

Remuneration, People and Culture Committee Charter

1. Background

The Boards of Transurban Holdings Limited (**THL**), Transurban International Limited (**TIL**) and Transurban Infrastructure Management Limited (**TIML**), as responsible entity of Transurban Holding Trust, (together, **Transurban**) have established a Remuneration, People and Culture Committee (**Committee**).

The Boards of THL, TIML and TIL have common directors and meet concurrently. They are collectively referred to as the “Board” for the purpose of this Charter.

2. Purpose

The purpose of the Committee is to assist the Board in discharging its responsibilities by providing objective review, oversight and recommendations in relation to people, and remuneration related matters, with a focus on:

- alignment of people and remuneration related policies, frameworks and practices with the Group’s purpose, strategy and culture;
- compliance with internal frameworks and legal and regulatory requirements; and
- maintaining relevance in response to changing market conditions and practices.

Specific matters within the scope of Committee responsibility include:

- management policies and programs to develop the capability of Transurban’s workforce;
- Transurban’s remuneration framework including strategies, incentive plans, practices and disclosures generally;
- the performance and remuneration of, and incentives for, the Chief Executive Officer (**CEO**) and Senior Executives; and
- the remuneration of the Chair of the Board and the other non-executive Directors.

The duties and responsibilities of the Committee to fulfill this purpose are described in clause 5.

3. Composition

The Committee will have at least three members. The members will be appointed by the Board.

Each member will be a non-executive director of the Board. A majority of the members will be independent directors.

The Board will appoint the Chair of the Committee from amongst the independent directors.

4. Administrative matters

4.1 Meetings

The Committee will meet as often as the members deem necessary in order to fulfill their role, although it is intended that the Committee meet no less than three times each year.

Additional Committee meetings may be convened as the Chair of the Committee considers necessary, taking into account requests from any member, the CEO or the Company Secretary.

A quorum of the Committee will comprise any two members.

If the Chair of the Committee is unable to attend a Committee meeting, the Chair, or the members present, will appoint another member who is an independent director to act as Chair at that meeting.

Members may attend Committee meetings in person or participate by videoconference or other electronic means.

Committee decisions may be made by circular or written resolution.

4.2 Attendance

Notice of Committee meetings will be provided to non-executive directors of the Board who are not members and such directors may attend Committee meetings.

Notice of Committee meetings will also be provided to the CEO and the Group Executive, People and Culture, who must attend meetings if requested. Other members of management and advisers may be invited to attend meetings, as the Chair of the Committee thinks fit.

If a Committee member or an attendee has a material personal interest in a matter that is being considered at a Committee meeting, that person must not be present for consideration of, or take any part in decision-making on, that matter. However, members may be present at Committee meetings and may participate in the formulation of recommendations to the Board in relation to the remuneration of non-executive directors.

Where necessary, Committee meetings will include a private session without management present.

4.3 Secretary

The Company Secretary (or nominee) will be the Secretary of the Committee (**Secretary**).

4.4 Agenda and documentation

The Secretary will prepare an agenda for each Committee meeting for review by the Chair of the Committee. Any member may require business to be included on the agenda provided the Chair of the Committee and the Secretary have been given prior notice.

The agenda and supporting documentation for each Committee meeting will be circulated within a reasonable time prior to that meeting to members, other directors, the CEO, and the Group Executive, People and Culture, as appropriate.

4.5 Minutes

Minutes of Committee meetings (including private sessions) will be prepared by the Secretary, approved by the Chair of the Committee in draft and circulated to all members.

The minutes of a Committee meeting will be confirmed at the next Committee meeting and then signed by the Chair of the Committee.

4.6 Reporting to the Board

The minutes of each Committee meeting will be provided to all directors of the Board.

The Chair of the Committee will, if requested at the next Board meeting after a Committee meeting, provide a brief oral report as to any material matters arising out of the Committee meeting. All directors may, within the Board meeting, request information of members of the Committee.

4.7 Authority and access

Except where expressly stated in this Charter, the Committee discharges its responsibilities by making recommendations to the Board.

The Committee does not have any executive powers to commit the Board or management to the implementation of its recommendations except where expressly stated in this Charter or as authorised by resolution of the Board.

The Committee may, from time to time, delegate specific authority to the Chair of the Committee to approve remuneration-related or people-related matters in between scheduled Committee meetings.

In addition, where circumstances arise:

- (a) that require the urgent consideration of, or a decision on, a matter in between scheduled Committee meetings; and
- (b) where the decision does not commit Transurban to a current or future monetary obligation of more than \$6 million, the Chair of the Committee has this authority and will seek subsequent ratification of any decision at the next scheduled Committee meeting.

The Committee is not responsible for supervising the performance of management and does not become involved in day-to-day operations, management functions or decision making.

The Committee will have unrestricted access to, and the right to seek explanations and additional information from management.

The Committee may engage external remuneration consultants to provide analysis or information from time to time in accordance with approved Protocols for Obtaining External Remuneration Advice.

The Committee has authority to conduct or direct investigations into any matters within its Charter. The Committee is entitled to obtain external, independent professional advice as considered necessary or desirable by the Committee to assist it in any investigation or to carry out its duties. As appropriate, the Committee will inform the Chair of the Board, the CEO and the Company Secretary of its decision to authorise such an investigation or obtain such external advice.

5. Duties and responsibilities

The duties and responsibilities of the Committee (and their scope) are as follows:

5.1 Management policies and programs to develop the capability of Transurban's workforce

- Review changes to Transurban's Code of Conduct, having regard to Transurban's values and desired culture, and make a recommendation to the Board for approval.
- Review the setting of, and make recommendations to the Board for approval, measurable diversity, equity and inclusion objectives and monitor progress towards achieving those objectives.
- Review changes to Transurban's Diversity and Inclusion Policy and make a recommendation to the Board for approval.
- Review the Group's gender pay equity position including plans and progress towards addressing any gaps.
- Review and monitor talent management practices including the effectiveness of attraction, development, motivation and retention strategies.
- Review periodic reports and metrics in relation to workforce trends, engagement and wellbeing, including relevant action plans.
- Review reports and plans on workplace relations matters, including insights and implications on organisational culture.
- Review Senior Executive succession and development planning.
- Review, in relation to each reporting period, relevant disclosures for inclusion in Transurban's periodic reporting.
- Make any further recommendations necessary, arising from the above reviews, for consideration by the Board.
- Consider any other relevant people and culture matters identified from time to time, or as requested by the Board.

5.2 Remuneration framework and practices generally

- Review and monitor the effectiveness of Transurban's remuneration framework, strategies, policies and practices in achieving its objectives, including recommending any changes to the Board for approval.
- Set remuneration policies and practices (where appropriate) within the remuneration framework approved by the Board.

- Consider the outcome of the annual security holder vote on the adoption of the remuneration report when reviewing Transurban's remuneration policies and practices.

5.2.1 Annual disclosures and approvals

- Review the annual remuneration report so that it is consistent with the information known to the Committee, and appropriately reflects the remuneration decisions of the Committee and the Board and the outcomes of those decisions and recommend the report to the Board for approval.
- Satisfy itself that Transurban's remuneration-related disclosures, including the annual remuneration report, satisfy applicable governance, accounting and legal requirements.
- Consider and review the Committee's composition, authority, responsibilities and discharge of those responsibilities for inclusion in Transurban's annual reporting.

5.2.2 Incentive plans

- Review and make recommendations to the Board regarding the establishment of any new, and the material amendment of the terms of any existing, incentive plans for employees including, but not limited to, equity-based plans.
- Exercise all powers, authorities and discretions relating to Transurban's incentive plans that are delegated to it by the Board and, in certain circumstances, make offers to employees under those plans.

5.3 Remuneration and performance of the CEO and Senior Executives

- Review the remuneration and other key employment arrangements for the CEO and Senior Executives, including quantum and structure (fixed, performance-based, and equity-based), having regard to Transurban's remuneration framework, which is aimed at:
 - motivating executives to pursue Transurban's corporate objectives within an appropriate control framework;
 - demonstrating a clear relationship between senior executive performance and conduct and remuneration; and
 - ensuring due consideration to law, governance principles and market factors.
- Monitor and review the setting of key accountabilities and appropriate financial and non-financial performance measures for the CEO and make a recommendation for Board approval.

- Oversee the setting of key accountabilities and appropriate financial and non-financial performance measures for Senior Executives.
- Monitor the performance of the CEO and assist the Chair of the Board in undertaking an annual evaluation of the CEO's performance against agreed measures, having regard to Transurban's values and risk appetite.
- Review the performance evaluation process for Senior Executives and the CEO's annual evaluation of each Senior Executive's performance against agreed measures, having regard to Transurban's values and risk appetite.
- Make any recommendations necessary arising from the above reviews, for consideration by the Board.

5.4 Remuneration of non-executive directors

- Monitor, review and make recommendations to the Board regarding the remuneration of the Chair of the Board and the other non-executive directors.

6. Review

Once each year, the Committee will undertake an evaluation of its performance and effectiveness and review this Charter to determine its adequacy for current circumstances and make recommendations to the Board. When it is considered appropriate, the Committee will review its membership and make recommendations to the Board.