



LINK GROUP
HUMAN RESOURCES AND REMUNERATION COMMITTEE CHARTER

1. Objectives

The Human Resources and Remuneration Committee (**Committee**) has been established by the board of directors (**Board**) of Link Administration Holdings Limited (**Link Group** or the **Company**) pursuant to article 17.12 of the Company's Constitution.

The purpose of the Committee is to assist the Board with the:

- oversight of a human resources strategy and supporting policies and practices for the Company's employees and directors, and monitoring the implementation and effectiveness of the strategy, policies and practices; and
- oversight of remuneration policies and practices for the Company's employees and directors, and monitoring the implementation and effectiveness of the policies and practices.

2. Authority

The Committee has authority to:

- conduct or authorise investigations into any matters within its purpose;
- refer matters to other Committees of the Board or the Board for review;
- seek external advice or assistance, at the expense of the Company, including the appointment of remuneration consultants and independent external remuneration advice; and
- seek information and communicate directly with Management and advisers, internal auditor (if appointed) and external auditor at any time.

The Committee will make recommendations to the Board on all matters requiring a decision from the Board. The Committee does not have the power or authority to make a decision in the Board's name or on its behalf.

3. Membership

Members of the Committee shall comprise non-executive directors appointed by the Board.

The number of members of the Committee shall be a minimum of three non-executive directors, a majority of whom shall be independent directors. The Chair of the Board will be an ex-officio member of the Committee. The Board will nominate the Chair of the Committee from time to time. The Committee Chair will be an independent non-executive director who is not Chair of the Board. One Committee member will be a member of the Board Risk Committee.

There is no prescribed term for membership of the Committee.

4. Committee Meetings

Frequency

The Committee will meet as often as the Committee members deem necessary to discharge its role effectively, but not less than twice annually.

The Chair of the Committee shall convene a meeting of the Committee if requested to do so by any Committee member or the Board.

Quorum

A quorum of the Committee will comprise two members.

Attendance

All members of the Board have a standing invitation to attend meetings of the Committee.

If the Committee Chair is absent from a meeting and no acting chair has been appointed, the Committee members present may choose one of them to act as chair for that meeting.

Reasonable notice of meetings and the business to be conducted shall be given to the members of the Committee and any other person invited by the Committee to attend.

Meetings of the Committee may be held or participated in using technology and decisions may be made by circular or written resolution.

Members of Management and/or external advisors may attend all or part of a meeting of the Committee at the invitation of the Committee Chair.

Voting

Each member of the Committee will have one vote. The Committee Chair will not have a casting vote. If there is a tied vote, the motion will be referred to the Board for resolution.

Role of Committee Chair

Following each meeting, the Committee Chair will report to the Board, at the next Board meeting, on any matter that should be brought to the Board's attention and on any recommendation of the Committee that requires Board approval or action, and provide the Board with sufficient information upon which to make a decision in that regard.

Outside scheduled meetings, the Committee Chair will meet as needed with key stakeholders (including the Managing Director, the Chief Human Resources and Brand Officer, the Chief Risk Officer, other members of the Executive Leadership Team and senior management) in order to review matters relating to Committee functions as appropriate.

Papers and Minutes

The Company Secretary shall co-ordinate the timely completion and dispatch of the Committee agenda, minutes and materials for each meeting. The minutes of each Committee meeting will, following preliminary approval by the Committee Chair, be circulated to the Committee Members and other Directors.

5. Responsibilities

The responsibilities of the Committee are to:

Human Resources Strategy

- Review and make recommendations to the Board regarding the Company's human resources strategy, including in respect to the alignment of that strategy to:
 - the Company's strategic and operational imperatives;
 - the Company's purpose and values; and
 - the Company's organisational structure.

Human Resources Policies and Practices

- Review and make recommendations to the Board regarding the Company's human resources policies and practices, including in respect of:
 - the effectiveness of policies and practices to support the human resources strategy;
 - the promotion of an inclusive and collaborative workplace;
 - employee engagement;
 - management's implementation of the Company's purpose and values;
 - the reputation and standards of conduct of the Company, including compliance with the Company's Code of Conduct and Ethics;
 - the recruitment, development and retention of employees and directors;
 - talent identification, management and development of selected employees;
 - the succession planning for the Managing Director and the Senior Executive team;
 - the management of performance of employees and directors;
 - compliance of policies and practices with laws and good governance;
- Review and make recommendations to the Board regarding the status of diversity within the Company, and the effectiveness of the measurable objectives for achieving gender diversity; and
- Monitor and review, in conjunction with the Risk and Audit Committees as appropriate, conduct risks and controls.

Remuneration Policies and Practices

- Review and make recommendations to the Board regarding the Company's remuneration policies and practices, including in respect of:
 - the alignment of remuneration policies and practices with the human resources strategy of the Company;
 - alignment of the Company's remuneration policies with the Company's purpose, values, strategic objectives and risk appetite;
 - the attraction and retention of capable and committed employees and directors;

- the continuing development of a 'pay for performance' approach that appropriately reflects the Company's values;
 - the alignment of senior executive remuneration to sustainable shareholder returns, and the Company's strategic and operational imperatives;
 - the key performance indicators to monitor the performance of the Managing Director and the Senior Executive team; and
 - the minimum shareholding requirements for Non-Executive Directors, the Managing Director, the Senior Executive team and the Senior Leadership team and recommending to the Board any required changes to a Minimum Shareholding Policy.
- Liaise with the Risk Committee regarding a risk-related perspective on remuneration policies and frameworks for remuneration and awarding of incentives.
 - Review and make recommendations to the Board regarding the Company's provision of superannuation to employees.
 - Review and make recommendations to the Board regarding general salary reviews for employees.
 - Review and make recommendations to the Board regarding remuneration and terms of appointment for the Managing Director and direct reports to the Managing Director, and the associated legal and regulatory requirements.
 - Review and make recommendations to the Board regarding remuneration for the Company's non-executive directors, and the adequacy of the pool approved by shareholders for non-executive director remuneration.
 - Review and make recommendations to the Board regarding appointment, appointment terms and remuneration for non-executive directors of Link Group subsidiary boards and board committees, in line with the Board agreed principles for appointing directors to Link Group subsidiary boards and committees of subsidiary boards.
 - Review and make recommendations to the Board regarding the structure and operation of incentive plans within the Company, including the level of participation in those plans, reward vehicles and performance hurdles.

Remuneration Disclosure

- Review and make recommendations to the Board regarding preparation of the Company's Remuneration Report, including compliance of that Report with the Corporations Act 2001 (Cth), and accounting standards.
- Review and make recommendations to the Board to engage and consult with stakeholders (including proxy advisors) on remuneration strategies, structure and policies.
- Participate in the planning of the Company's Annual General Meeting to ensure effective communication and discussion of the Remuneration Report, in preparation for Remuneration Report advisory resolution.

Workplace Health and Safety

- Review and make recommendations to the Board regarding the Company's policies and programs to protect the health and safety of employees; and

- Monitor and review the Company's performance against agreed workplace health and safety measures.

6. Review of Committee and Committee Charter

The Committee will review annually its activities and the manner in which it has carried out its responsibilities, and report to the Board on the outcome of the review. The review by the Committee may form part of an overall Board/Committee assessment conducted by the Board Nominations Committee as may be appropriate from time to time.

The Committee will review annually the terms of the Charter. The Committee may recommend to the Board any changes to this Charter. Any amendments to this Charter must be approved by the Board.

History:

Adopted: September 2015

Amended: December 2017

Amended: July 2019

Amended: August 2019

Amended: October 2019 (minor consequential updates September 2020)

Amended: May 2021