BLIS Technologies Limited

Directors' Fees Review

Delivered by email:

Prepared by:
Strategic Pay
July 2026

Private and Confidential

Strategic Pay Limited is independent of BLIS Technologies Limited. In this context, independence means that Strategic Pay Limited has not been subjected to any undue influence from management of BLIS Technologies Limited, any board member of BLIS Technologies Limited, or any other party in relation to the services provided by Strategic Pay Limited or the outcomes of those services.

Overview

Alison Stewart, Board Chair and Richard Winghan, CFO at BLIS Technologies Limited (BLIS Technologies), have commissioned Strategic Pay Limited ('Strategic Pay') to provide a review of its board of directors' fees on behalf of the Board.

Directors' fees were last reviewed in July 2023 and the base Director Fee increased by 8.9%.

Our approach involves gaining an understanding of the organisation and directors' responsibilities through a review of documentation provided and interview. We then undertake market analysis of relevant samples from the Strategic Pay New Zealand Directors' Fee database and Remuneration Report 2026 to determine and position appropriate board fee levels for BLIS Technologies.

Our recommendation is based on several factors including the organisation size, ownership, industry, and the market data presented.

This report presents the following:

1. Background;
2. Recommendation;
3. Market Data;
4. Market Movement;
5. Chair Fees Ratio;
6. Committees;
7. Director Fees Review;
8. Board Policy and Practice Highlights

Appendices:

a. Appendix 1 – New Zealand Directors' Fee Survey – February 2026
b. Appendix 2 – Strategic Pay Director Methodology
c. Appendix 3 – Strategic Pay CEO Sizing & Remuneration Advice
d. Appendix 4 – About Strategic Pay Ltd

1. Background

BLIS Technologies is a New Zealand based organisation that develops and manufactures innovative probiotic solutions. The organisation develops clinically proven probiotics across dental, immunity and skin health.

BLIS Technologies is listed on the NZX and has been since 2001. One of the organisations main shareholders is Probi, a Swedish company. In FY26, BLIS Technologies saw an increase in business-to-business revenue of 22%, reflecting their deliberate focus on building ingredient volume through strategic partnerships and geographic expansion. BLIS currently employs 32 people and is based in Dunedin.

BLIS Technologies vision is to be recognised globally as the preferred partner and leader in oral probiotic innovation.

BOARD COMPOSITION AND MEETING SCHEDULE

The board is composed of a Chair and four Directors.

- There are six regular Board meetings per year – three in person and three online Teams meetings of three hours each.
- There are two online meetings per year of up to half an hour each to complete formal approvals of the annual report and half year report.
- Attendance at Annual Shareholder meeting – one hour meeting.

Directors are independent except for one Director being an employee of a related party corporate shareholder.

There are two committees:

Audit and Risk Committee - meets four times a year for two hours and has a Chair and two members.
People and Performance Committee - meets three to four times a year for two hours and has a Chair and two members.

ORGANISATION DEMOGRAPHICS

Organisation Demographics / Dimensions	
Organisation Type	Private Sector - NZX listed
Ownership	NZX main board
Industry	Biotechnology
Annual Turnover / Budget	$15M
Assets	$15M
Shareholders' Funds ($NZ million)	$13M
Market Capitalisation ($NZ million)	$20M
Number of Employees	32
Region	Otago

CURRENT DIRECTOR FEE POLICY

There is no formal directors' fees policy in place currently.

2. Recommendation

2026 DIRECTORS' FEES POLICY

Our recommendation is based on several factors including the organisation size and type, industry of BLIS Technologies, the market data and information provided.

We recommend the following criteria for the 2026 policy for base annual fees:

Market Data from	Strategic Pay NZ Directors' Fees Report 2026 / Customised Analysis
Market Comparator	Private Sector NZX Listed & Revenue
Market Position	Median
Fees Range	A range of $2,000 around the Median
Ratio	2.0:1X ratio applied to director fees to determine chair fees

Strategic Pay would recommend the board considers increasing the chair to director ratio to 2.0:1X. This gives credit for the additional workload expected of the chair.

2026 COMMITTEE FEES POLICY

We recommend increasing the fees for the Audit and Risk committee chair fee and for the People and Performance committee chair. The Audit and Risk committee chair fees have been set around the median positioning in the NZ market, as indicated in chair and member fees table on page 12 of this report. The People & Performance committee chair fees have been positioned around the lower quartile of the NZ market practice. This is to reflect the difference in workload compared to the Audit and Risk committee.

We also support payment of committee member fees at half the chair levels, if you choose to do so. We find that over time, more work, and more responsibility are being delegated to committees from full boards.

RECOMMENDED FEES RANGES & COMMITTEE FEES

Role / Committee	Current Fees	Recommended Fees Range		% Increase
Chair	$83,800	$92,000	$100,000	
Director x 4	$47,800	$46,000	$50,000	
Audit & Risk Committee Chair	$10,000	$15,000	$17,500	
People & Performance Committee Chair	$7,000	$10,000	$12,500	
Audit & Risk Committee Member x 2	$7,000	$7,500	$8,750	
People & Performance Committee Member x 2*	$3,000	$5,000	$6,250	
Total Governance Pool	**$309,000**	**$321,000**	**$353,750**	3.9% - 14.5%

*The Board Chair is a member of the People & Performance committee and does not receive fees.

In our view, the recommended ranges represent market levels appropriate for your organisation given the context provided and reflects the directors' fee policy. Whilst the recommended ranges for the directors start below current practice, we are not recommending a reduction in fees. It is the board's prerogative whether to accept the Strategic Pay's Recommendation or not, based on both internal and external factors best understood within the organisation. The board may also with to consider what may be acceptable to stakeholders at this time.

Strategic Pay's guiding principle is that it is important not to undervalue the contributions, experience or time committed by board members.

StrategicPay

3. Market Data

MARKET DATA SUMMARY

TABLE A: SUMMARY RESULTS – DIRECTORS' FEE SAMPLES FOR BLIS TECHNOLOGIES:

Director Market Comparators	Positioning	Base Annual Fee ($)
Private Sector NZX & Revenue	Median	**$47,633**
Private Sector NZX, Revenue & Assets	Median	$49,000
Industry	Lower Quartile	$49,000
Market Capitalisation	Median	$49,000
Samples Above	*Median*	$49,000
Sample Above	*Average*	$48,658

TABLE B: SUMMARY RESULTS – DIRECTOR EVALUATION FOR BLIS TECHNOLOGIES:

Director Rate Evaluation	Positioning	Base Annual Fee ($)
Private Sector	Median	$49,939

TABLE C: SUMMARY RESULTS – CHAIR FEE SAMPLES FOR BLIS TECHNOLOGIES:

Chair Market Comparators	Positioning	Base Annual Fee ($)
Private Sector NZX & Revenue	Median	$71,333
Private Sector NZX, Revenue & Assets	Median	$85,000
Industry	Lower Quartile	-
Market Capitalisation	Median	$85,000
Samples Above	*Median*	$85,000
Samples Above	*Average*	$80,444

DIRECTORS' FEE MARKET DATA – REVENUE ANALYSIS

Our research consistently demonstrates that in the NZ market, company turnover is most strongly correlated with directors' fee levels and consequently revenue samples are a key consideration as we develop board fee recommendations.

The table below details directors' base annual fee for 15 Private Sector – NZX Listed organisations with total annual revenues in a range around your own. There are 13 chairs and 44 directors in the sample.

TABLE 1: FEES IN PRIVATE SECTOR – NZX LISTED ORGANISATIONS WITH REVENUES BETWEEN $5M AND $25M

	Lower Quartile	Median	Upper Quartile	Average
Chair	$60,000	$71,333	$97,500	$83,495
Directors	$39,000	**$47,633**	$61,250	$47,319

TABLE 1.1: ORGANISATION DIMENSIONS OF CUSTOMISED MARKET DATA

	Revenue	Total Assets	Shareholders' Funds	Employees	Market Capitalisation
Lower Quartile	$7,653,500	$14,478,000	$4,171,000	31	$17,156,442
Median	$12,455,000	$37,030,000	$12,322,000	58	$41,657,119
Upper Quartile	$22,632,150	$166,484,500	$73,287,000	96	$106,361,000

DIRECTORS' FEE MARKET DATA – REVENUE AND ASSET ANALYSIS

The table below details directors' base annual fee for nine Private Sector – NZX Listed organisations with revenue and total assets in a range around your own. There are seven chairs and 27 directors in the sample.

TABLE 2: FEES IN PRIVATE SECTOR NZX LISTED ORGANISATIONS WITH REVENEUE BETWEEN $5M-$25M AND ASSETS OF UPTO $40M

	Lower Quartile	Median	Upper Quartile	Average
Chair	$65,667	$85,000	$109,563	$93,637
Directors	$35,000	$49,000	$60,000	$47,465

TABLE 2.1: ORGANISATION DIMENSIONS OF CUSTOMISED MARKET DATA

	Revenue	Total Assets	Shareholders' Funds	Employees	Market Capitalisation
Lower Quartile	$7,853,000	$13,215,000	$3,967,000	31	$16,499,943
Median	$12,644,000	$14,660,000	$8,659,000	58	$20,325,557
Upper Quartile	$24,620,000	$36,405,000	$18,210,500	103	$44,211,528

DIRECTORS FEE MARKET DATA – INDUSTRY

The table below details directors' base annual fee for five organisations in the Pharmaceutical/Medical Industry. There are five chairs and 19 directors in the sample.

TABLE 4: FEES IN ORGANISATIONS IN THE PHARMACEUTICAL/MEDICAL INDUSTRY

	Lower Quartile	Median	Upper Quartile	Average
Chair	-	$115,000	-	$164,000
Directors	$49,000	$60,000	$185,000	$99,024

TABLE 4.1: ORGANISATION DIMENSIONS OF CUSTOMISED MARKET DATA

	Revenue	Total Assets	Shareholders' Funds	Employees	Market Capitalisation
Lower Quartile	$12,644,000	$14,296,000	$12,322,000	31	$30,184,909
Median	$24,620,000	$37,030,000	$26,090,000	58	$106,361,000
Upper Quartile	$11,224,245,140	$6,671,211,820	$2,505,030,781	3,400	$106,361,000

DIRECTORS FEE MARKET DATA – MARKET CAPITALISATION

The table below details directors' base annual fee for 15 organisations with market capitalisation between $10M-$30M. There are 12 chairs and 37 directors in the sample.

TABLE 4: FEES IN ORGANISATIONS WITH MARKET CAPITALISATION BETWEEN $10M-$30M

	Lower Quartile	Median	Upper Quartile	Average
Chair	$60,360	$85,000	$117,500	$98,902
Directors	$34,560	$49,000	$65,000	$49,988

TABLE 4.1: ORGANISATION DIMENSIONS OF CUSTOMISED MARKET DATA

	Revenue	Total Assets	Shareholders' Funds	Employees	Market Capitalisation
Lower Quartile	$12,644,000	$14,478,000	$3,967,000	31	$15,732,942
Median	$22,632,150	$36,405,000	$12,322,000	110	$20,245,031
Upper Quartile	$56,467,500	$80,136,000	$22,580,000	601	$25,378,280

DIRECTORS' FEE MARKET DATA – DIRECTOR EVALUATION

Strategic Pay has developed an evaluation methodology called DirectorRate™ to determine the overall size, complexity, responsibility and risk of an organisation, as it relates to the role of the directors. Over 300 private sector organisations have been evaluated and input into our database on this basis. There are nine factors included in the evaluation which are described in detail in Appendix 2.

Accordingly, in order to further benchmark your board fees against the market, we have evaluated BLIS Technologies using this methodology and used the final score to compare director fees with **private sector** companies of similar "size". This provides another 'lens' and should be used alongside all market comparators rather than as the primary comparator.

TABLE 5: PRIVATE SECTOR DIRECTOR FEES FOR BLIS TECHNOLOGIES BASED ON DIRECTOR EVALUATION METHODOLOGY:

	Lower Quartile	Median	Upper Quartile	Average
Directors	$40,449	$49,939	$70,546	$58,694

DIRECTORS' FEE MARKET DATA – TOTAL SAMPLE

The total sample represents the general market and is made up of both private and public sectors. It details directors' base annual fees for 329 chairs and 1,648 directors from all industries, organisation types and organisation sizes. The total sample is provided for general information as fees practices vary across the various industries as well as the organisations type and size.

TABLE 6A: DIRECTORS FEES TOTAL SAMPLE

General Market	Lower Quartile	Median	Upper Quartile	Average
Chair	60,000	98,000	160,000	120,512
Directors	32,000	52,523	85,000	62,791

Fee levels for deputy chairs were not analysed for the general market this year due to the substantial difference between private and public sector practice for this role. In 2025 the overall proportion of organisations with a deputy chair role decreased to 25% (from 34% previously in 2024). In 2026 this proportion has stayed stable at 24%. Appointments are much more prevalent in the public sector.

TABLE 6B: DIRECTORS FEES MARKET DATA – PRIVATE SECTOR

Private Sector	Lower Quartile	Median	Upper Quartile	Average
Chair	76,220	128,100	181,667	146,542
Deputy Chair	54,300	73,250	97,188	77,747
Directors	43,000	71,000	100,000	76,170

TABLE 6C: DIRECTORS FEES MARKET DATA – PUBLIC SECTOR

Public Sector	Lower Quartile	Median	Upper Quartile	Average
Chair	46,938	70,079	98,001	77,477
Deputy Chair	31,000	43,297	59,000	48,025
Directors	23,315	35,000	49,767	38,341

4. Market Movement

Traditionally our data has shown quite variable movements from one year to the next, with subsequent difficulty in using it as a guide for setting directors' fees. The table has a "three year rolling average" for median movements to assist in tracking overall trends.

Period	Chairs			Directors		
	Private Sector Organisation - Listed NZX	Private Sector Organisation - Unlisted	General Market (All Orgs)	Private Sector Organisation - Listed NZX	Private Sector Organisation - Unlisted	General Market (All Orgs)
2024 - 2026	5.9%	5.9%	9.3%	5.7%	3.1%	10.0%
2023 - 2025	5.2%	7.0%	6.4%	5.4%	5.9%	10.8%
2022 - 2024	3.0%	4.4%	2.9%	4.0%	4.3%	3.0%
2021 - 2023	2.5%	0.8%	-2.1%	3.8%	1.1%	-0.8%

5. Chair Fees Ratio

Chair Fees – BLIS Technologies is currently paying at a 1.75X:1X ratio of chair to base annual director fees.

New Zealand current market practice pays base annual chair fees at a median 1.9:1X ratio (a range of 1.9 to 2.2:1X ratio) to base annual director fees. This "premium" reflects the additional responsibilities, scope and risk borne by chairs. Chairs typically do not receive separate committee fees, although they often attend these meetings.

6. Committees

Strategic Pay supports the 'unbundling' practice of paying separate committee fees as a means of tracking and rewarding actual workload and responsibilities and providing greater accountability and transparency. However, there may also situations where separate committee fees may not be appropriate.

The table shows the prevalence of board committees, the number of committee meetings held, committee size and percentage paying fees.

	Board (sample size)	Average Number Meetings per annum	Average Number of Members	Disclosed Chair Fee	Disclosed Member Fee
Audit	251 (82%)	5	4	59%	35%
Finance	34 (11%)	6	4	38%	29%
Health and Safety	72 (24%)	5	4	36%	21%
Innovation	25 (8%)	5	4	56%	32%
Investment	19 (6%)	4	4	58%	32%
Nominations / Governance	114 (37%)	3	4	32%	20%
People and Culture	136 (45%)	4	4	63%	44%
Remuneration	25 (8%)	3	3	32%	-
Risk	32 (10%)	5	4	53%	31%
Sustainability	17 (6%)	4	4	82%	65%
Other	152 (50%)	5	5	19%	13%

- Not enough data to calculate

82% of boards have an audit committee, and while 59% of those boards pay a fee to the chair, only 35% pay a fee to committee members.

The following table shows fees for:

- **Chair & Member** - only organisations that pay fees to both their chair and members. The majority of organisations that pay fees to both roles are NZX organisations which tend to pay higher.
- **Chair Only**- only organisations that pay fees to their chair (no member fees).

Both Chair and Member Receive Fees
The table below details lower quartile, median, upper quartile, and average fees paid to committee chairs and committee members where both roles are remunerated.

	Chair Fees				Member Fees			
	Lower Quartile	Median	Upper Quartile	Average	Lower Quartile	Median	Upper Quartile	Average
Audit	12,000	20,000	35,000	24,548	6,500	10,000	15,000	12,531
People and Culture	11,625	20,000	27,150	20,478	5,188	10,000	12,374	9,844
Risk	15,000	20,000	35,000	29,667	7,410	10,000	15,000	14,319

Only Chair Receives Fees
The table below details lower quartile, median, upper quartile, and average fees paid to committee chairs where only the chair role is remunerated.

	Lower Quartile	Median	Upper Quartile	Average
Audit	6,348	10,000	15,000	14,423
Finance	2,000	4,900	12,500	7,671
Health and Safety	6,150	10,000	15,000	10,675
Innovation	5,170	10,000	11,750	9,683
Investment	-	5,650	-	7,217
Nominations / Governance	6,100	7,750	10,000	8,710
People and Culture	6,038	10,750	15,000	15,575
Remuneration	-	-	-	-
Risk	7,103	10,000	11,625	10,330
Sustainability	-	-	-	-
Other	6,303	7,000	11,500	10,547

- Did not meet sample size minimums' to report.

7. Directors’ Fee Reviews

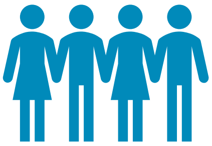
Strategic Pay recommends a formal review of directors’ fees at least every two years as good practice. While such reviews may or may not result in increases, they enable the organisation to track market movements, avoid falling behind the market and to ensure appropriate and competitive fees are paid to board members. Additionally, this practice ensures that costs are controlled year on year and minimises large periodic increases. 50% of boards review fees annually.

CRITERIA FOR REVIEW

- Market Trends – Strategic Pay’s Directors’ Fees Report
- CPI
- Company Profitability
- Market Trends – Other Survey Reports
- Average Salary Movements
- Trustees’/Directors’ Performance
- Legal Risk
- Other, as appropriate for your organisation and/or industry

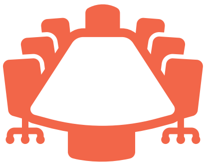
8. Board Policy and Practice Highlights

This section uses policy and practice data from the 2026 survey; not all respondents answered all policy and practice questions.



Board Demographics

- 80% have only non-executive board members.
- The typical board consists of a chair and 5 non-executive directors.
- 25% of boards include a deputy chair.



Board Meetings

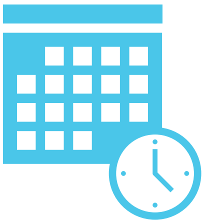
- The average number of board meetings per year is 9.
- 69% meet up to 8 to 11 times per year.
- 46% meet for 4 to 6 hours per meeting.

Board Committees

- 82% have an audit committee.
- 50% reported having other committees (beyond those listed), with these covering a variety of subjects including compliance, development, disclosure or asset management needs.
- For boards that paid fees to chairs of sub-committees, the median fee for audit sub-committees chair is $20,000 when other committee members also received a fee, and $10,000 when only the chair received a fee.

Board Fees

- 50% review fees internally every year; 25% every two years.
  - 25% review fees independently on an ad hoc basis, 45% every 1, 2, or 3 years.
  - 24% of respondents have reviewed their directors' fees in the last 12 months.
- 50% of chairs received a 1%-5% increase at the last review.
- 51% of directors received a 1%-5% increase at the last review.



Expected Directorship Effort

- Majority of board members spend between two and four hours preparing for each board meeting.
- 71% of boards stated their workload had stayed the same over the last 12 months.
- Boards spend the majority of their time on strategic planning, industry/competitive issues, monitoring organisational performance, risk management, and compliance and regulatory issues.

APPENDIX 1: NEW ZEALAND DIRECTORS' FEES SURVEY – FEBRUARY 2026

This annual report covers the results of a survey of current trends and practices relating to the payment of directors' fees within New Zealand private and public organisations. Since it was first published in 1991, the Directors' Fees Survey has been providing New Zealand organisations with valuable insights for more than three decades.

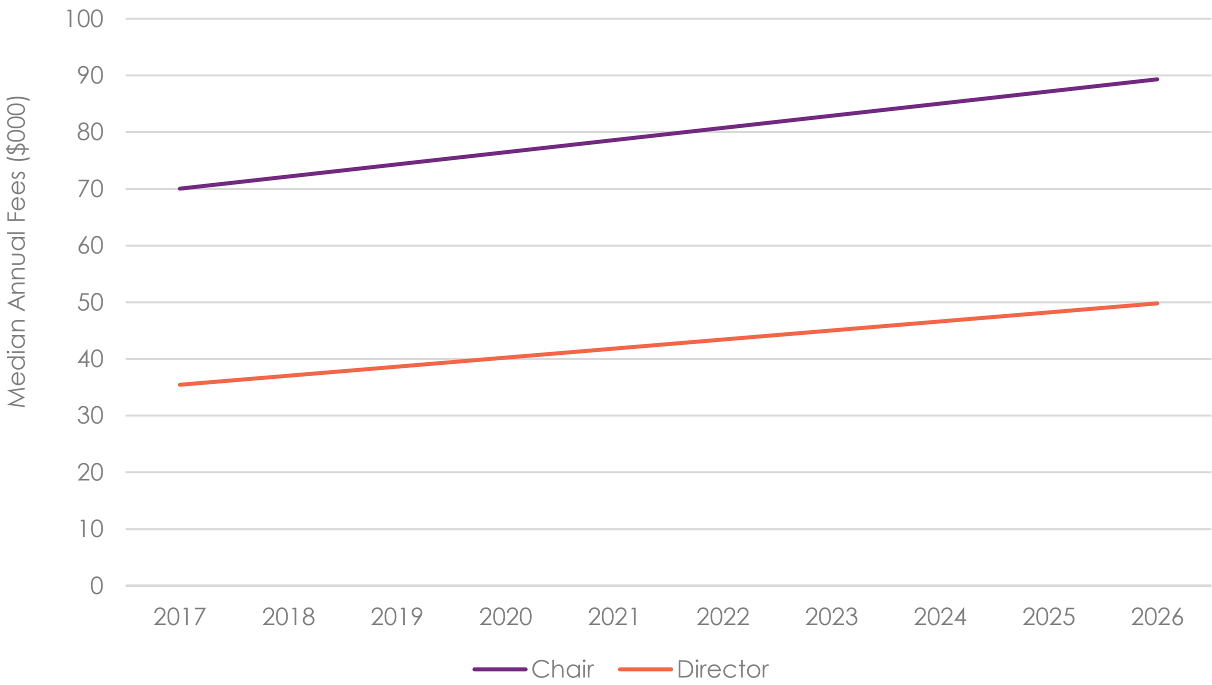
The survey report combines information from three sources:

- Organisations from Strategic Pay's database
- Questionnaires sent to the Strategic Pay master mailing list
- Publicly available annual reports and NZX listings.

The data is reported as at 1 February 2026.

As illustrated below, the rate of increase may vary more for chairs than for directors. The graph illustrates the overall trend in median director fees from 2017 to 2026.

OVERALL TREND IN MEDIAN DIRECTOR FEES 2017 – 2026



OVERALL TREND IN MEDIAN DIRECTOR FEES 2017 – 2026

APPENDIX 2: STRATEGIC PAY DIRECTOR FEE METHODOLOGY

Strategic Pay has developed an evaluation methodology to assess the relative complexity, risk and scale of an organisation. The methodology has a number of factors we believe can be applied to any organisation to provide a means of assessing appropriate director fees. This is not an evaluation of the individual directors, or the performance of the organisation, but an evaluation of the organisation as a whole, in relation to the role of the directors. The factors are also based on the fundamentals of the organisation, not the skills or requirements of individual directors.

The methodology can be applied to a governance board for any type of organisation. **We have distilled the key factors that affect the complexity, workload, responsibility and risk carried by directors, and that therefore should have some influence on overall fees.**

All of the factors we have selected are interdependent and potentially impact on each other. However, we have tried to capture the most important elements that may impact on the complexity of the governance role and how this should be rewarded.

As a whole, these factors provide a good measure of the overall relative size, complexity and responsibility of the directors.

DirectorRate® Factors

- Complexity of Operating Environment
  This factor evaluates the complexity of the environment in which the organisation operates.

- Innovation / Technology / Intellectual Complexity
  Organisations have varying levels of complexity of the products or services that they provide. This adds to the difficulty of the directors' role.

- Board Discretion / Autonomy
  Whilst a governance board always has overall responsibility for the direction and strategy of the organisation, this can vary greatly between organisations.

- Stakeholder Management
  The level of interaction required with shareholders adds to the complexity of the directors' role.

- Revenue / Capital Risk
  Some organisations have very little risk regarding their income and funding, whilst for others income can be highly variable and require constant monitoring by the board.

- Liability Risk to Organisation
  The risk of insolvency, or serious financial uncertainty, or potential for serious health and safety events is a significant responsibility for directors.

- Public Perception / Organisation Profile Risk
  Most directors will evaluate the potential reputational risk in joining a board.

- Organisation Revenues and Assets
  Annual revenue / turnover and total assets of the organisation

APPENDIX 3: STRATEGIC PAY CEO SIZING & REMUNERATION ADVICE

Strategic Pay assists with the important decision on what to pay executives. We provide an independent recommendation which sits well at the board table and can make potentially challenging conversations easier.

From job sizing and remuneration guidance to pay for performance, we provide bespoke advice to organisations, whether they are large or small, public or private sector, listed or unlisted, headquartered in New Zealand or overseas.

Strategic Pay Senior Executives Report

This report is the best source of remuneration information for boards of directors and business leaders. From guidance on changes to executive packages, incentives and benefits, it provides comprehensive information for all top executives across private and public sectors, and industries.

564
Organisations

27,431
Senior Executives

Job Evaluation & Remuneration

It's important to distinguish between the **value of a position** - what we will work with you to understand; and what the organisation will ultimately **pay the person** to perform that position.

Job Evaluation determines the size of the CEO position, relative to other CEO positions. This is an essential starting point to compare similar sized jobs with external market rates, even where jobs may be unique or rare in a particular sector or industry.

Strategic Pay uses SP10® Job Evaluation methodology which provides many advantages for best practice remuneration, and it directly links to NZ's largest source of remuneration data.

CEO Remuneration Advice Options

CEO Job Evaluation & Remuneration Review

This report provides sizing of the CEO role and an independent remuneration recommendation based on analysis of either relevant standard market data sets from our published CEO survey data or customised analysis of relevant comparator organisations and dimensions. Using this, you can establish the going rate of pay for attracting CEO talent or reviewing the current CEO role.

We also offer a **CEO Market Update** at a discounted rate if you've already commissioned a full Job Evaluation & Remuneration Report. This provides an update in subsequent years of the previous report if the job size remains the same.

CEO Market Data Snapshot

This report gives you a snapshot of market data from our CEO market data based on a benchmark job match which has been selected using your organisations dimensions. Should you decide to commission an independent remuneration recommendation from this Snapshot, you will receive a full rebate on your Snapshot Report cost.

Incentives

Strategic Pay endorses the use of incentives for CEO positions when they are structured to drive and reward decisions and behaviours that help achieve the organisation's goals and objectives.

We can help differentiate your organisation from your competitors with an incentive plan that is designed to retain talent, align employee efforts and reward achievement of the desired results.

360 Degree Leadership Feedback (Strategic Pay Leadership Insights)

Strategic Pay's 360 Degree Leadership Feedback report provides leaders with structured, evidence-based insight into leadership effectiveness using a globally validated Leadership Insights framework. Assessments are completed online through an easy-to-use questionnaire, providing both quantitative and qualitative feedback on current leadership performance.

Our approach combines competency-based feedback, professional reporting, and development planning to support meaningful leadership growth. Particularly suited to CEOs and senior leaders, the process delivers credible, confidential insight aligned with organisational performance and governance expectations.

Consulting

For more information or to have a consultant contact you, simply send your query to info@strategicpay.co.nz

Find out more at www.strategicpay.co.nz

APPENDIX 4: ABOUT STRATEGIC PAY

At Strategic Pay, we provide innovative solutions to help organisations meet their strategic remuneration, performance development and improvement goals. We help improve your overall performance by ensuring employee effort, remuneration and rewards are closely aligned with business objectives.

Deliver Strategic Rewards

We work with you to provide a compelling proposition that attracts, retains, and motivates the best people.

Our adaptable solutions include:

Remuneration and reward strategy development
Executive remuneration, performance and incentives advice
Salary options using job evaluation, grades, bands or benchmarks
Salary review management, including processes, tools and training
Performance development systems, including customised design and implementation

Access New Zealand's Largest Remuneration Data Services

We offer an unrivalled suite of over 30 nationwide and specialist industry and sector remuneration survey reports, based on New Zealand's largest remuneration database.

Use Smart Technology

We understand busy HR practitioners' needs and offer a range of **Smart Tools** to manage remuneration and survey submissions:

RemWise®: a remuneration tool to manage all aspects of your salary review, market data and survey submissions
Rem On-Demand®: online access to remuneration reports, resources and insights
PayCalculator: survey data at your fingertips

Drive Organisation Performance

Superior organisational performance is critical to delivering strategic business objectives. Speak to us today about using PLUS+ to develop a future proof strategy, an organisational model and structure that supports the strategy and matching the right people to accountabilities best designed to deliver the strategy in your organisation.

Build Capability

Through a range of workshops, we provide clients with comprehensive short courses in Remuneration. We also offer training programmes that can be tailored to meet your specific requirements.

Consulting

Strategic Pay services clients across New Zealand and the Pacific from our various locations. Our consultants regularly travel around the country and overseas to visit clients and are happy to meet wherever you are.

Find out more at www.strategicpay.co.nz