

People and Culture Committee Charter

Introduction

The People and Culture Committee (Committee) is established as a committee of the Board of Ampol Limited (Ampol or Company) on the terms set out in this charter and in accordance with the Board's charter and the Company's Constitution.

Role of the Committee

The Committee assists the Board to fulfil its corporate governance and oversight responsibilities in relation to the Ampol Group's Code of Conduct, remuneration framework, succession planning and remuneration and diversity and inclusion disclosures made in the annual report including setting the measurable objectives for achieving diversity and inclusion and reviewing, on an annual basis, progress made towards achieving those objectives.

The Committee undertakes functions delegated by the Board, including approving Ampol's annual remuneration program and aspects of its incentive plans.

The Committee seeks to put in place or recommend to the Board appropriate remuneration arrangements and practices that are clear and understandable, that attract and retain talent and appropriate capability and support superior performance and long term growth in shareholder value.

Responsibilities of the Committee

Advisory role

The Committee undertakes the following functions and, as appropriate, advises or makes recommendations to the Board:

Non-executive Directors

Review the remuneration framework for Non-executive Directors (including the amount and structure of Board and Committee remuneration)

Review the total remuneration pool available to Non-executive Directors (as approved by shareholders)

Ampol Leadership Team

Review, together with the CEO, the remuneration including retention and termination payments to members of the Ampol Leadership Team (ALT).

Remuneration - generally

- Review Ampol's remuneration system, including superannuation, and performance assessment processes,
- Review Ampol's remuneration by gender
- Review, if applicable, proposed adjustments to approved targets or the size of the funding pool for incentive payments with a particular focus on the alignment of remuneration with performance, risk, and conduct outcomes
- Review termination payments for those individuals below ALT level which would require shareholder approval under relevant statutory and regulatory requirements

- Consider significant governance, regulatory and industry issues with the potential to affect remuneration matters at Ampol
- Review the Remuneration Report and any further remuneration disclosures to be included in the annual report prior to recommendation by the Audit Committee to the Board

Succession planning

- Review, with the CEO, succession planning for ALT positions

Diversity and Inclusion

- Review Ampol's diversity and inclusion policy and its effectiveness
- Review annually Ampol's diversity and inclusion strategy, the measurable objectives for achieving diversity and inclusion set in accordance with Ampol's diversity and inclusion policy, and the progress towards achieving the objectives prior to consideration by the Board for any disclosure to the external market
- Review annually the respective proportions of women and men on the Board, in senior executive positions, and across the whole organisation

Industrial Relations

- Consider any strategic industrial relations matters affecting Ampol

Code of Conduct

- Review Ampol's Code of Conduct (incorporating the Ampol Values) and a bi-annual report in relation to compliance with the Code

Delegated Authority

The Board has delegated authority to the Committee to undertake the following functions:

Annual Ampol employee salary program

- Approve the annual Ampol employee salary program

Incentive plans

- Approve matters relating to the operation of Ampol's primary short term incentive plans (including the general structure of the plan, eligibility parameters, participants and targets). For Operational Excellence (Safety) and Sustainability metrics and targets, the Committee will consult with the Safety and Sustainability Committee
- Approve matters relating to the operation of Ampol's long term incentive plans (including the rules of each plan, relevant administrative provisions, eligibility parameters, participants and targets)
- Exercise the functions specifically reserved to the Board under the incentive plans except the discretionary powers to re-set approved targets or the size of a funding pool for incentive payments

Share plans

- Act as the Plan Committee under the Ampol Limited Employee Share Plan (ALESP) and any Non-executive Director share plan (NED Share Plan).
- Approve non-procedural matters relating to the operation of the ALESP and any NED Share Plan in accordance with the rules of each plan

Service agreement for ALT

- Approve the standard service agreement for ALT positions and any material amendments

Remuneration policies

- Approve any material remuneration arrangements for employees (or groups of employees) below ALT level where the total value in cash and/or equity exceeds the delegated authority assigned to the MD&CEO. This includes policies relating to retention plans, cash-settled incentive plan awards and the treatment of unvested equity awards on termination of employment. All matters relating to ALT remuneration remain subject to Board approval, following Committee review.

Culture, Engagement and Talent

- Review and monitor the effectiveness of management programs to support business objectives, including in relation to Ampol's culture, engagement, and talent

Membership & Attendance

The Committee should comprise a minimum of three (3) Non-executive Directors appointed by the Board, a majority of whom must be independent. The Committee Chair must be an independent director.

The CEO, Executive General Manager – People & Culture and other members of the senior management team as requested by the Committee Chair, should attend all Committee meetings. The Committee Chair may invite external parties (as appropriate) to attend all or part of a meeting. Members of management must not be present during discussions or decisions in relation to their own remuneration.

Meetings

Quorum

The quorum for a Committee meeting is **two** (2) Committee members.

Number of meetings

The Committee will meet as required but should meet at least **three** (3) times a year.

Committee Secretary

The Company Secretary will serve as the Committee Secretary. If this person is unable to attend a Committee meeting, an appropriate member of the Ampol Secretariat will attend the meeting in the capacity of Committee Secretary.

Committee agendas and minutes

The Committee Chair will approve the agenda for each Committee meeting.

The Committee Secretary, in consultation with the Executive General Manager – People & Culture, will develop a program of items of business to be considered by the Committee during the next year.

Copies of minutes of each Committee meeting will be made available to all Directors and the Committee Chair will update the Board on any significant matters that arose out of that meeting.

Access to information & advisers

The Committee is authorised to require management to provide any information the Committee requires to discharge its responsibilities.

The Committee and Committee members have direct access to Ampol's senior management and advisers (both external and internal).

The Committee may obtain external professional advice.

Following approval of an engagement by the Committee, the Committee Chair is authorised to engage directly with remuneration consultants to commission a remuneration recommendation in respect of Key Management Personnel within established protocols to ensure the recommendations received are provided in accordance with applicable regulatory requirements.

Review of Committee Performance

The Committee should review its own performance, paying particular attention to the extent to which its responsibilities in its charter have been met.

Review of Charter

The Committee will review this charter within six months of the second anniversary of its last review and make recommendations of the changes, if considered appropriate, to the Board.

Publication

This charter will be made available on the Ampol website (www.ampol.com.au).

Document change history

Version number	Conducted by	Approved by	Date	Description of changes
1		Board	22/02/2019	
2	Secretariat	Board	14/05/2020	Update references from Caltex to Ampol
3	Secretariat	Board	21/06/2021	Minor amendments
4	Secretariat	Board	16/06/2023	Amendments clarifying responsibilities of the Committee and reflecting name change to People and Culture Committee
5	Secretariat	Board	19/06/2025	Periodic review