistent with SiteMinder's growth strategy
- Appropriate baseline taking into account the company's growth ambitions and the significant disruptions to the business as a result of the COVID-19 pandemic
- The Intergovernmental Panel on Climate Change recommends that in order to keep global warming within the 1.5°C limit, emissions need to be reduced by at least 43% by 2030 compared to 2019 levels, and reach net zero by FY50

In taking into consideration the above factors, SiteMinder has set the following energy and carbon footprint targets:

- *Near term:* SiteMinder will offset its GHG emissions through the purchase of carbon credits in the form of projects listed on accredited carbon exchanges
- *Medium term:* Manage growth in SiteMinder's greenhouse gas (GHG) emissions to not exceed SiteMinder's revenue growth over the medium term.
- *Long term:* SiteMinder is currently exploring pathways to achieving Net Zero certification in the future

Measuring SiteMinder's energy and carbon footprint

SiteMinder has formalised a relationship with PathZero to verify its greenhouse gas (GHG) emissions. With support from PathZero, SiteMinder reports Scope 1, 2, and relevant Scope 3 GHG emissions in accordance with the Greenhouse Gas Protocol.

SiteMinder's operations generated 4,882 tCO₂-e in calendar year 2023, a 5.2% reduction on calendar year 2022:

- Scope 1: No emissions generated, consistent with the nature of SiteMinder's operations
- Scope 2: Reduced 34.9% y/y to 119 tCO₂-e in calendar year 2023.

The reduction reflects the transitioning of the Sydney head office to 100% GreenPower from 1 July 2022, and the implementation of arrangements where SiteMinder isn't the direct purchaser of electricity.

- Scope 3: Reduced 4.1% y/y to 4,763 tCO₂-e in calendar year 2023.

This reduction reflects the net benefit from employees transitioning from full working from home to hybrid working arrangements.

SiteMinder's largest source of Scope 3 emissions is 'Purchased goods and services', which represent 67.6% of its total Scope 3 emissions.

SiteMinder estimates its Scope 3 emissions with support from PathZero. In estimating our Scope 3 emission, PathZero takes into consideration our company policies (e.g. hybrid work), SiteMinder's expenditures, and PathZero's proprietary assumptions. In certain categories such as 'Business travel', SiteMinder's reporting is based on disclosures provided by travel service providers.

Initiatives to manage SiteMinder's energy and carbon footprint

SiteMinder fully offset its 2023 emissions through the purchase of 4,882 tCO₂-e of carbon credits in the form of projects listed on accredited carbon exchanges. SiteMinder intends to continue this practice with regards to its future emissions.

SiteMinder engaged Tasman Environmental Markets (TEM) for solutions to offset its carbon emissions. TEM is a leading Asia-Pacific carbon offsetting solutions provider and is the largest provider of voluntary Australian carbon credits.

Carbon credit project	Overview	Project type	Climate Active Compliant
Winds of Change, India	Diversifying India's electricity production	Renewable Energy	Yes
World Vision Clean Cookstoves	Directs carbon finance into Ethiopian communities to reduce firewood consumption and improve air quality	Energy Efficiency - Domestic	Yes
Australasian Nature Based Portfolio	Restore and protect forests in Indonesia, Australia and Papua New Guinea.	Forest Protection and Native Forest Regeneration	Yes

In selecting the carbon credit projects in which SiteMinder participates, priority is given to projects that have a direct impact on the daily lives of the communities it touches, and projects that have a long lasting impact. The cost to acquire the carbon credits to offset SiteMinder's calendar year 2023 emissions was approximately \$50,000.

In addition to offsetting its emissions, SiteMinder is actively exploring initiatives to minimise its energy consumption and carbon footprint, as well as pathways to achieving Net Zero certification in the future. Currently, SiteMinder has actioned the following initiatives:

- SiteMinder's Sydney head office was transitioned to 100% GreenPower as of 1 July 2022.
- SiteMinder leases shared spaces in Manila, London, Galway and Dallas. SiteMinder is working on increasing visibility of our electricity consumption in our shared spaces.
- SiteMinder uses Amazon Web Services (AWS) to store its cloud data. AWS is 4.1x more efficient than on-premises, and when workloads are optimised, the associated carbon footprint can be reduced by up to 99%¹. In 2023, 100% of electricity consumed by Amazon was attributable to renewable sources.
- Business travel is a critical part to many of our employee's roles. However, SiteMinder will complement this with virtual solutions where possible, and track and offset the carbon emissions associated with business travel.

The nature of SiteMinder's operations does impose limits on the initiatives it could take to reduce its energy consumption and carbon footprint. For example, in situations where SiteMinder is leasing shared spaces, it would have limited influence over policies involving energy sourcing and any capital investments required to reduce energy usage. Where feasible, SiteMinder will partner with third parties that share its commitment to promoting environment sustainability.

¹ Sourced from Amazon Web Services at <https://sustainability.aboutamazon.com/products-services/the-cloud?energyType=true>

4.4 Focus Area - Minimising e-waste

E-waste refers to the disposal of electronic products that are unwanted, not working, and nearing or at the end of their working life. E-waste often contains toxic chemicals with their improper disposal leading to undesirable environmental and health outcomes.

To reduce its e-waste footprint, SiteMinder engages in a number of initiatives:

- *Acquiring and maintaining high quality technology equipment* - SiteMinder supplies its staff with well specified high quality technology equipment and prefers to procure the equipment outright rather than engage with leasing companies.

While SiteMinder's procurement strategy carries higher upfront costs, it delivers lower life cycle costs due to extended service life, and added benefits such as higher staff productivity and reduced staff turnover. The average laptop at SiteMinder has an active service life in-excess of five years, which compares favourably with common IT equipment lease agreements.

- *Repurposing technology equipment* - depending on geography, end of life computers are either sold to employees, donated to charities such as The ReConnect Project in Australia, or traded in to resellers.

For end of life peripherals (e.g. cables), SiteMinder engages with e-waste companies that look to recycle, reuse, and repurpose them. The companies we engage with include AIS E-Waste in Australia, 2NDSIT E-Waste in Thailand, and Diamond Assets in the United States.

Through its e-waste initiatives, SiteMinder saved almost 5 tonnes of embedded carbon during FY24.

5. Governance

SiteMinder's corporate governance framework guides how our organisation conducts its business across different jurisdictions with a common purpose of serving our hotel customers and their guests. The framework includes our purpose and values, Board oversight, risk management, controls, company policies and staff training. We continuously evolve and implement new policies and procedures to improve our approach to corporate governance.

5.1 Board structure and independence

As at the date of this Statement, the Board of SiteMinder comprises the following 7 directors:

Director name	Roles / classification	Board appointment	Length of service (as at 30 June 2024)
Pat O'Sullivan	Independent, Non-Executive Board Chair	15 October 2021	2 year, 8 months
Sankar Narayan	Chief Executive Officer and Managing Director	31 January 2019	5 years, 5 months
Paul Wilson	Non-Executive Director	7 May 2012	12 years, 1 month
Les Szekely	Non-Executive Director	26 March 2012	12 years, 3 months
Jenny Macdonald	Independent, Non-Executive Director	15 October 2021	2 year, 8 months
Kim Anderson	Independent, Non-Executive Director	20 April 2022	2 year, 2 months
Dean A. Stoecker	Independent, Non-Executive Director	15 September 2022	1 year, 9 months

The Board also has two sub-committees, the Audit and Risk Committee and the People and Culture Committee, each chaired by an independent director, and are majority independent.

The following table sets out the Audit and Risk Committee membership as at 30 June 2024:

Director name	ARC Role	Board roles / classification
Jenny Macdonald	Chair	Independent Non-Executive Director
Kim Anderson	Member	Independent Non-Executive Director
Paul Wilson	Member	Non-Executive Director

The following table sets out the People and Culture Committee membership as at 30 June 2024:

Director name	PCC role	Board roles / classification
Kim Anderson	Chair	Independent Non-Executive Director
Jenny Macdonald	Member	Independent Non-Executive Director
Paul Wilson	Member	Non-Executive Director

Board Independence

The Board's policy is that the Board should endeavour to ensure that a majority of directors are independent, non-executive directors. The Board only considers directors to be independent where they are independent of management and free from any business or other relationship that could materially interfere with the exercise of their independent judgement regarding the best interests of SiteMinder and Shareholders.

Four out of seven of the directors are considered by the Board to be independent directors, including Pat O'Sullivan as Chair of the Board, Jenny Macdonald, Kim Anderson, and Dean A. Stocker.

SiteMinder's two non-independent non-executive directors, Paul Wilson and Les Szekely, have been with SiteMinder from its early days. Paul and Les were early investors in SiteMinder, Paul as co-founder and Managing Partner of Bailador Technology Investments and Les as the first angel investor in SiteMinder.

The Board believes its composition is well-balanced with the corporate history of its two long serving non-executive directors complemented by the fresh ideas and perspectives of its relatively new independent non-executive directors.

Board Diversity

All directors on the Board are supporters of SiteMinder's efforts in achieving diversity, equity and inclusion. The People and Culture Committee includes diversity factors in its consideration of the qualities desired for new Board candidates.

The Board aims to achieve a composition of 40% men, 40% women and 20% any gender, as outlined in the Board Charter and the company's Diversity, Equity and Inclusion Policy. As of the end of FY24, 29% of the Board's members were women.

It is the intention of the Board that independence and diversity will be increased over time. Since the company's IPO in November 2021, 100% of new appointments to the Board were independent and 50% were women.

5.2 Engagement with government bodies

The Group engages with a wide breadth of government bodies given its physical presence in 9 countries, and a customer base spread across more than 150 countries. The Group looks to foster strong relationships with the government bodies it engages with, and takes all necessary measures, such as the use of local experts and advisors, to ensure it fulfils its legal obligations.

Political Contributions

The Group does not make any political contributions as part of its engagement with government bodies. The Group believes such use of funds is not in the best interest of its stakeholders given the very possible scenario that support could be lent to an entity whose views are diametrically opposed to their own.

In key markets where the Group operates, all political contributions above certain thresholds are required to be disclosed to the relevant bodies such as the AEC Transparency Register in Australia, the UK Electoral Commission, and the US Federal Election Commission. As the Group does not make any political contributions, it has not had to make such disclosures.

Taxation

The Group is committed to complying with the relevant taxation laws and fulfilling its obligations to the communities it engages with.

In instances where the Group applies transfer pricing principles to its related party transactions, it does so in a manner such that the economic returns are consistent with the outcome on an arm's length third party basis. The Group's transfer pricing policies are supported by independent transfer pricing studies using margins earned by independent companies in comparable industries and geographic regions.

The Group does not engage in strategies to pay low or no tax through exploiting gaps in the tax rules of different tax jurisdictions. All incomes earned by the group are taxed at the prevailing corporate tax rate in each jurisdiction.

Financial assistance from governments

During FY24 the Group did not receive any government grants or incentives.

5.3 Code of conduct

SiteMinder's Code of Conduct sets out the company's expectations for the conduct of its directors, management, and staff.

A copy of the Code of Conduct can be found on SiteMinder's website at:

www.siteminder.com/investor-relations/policies/.

We expect everyone subject to the code to:

- Act in accordance with SiteMinder's values (our Ways of Working) and best interests.
- Act with integrity in all business dealings and relationships.
- Comply with all laws and regulations that apply to SiteMinder and our operations.
- Act ethically and responsibly at all times.
- Treat fellow staff with respect and not engage in bullying, harassment, discrimination, or other forms of detrimental conduct.
- Deal with customers and suppliers fairly.
- Protect SiteMinder's business assets.
- Disclose and manage any conflicts between SiteMinder's interests and their personal interests.
- Not take advantage of their position or opportunities for improper personal gain.
- Report breaches of the code to the appropriate persons within SiteMinder.

5.4 Compliance

SiteMinder's employees and contractors receive training on laws and regulations affecting our business and operations. This mandatory compliance program was launched at the end of FY21 and aims to ensure that all employees and contractors understand the role they play in compliance, and ultimately in SiteMinder's success.

New employees and contractors are required to complete the full set of training modules within their first month at SiteMinder. They are then required to complete refresher training at least annually. This

ensures that they stay up to date with any policy or legislative changes and keeps compliance obligations front of mind.

The training program comprises e-learning modules that cover relevant policies, potential risks, and behavioural expectations, and uses scenario-based learning. Topics covered include:

- SiteMinder's Code of Conduct, including modules on discrimination, harassment and bullying, and anti-bribery and corruption.
- SiteMinder's Whistleblower Policy.
- Modern slavery.
- Workplace health and safety.
- Data security and privacy.
- ASX continuous disclosure and securities trading.

5.5 Remuneration

As part of the journey of becoming a publicly listed company, the remuneration programs for the Group's Key Management Personnels (KMPs) and Executive Leadership Team (ELT) will continue to evolve in order to bring them into alignment with best practice and the interests of shareholders.

Key pillars of the remuneration programs for KMPs and the ELT in FY24 were:

- *Fixed remuneration* - the KMPs, ELT members, and broader employees receive fixed remuneration that are reviewed and benchmarked on an annual basis. As a growth company, the focus is on providing all employees with a holistic remuneration package that aligns their success with the future success of the company.
- *Short term incentives (STI)* - the KMPs and ELT members qualify to receive a STI subject to satisfying agreed performance measures and achievements. The STI program includes the compulsory deferral of 50% of the FY24 STI outcome into rights for 12 months.

80% of the STI targets for KMPs are tied to the company's financial and operational performance as measured by subscription revenue growth, group revenue growth, cash usage, EBITDA and LTV/CAC. The remaining 20% is tied to non-financial objectives such as employee engagement and individual objectives aligned to Group strategic priorities.

- *Long term incentives* - the KMPs and ELT members receive 25% of their LTI in the form of Performance Rights, and 75% in options. Performance Rights are awarded based on the Group's relative total shareholder return over 36 months, while options vest over 36 months contingent on ongoing service.

As a company that is relatively new as a publicly listed entity, SiteMinder is on a journey with regards to its remuneration practices. SiteMinder is evaluating changes to its remuneration practices that improve alignment with best practice, and promote outcomes that are in the interest of shareholders. The emphasis will continue to be on variable remuneration to ensure our executives have meaningful 'skin in the game' and maintain their strong entrepreneurial spirit.

The outcome of the remuneration benchmarking review conducted in FY24 highlighted that the base compensation for both the CEO and CFO was at or below the median of their peer group. The construct of the FY24 LTIP was designed to supplement the low fixed remuneration in the short-term as well as simultaneously reward sustainable long-term performance.

Sustainability performance

SiteMinder Workforce Gender Composition - Percentage of women

	FY22	FY23	FY24
Board	29%	29%	29%
Executive Leadership Team	36%	33%	38%
SiteMinder Leaders	36%	40%	43%
Technology and Product Leaders	27%	24%	22%
SiteMinder Total Workforce	47%	48%	49%

SiteMinder Workforce - Employment Type Composition

	FY22	FY23	FY24
Contract Type			
Permanent	78%	76%	99%
Fixed term	22%	24%	1%
Casual	0%	0%	0%
Employment Type			
Full time	98%	98%	98%
Part time	2%	2%	2%
Relationship Type			
Directly employed	77%	70%	91%
Non directly employed	23%	30%	9%

SiteMinder Work Related Injuries

	FY22	FY23	FY24
Fatalities from work-related injury	0	0	0
Recordable work-related injury	1	0	0

SiteMinder Workforce - Age and Location Composition

	FY22	FY23	FY24
Age			
18-24	4%	4%	4%
25-34	42%	44%	50%
35-44	39%	40%	36%
45-54	9%	10%	9%
55-64	1%	1%	1%
Unspecified	6%	1%	0%
Location			
Americas	10%	12%	10%
APAC	60%	52%	64%
EMEA	30%	35%	26%

SiteMinder board structure

	FY22	FY23	FY24
Independent board members	3 of 7 (43%)	4 of 7 (57%)	4 of 7 (57%)
Independent board members in the Audit Committee	2 of 3 (67%)	2 of 3 (67%)	2 of 3 (67%)
Independent board members in the People and Culture Committee	2 of 4 (50%)	2 of 3 (67%)	2 of 3 (67%)

SiteMinder Greenhouse Gas Emission

	CY22	CY23
Greenhouse gas emissions (tCO₂-e)		
Scope 1 - Transport fuels, refrigerants	-	-
Scope 2 - Purchased electricity	184	119
Scope 3 - Total	4,964	4,763
<i>Purchased goods and services</i>	3,086	3,222
<i>Fuel and energy related activities</i>	40	44
<i>Waste generated in operations</i>	191	119
<i>Business travel</i>	486	410
<i>Employee commuting / working from home</i>	1,050	747
<i>Upstream leased assets</i>	112	220
Total (Full Scope)	5,148	4,882
GHG emissions from business travel (tCO ₂ -e)	486	410
Employees (period average)	957	1,016
Business travel per employee (tCO ₂ -e per head)	0.5	0.4

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