

Board Charter

October 2021

Pendal Group Limited
ABN 28 126 385 822

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Board Charter

1. Purpose

- 1.1. The Board of Directors (**Board**) of Pental Group Limited (**the Company**) is governed by the Company's Constitution.
- 1.2. The Board is responsible for the overall governance of the Company and is accountable to shareholders for the performance of the Company. Directors are expected to demonstrate leadership and adhere to high standards of ethical conduct.
- 1.3. The primary function of the Board is to:
 - (a) chart the direction, strategies and financial objectives of the Company and monitor the implementation of those strategies and financial objectives;
 - (b) monitor the culture of the Company and compliance with regulatory requirements, ethical standards and external commitments and the implementation of related policies;
 - (c) appoint and review the performance of the Group Chief Executive Officer & Managing Director (**Group CEO**).
- 1.4. This Charter sets out the functions and responsibilities of the Board of Directors of the Company. It should be read in conjunction with the Charters of the Board Audit & Risk Committee and the Board Remuneration & Nominations Committee.

2. Membership and composition

- 2.1. Subject to the limits imposed by the Company's Constitution, the Board shall determine the number and composition of the Board.
- 2.2. The Board shall be comprised of a majority of non-executive directors.
- 2.3. The Board shall determine the number of independent directors on the Board.

3. Chairman

- 3.1. The Board shall appoint its Chairman who shall be an independent non-executive director.
- 3.2. Where the Chairman is not present at a Board meeting, the Directors present shall elect a Director to act as the Chairman for that meeting.
- 3.3. The roles of Chairman and Group CEO shall not be exercised by the same individual.

4. Meetings of the Board

- 4.1. The Board shall determine the frequency, duration and agendas of its meetings and the meetings of any of its Committees.
- 4.2. The Board shall meet at least six times a year.
- 4.3. Any Director or the Company Secretary may convene a meeting of the Board at any time, provided that reasonable notice is given to all Directors.
- 4.4. A quorum shall be two directors.
- 4.5. A Board meeting may be held using any technology agreed to by all Directors present.

- 4.6. Decisions will be made by majority vote. If the votes are deadlocked, the Chairman has a casting vote.
- 4.7. The Board may request any officer or employee of the Company, external legal counsel, the external auditor or any person or group with relevant experience or expertise to attend meetings of the Board.
- 4.8. A resolution in writing signed by all Directors entitled to vote on the resolution is a valid resolution of the Board. A written resolution may be valid if signed by less than all Directors entitled to vote, provided that the written resolution has been passed in accordance with a protocol approved by the Board.
- 4.9. The Board will regularly meet without executive management (other than the Group CEO).
- 4.10. The Board will regularly meet without the Group CEO or other management representatives present.

5. Board Committees

- 5.1. The Board may from time to time establish committees it considers necessary or appropriate to assist it in carrying out its responsibilities, including any ad hoc Board Committees.
- 5.2. The Board shall determine the membership and composition of each Board Committee.
- 5.3. The Board shall determine the terms of reference of each Board Committee.
- 5.4. The Board shall receive regular reports from each Board Committee.
- 5.5. The Board currently has two standing Board Committees:
 - (a) Audit & Risk Committee.
 - (b) Remuneration & Nominations Committee.
- 5.6. The Board shall approve any amendments to the Charters (or terms of reference) of each Board Committee.
- 5.7. The Board may exercise any power, duty or responsibility set out in the Charters of its Board Committees.

6. Conflicts of Interest

- 6.1. Directors must comply with their legal, statutory and equitable duties and obligations as Directors, when discharging their responsibilities as Directors of the Company. The duties of a director include:
 - (a) acting in good faith and in the best interests of the Company as a whole;
 - (b) acting with care and diligence and for proper purpose;
 - (c) refraining from making improper use of information gained through the position of Director and from taking improper advantage of the position of Director; and
 - (d) avoiding conflicts of interest wherever possible and where conflicts arise complying with statutory and equitable duties regarding disclosure and voting.
- 6.2. Directors must disclose to the Board (through the Company Secretary or the Chairman) any actual or potential conflicts of interest which may exist or be thought to exist as soon as the Director becomes aware of the issue and shall take any necessary and reasonable measures to resolve or manage the conflict.

- 6.3. A standing agenda item at each meeting of the Board will be the disclosure, recording, and resolution or management of conflicts of interest, or potential conflicts of interest, by Directors.

7. Independent Advice

- 7.1. A Director may, subject to the requirements referred to in this clause 7, obtain independent legal, accounting or other professional advice at the Company's expense.
- 7.2. Prior to obtaining independent professional advice in accordance with this clause, the Director shall obtain the prior approval of the Chairman, which shall not be unreasonably withheld.
- 7.3. Prior to seeking the approval of the Chairman to obtain independent professional advice, the Director shall provide the Chairman with an estimate of the cost of obtaining the advice.
- 7.4. A Director may obtain independent legal advice on receipt of a protected disclosure under Part 9.4AAA of the Corporations Act 2001 (Cth) without seeking prior approval of the Chairman in accordance with clause 7.2 or providing an estimate of costs in accordance with clause 7.3. In these circumstances and to the extent permitted by law, the Chairman should be informed about the advice.
- 7.5. Subject to any legal or confidentiality requirements, any independent professional advice obtained by a Director at the Company's expense must be made available to all Directors of the Company, including the Group CEO.

8. Company Secretary

- 8.1. The Board will appoint at least one Company Secretary. Appointment and removal of a Company Secretary will be subject to Board approval.
- 8.2. All Directors shall have direct access to the Company Secretary.

9. Responsibilities

- 9.1. The Board has the following functions and responsibilities:

Group CEO

- (a) Appoint and remove the Group CEO.
- (b) Together with the Remuneration & Nominations Committee, evaluate the performance of the Group CEO.

Group CEO Direct Reports

- (c) Approve the appointment and replacement of the direct reports of the Group CEO.

Purpose and values

- (d) Define the Company's purpose and approve the Company's values and Code of Conduct.

Strategic Planning

- (e) Approve the Company's strategic plan.
- (f) Review performance against the Company's strategic plan.

Financial matters

- (g) Approve the annual plan, or budget.
- (h) Review the Company's performance against the annual plan.
- (i) Determine the Company's dividend policy and the amount, nature and timing of dividends.

Financial Reporting

- (j) Review and approve the half-year and annual financial statements and related information for the Company's half-yearly and annual financial reports.
- (k) Monitor and review processes aimed at ensuring the integrity of financial and other reporting.

External Auditor

- (l) Appoint, re-appoint or remove the External Auditor.

Internal Auditor

- (m) Appoint, re-appoint or remove the internal auditor.

Risk Management

- (n) Approve the Company's risk appetite statement and risk management strategy.
- (o) Monitor the effectiveness of the Company's systems of risk management for both financial and non-financial risk, internal controls and legal and regulatory compliance.

Remuneration

- (p) Oversee the Company's remuneration arrangements and policies and satisfy itself that the Company's remuneration policies are aligned with the Company's purpose, values, strategic objectives and risk appetite.

Group Structure

- (q) Approve and monitor the progress of major capital expenditure, capital management, acquisitions and divestments.
- (r) Approve the composition and powers of subsidiary boards.
- (s) Approve the restructure, winding up or sale of business entities, divisions and subsidiaries.

Policies

- (t) Approve significant Company policies and monitor their effectiveness.

Sustainability

- (u) Set standards and monitor compliance with the Company's sustainability policies and practices.
- (v) Approve the annual Sustainability Report.

Other matters

- (w) Approve any other matter that is required by the Company's Constitution, the Corporations Act 2001 (Cth) or any other law or regulation, to be approved by the Board.

10. Authority and reporting

- 10.1. The Board shall determine and document the matters specifically reserved for Board decision-making and the scope of authority (and any limits on that authority) delegated to the Group CEO.
- 10.2. The Group CEO and management (as delegates of the Group CEO) are accountable to the Board for the authority delegated to the Group CEO and for complying with any limits on that authority including complying with the law and Company policy.
- 10.3. Management is responsible for reporting relevant information to the Board. The Board is responsible for satisfying itself that reporting to the Board is appropriate. Where required the Board will provide feedback to and challenge management.

11. Board performance

- 11.1. The Board will review the performance and overall effectiveness of the Board as a whole, its Committees and individual Directors, on a periodic basis.

12. Director independence

- 12.1. The Board will review the independence of each Director annually and whenever the Board becomes aware of a change in circumstances which may affect a Director's status as an Independent Director.

13. Board Tenure

- 13.1. Non-Executive Directors will retire once they have served a maximum of three 3 year terms after first being elected by shareholders unless invited by the Board to extend their tenure due to special circumstances.
- 13.2. The Chairman will retire once he, or she, has served a maximum of four 3 year terms, after first being elected by shareholders (including any term as a Director prior to being elected as Chairman), unless invited by the Board to extend his, or her, tenure due to special circumstances.

14. Review of Charter

- 14.1. This Charter shall be reviewed every 2 years or as required.

Approved by the Board 7 October 2021

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