

People and Culture Committee – Committee Charter

28 August 2023



1 Objectives of the committee and membership of the committee

The Board has established the committee to assist and advise the Board on matters relating to people, culture and remuneration of the CEO for the Adbri Limited group (the Group).

The committee shall:

- consist of a minimum of 3 members, all of whom are non-executive directors and the majority of whom are independent directors; and
- be chaired by an independent director.

The Board may appoint additional non-executive directors to the committee or remove and replace members of the committee by resolution. Members may withdraw from membership by written notification to the Board.

Members of management may also attend meetings of the committee at the invitation of the Committee Chair, but must not be appointed members of the committee.

2 Administrative matters

Any member may, and the Company Secretary must on request from a member, convene a meeting of the committee. Notice must be given to every committee member of every committee meeting but there is no minimum notice period and acknowledgment of receipt by all members is not required before the meeting may be validly held.

The committee will meet as often as the committee members deem necessary in order to fulfil their role. However, it is intended that the committee will meet at least 3 times each year. A quorum is at least 2 members.

The committee may obtain information from and consult with members of management (including the CEO¹, Chief Financial Officer or the Chief People Officer) as it considers appropriate. Where members of management including the CEO are invited to attend meetings of the committee, the individual may not participate in deliberations of the committee where the matter could affect his or her position or where he or she has a personal interest, but nevertheless the individual can answer any questions from the committee.

The committee may, upon notifying the Board or the Chair of the Board, seek the advice of the Company's solicitors as to any matter pertaining to the powers, duties or responsibilities of the committee and may, with the prior approval of the Board or the Chair of the Board, engage any other independent advisers in relation to these matters, as the committee may require.

The Company Secretary will attend all committee meetings as minute secretary. All minutes of the committee will be entered into a minute book maintained for that purpose and will be open at all times for inspection by any director.

¹ A reference to the CEO in this Charter includes a reference to the Managing Director, where one has been appointed.

3 Reporting

The committee is responsible for satisfying itself that an appropriate framework exists for relevant information to be reported by management to the committee, including but not limited to information relevant to financial and non-financial risks that are relevant to the committee's responsibilities.

All Board committees report matters to the Board or to other committees where the matter is relevant to their responsibilities.

The Committee Chair will provide a brief oral report to the Board as to any material matters arising out of the immediately preceding committee meeting. All directors will be permitted, within a Board meeting, to request information of the Committee Chair or members of the committee.

4 Responsibilities and functions

The role of the committee is to assist and advise the Board on matters relating to people, culture and remuneration of the CEO for the Adbri Limited group (the Group).

The following form part of the committee's responsibilities:

General oversight of people, culture and, remuneration

- monitoring, reviewing and making recommendations to the Board in relation to people and culture and remuneration strategies and initiatives; and
- reviewing people and culture and remuneration policies and practices for the Group as brought forward by the CEO and where appropriate, recommend for adoption by the Board;

Remuneration

- Reviewing the Group's remuneration framework to ensure that is aligned to the Group's values, strategic objective and risk appetite and where appropriate, relevant ESG principles.
- Reviewing and making recommendation to the Board on:
 - the total level of remuneration of non-executive directors and for individual fees for non-executive directors and the Chair, including any additional fees payable for membership of Board committees; and
 - the total remuneration package for the CEO, including incentives for the CEO;
- reviewing and approving recommendations from the CEO on total levels of remuneration for senior executives reporting to the CEO, including their participation in incentive schemes;
- reviewing the performance targets for senior executives reporting to the CEO, assessing the extent to which these performance conditions have been satisfied, and making awards under the relevant incentive scheme;

- reviewing the Group's remuneration-related obligations, including on matters such as superannuation.
- Reviewing employment benefits and entitlements and overseeing the implementation of and regularly reviewing the Group's incentive arrangements.
- reviewing the Company's annual remuneration report;

People and Culture

- assisting the Board with setting the Group's values, Code of Conduct, and ethical standards and instilling the desired culture;
- monitoring employee engagement, including reviewing any employee survey results and overseeing actions to address key findings;
- overseeing the Group's policies and practices in relation to the attraction, motivation and retention of employees; and
- reviewing the Group's approach to leadership and talent development;

Diversity

- overseeing the Group's Diversity and Inclusion Policy and management's initiatives to promote a diverse and inclusive workplace culture;
- annually reviewing and making recommendations to the Board in relation to the measurable objectives for achieving diversity set by the Board and the progress made towards achieving them; and
- reviewing and making recommendations to the Board in relation to any pay parity issues identified by management in the annual remuneration review process.

CEO and senior executive appointment and succession

- reviewing management succession planning for Adbri in general, but specifically in regard to the CEO and senior executives reporting to the CEO; and
- reviewing the appointments and terminations to senior executive positions reporting to the CEO.

5 Review

The Board will, at least once in each year review the membership and charter of the committee to determine its adequacy for current circumstances and the committee may make recommendations to the Board in relation to the committee's membership responsibilities, functions or otherwise.



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