Remuneration Policy - Employees

MOVe Logistics Group Limited (MOVe) is committed to attracting, motivating and retaining high-performing individuals by offering competitive and equitable remuneration. This policy sets out the principles and governance framework for remuneration decisions across MOVe, with the aim of supporting the Company's strategic objectives, market competitiveness and fair remuneration practices.

This policy is to be read in conjunction with the MOVe Remuneration Guidelines.

Scope and definitions

This policy applies to all employees of MOVe and its subsidiaries (including permanent, fixed-term and casual employees). This policy does not apply to Directors (except to the extent of remunerating any executive role they may hold with MOVe) independent contractors or consultants.

In this policy:

- **Fixed remuneration** means base salary or wages (and may include certain benefits where expressed as total cost to the Company).
- **STI** means a short-term incentive that may be offered for performance over a defined period (typically within a financial year).
- **LTI** means a long-term incentive that may be offered to align performance and retention over a multi-year period.
- **Leadership Team** means the CEO and other senior leaders as determined by the Board from time to time.

MOVe recognises that remuneration for employees, the Chief Executive Officer (CEO) and the Leadership Team should be simple, clear and fair. While remuneration arrangements may differ according to role level, accountability and market context, all remuneration decisions should support MOVe's ability to attract, retain and motivate talent, while driving sustainable performance for the benefit of the Company and its shareholders.

Governance and decision-making

- The Board has overall accountability for this policy and approves remuneration arrangements for the CEO and the Leadership Team (including any STI and LTI frameworks), at its discretion.
- The Governance and Remuneration Committee (GRC) supports the Board by reviewing remuneration settings and recommending changes to the Board, as required.
- People and Culture is responsible for maintaining remuneration structures for employees (including salary bands/role evaluation where applicable) and supporting consistent application of this policy and the MOVe Remuneration Guidelines.
- Any material exceptions to this policy (for example, sign-on incentives, retention payments, or out-of-cycle remuneration changes) require approval in accordance with the MOVe Remuneration Guidelines.

Where remuneration decisions create an actual or perceived conflict of interest (including for the CEO, or the Leadership Team), the conflicted individual will not participate in decision-making regarding their own remuneration.

MOVe Employees

MOVe's goals for its employees include:

- Ensuring MOVe people are fairly remunerated and rewarded for their contribution (starting salaries are set above minimum wage levels to reflect the Company's requirement for fair remuneration).
- Creating an open and inclusive environment that encourages employees to work to their best potential.
- Providing opportunities for personal development and increased responsibility.
- Ensuring the financial stability and success of the Company to provide ongoing job security.
- Fixed remuneration will be reviewed as part of the annual remuneration review cycle. Reviews may consider, as applicable, the economy, sector conditions, Company performance, individual performance, role size and scope, skills, experience, capability, internal relativities, affordability and relevant market data. Any adjustment is not automatic or guaranteed.

MOVe will ensure that its pay structures are designed to support fair, unbiased and non-discriminatory remuneration practices. MOVe will regularly review its remuneration practices to identify and address any potential disparities, promote equal opportunity, and support equitable and internally consistent pay outcomes for employees.

CEO and Leadership Team

All have fixed remuneration which reflects their current role and responsibilities and may have the potential to earn a discretionary short-term incentive (STI) or a long-term incentive (LTI) as approved from time to time by the Board at its discretion.

Both STI and LTI are variable elements of remuneration. They are not guaranteed and will only be earned where performance and other applicable conditions are met, and then only to the extent determined by the Board at its discretion.

CEO

The CEO is remunerated in a manner consistent with that of other industry benchmarked CEO positions, as set out in this policy, other than in relation to the quantum and weighting between fixed and "at risk" remuneration.

The CEO's remuneration will include the following components:

- Fixed salary;
- Company motor vehicle or equivalent motor vehicle allowance;
- STI, as determined by the Board at its discretion; and
- LTI, as determined by the Board at its discretion.

Details of the CEO remuneration structure and actual amounts paid are disclosed in MOVe's Annual Report.

Leadership Team Fixed Remuneration

MOVe evaluates roles based on the responsibilities an individual is accountable for in the context of the complexity and scale of the relevant business(es). MOVe positions individuals' fixed remuneration taking into account their skills, knowledge, experience and performance.

Fixed remuneration may be structured to include a motor vehicle or motor vehicle allowance, or other benefits, calculated on a total cost to the Company basis.

Incentives

MOVe may offer incentive schemes for the Leadership Team (including the CEO). Any STI may be paid based on achievement of performance objectives and key performance indicators (KPIs) over a specified period within a financial year. MOVe may also introduce an LTI from

time to time. Any incentive scheme, and any payment under it, remains at the full discretion of the Board and subject to the relevant plan rules.

The Board may adjust, withhold or determine not to award any incentive where this is considered appropriate, including in circumstances involving serious misconduct, a material risk or compliance failure, or other matters relevant to sound governance.

Incentive eligibility, measures and outcomes (including any minimum performance gateway, deferral or malus arrangements) will be set out in the relevant plan rules, as applicable.

- STI measures may include a mix of Company, business unit/team and individual outcomes, and may incorporate financial and non-financial KPIs (including safety, customer and operational measures), as determined from time to time.
- Unless otherwise determined by the Board, participants must remain employed at the relevant assessment and/or payment date to be eligible for payment.
- Participation in any incentive scheme does not create an expectation of future participation or payment.

Application

MOVe will apply this policy and the MOVe Remuneration Guidelines in a manner consistent with applicable employment, privacy, health and safety, and other relevant laws and regulations in the jurisdictions in which the Company operates. Remuneration information will be handled in accordance with MOVe's confidentiality and privacy obligations.

This policy will be reviewed by the Governance and Remuneration Committee (GRC) at least once every two years, or earlier if required.

Document Control

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