



GHD Tax Strategy & Governance Statement

Our Approach to Tax

GHD is committed to contribution to society in all aspects, including meeting all our tax responsibilities. GHD strives to be open and transparent in detailing our approach to tax to our stakeholders, internal and external.

Strategy

The objective for GHD tax strategy is:

- To pay the appropriate amount of taxes in accordance with local tax rules
- To conduct its tax affairs in accordance with the applicable tax laws, ensuring a high standard of integrity; and
- To deliver shareholder value in relation to taxation consequences of GHD's business within the bounds of local tax laws and in line with the commercial substance of the business as a responsible tax payer.

Information about GHD's tax position including tax expense can be found in note 9 of GHD Group's annual consolidated financial statements, which are lodged with the Australian Securities and Investments Commission (ASIC).

Governance model

The GHD Group is committed to meeting high standards of governance, safety and performance through clearly defined roles and responsibilities for the Board of Directors, the Executive Management Group (EMG) and the broader management team.

As part of this model, the Board is responsible for overall governance and the establishment of GHD's strategic direction. It also determines the company's core purpose, values and risk appetite.

The Board has adopted a governance model – an appropriate structure of policies, management and compliance systems – to enable objectives to be set, strategies to be implemented and performance to be monitored on a continuous basis. (<https://www.ghd.com/en/about-us/governance.aspx>)

Responsibility

This policy is overseen by the Global CFO, is reviewed biennially and submitted to the Board of Directors for continued ratification. The Board has delegated responsibility for monitoring compliance with this policy to the Board Audit Committee. Management is responsible for designing and implementing risk management and internal controls in relation to tax risk governance.

Tax Risk Management

The corporate governance principles also guide GHD's approach to its tax compliance, reporting and payment obligations. As part of its overall commitment to corporate governance, GHD maintains a tax risk management policy which sets out the roles and responsibilities for tax, escalation procedures, board reporting, document retention and tax training. For material transactions or risks where there is significant uncertainty or complexity arising from the application of tax laws, external advice may be sought.

Strategic tax management

In structuring our commercial activities, we will consider, among other factors, the tax laws of the countries within which we operate with a view to delivering value on a sustainable basis for our shareholders, whilst ensuring a high standard of integrity and acting as a responsible taxpayer. Any strategic tax decision made will have commercial and economic substance and will have regard to the potential impact on our reputation and broader goals. We will not undertake strategic decisions that are contrived or artificial.

Revenue Authority Engagement

Consistent with GHD's tax governance policy, GHD strives to be transparent and collaborative with all revenue authorities. GHD deals with revenue authorities an open and co-operative manner in relation to all our tax affairs.