

# People and Remuneration Committee Charter

## 1. Role

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The role of the People and Remuneration Committee (“the Committee”) is to assist the Board of Worley Limited (“the Company”) on matters relating to:

- the Worley Group’s (“the Group”)<sup>1</sup> people strategy and policies, specifically relating to:
  - Executive development and succession
  - Diversity and inclusion
  - Employee remuneration
  - Culture and values
- the remuneration of the Board, and the performance and remuneration of the executives excluding the Chief Executive Officer (CEO); and
- any other matters delegated to the Committee from time to time.

The Nominations Committee reviews and assesses the performance and remuneration of the CEO.

## 2. Membership of the Committee

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The Committee will comprise at least three non-executive directors, with the majority being independent directors. The Board will appoint the Chair of the Committee, who must be an independent director.

The Board may appoint additional directors to the Committee or remove and replace members of the Committee by resolution.

Non-Committee members, including management, may attend meetings of the Committee at the invitation of the Committee Chair, who will have regard to potential conflicts of interest when making invitations. All non-executive directors have a standing invitation to attend all the Committee meetings but only Committee members are required to attend. The CEO, or any other attendee, 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 in the matter.

The members of the Committee will between them have sufficient knowledge, expertise and understanding of the Company’s industry to be able to discharge the

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<sup>1</sup> “Group” means the group of companies formed by the Company and each of its subsidiaries.

Committee's responsibilities effectively.

### **3. Administrative matters**

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It is intended that the Committee will meet at least four times a year at a time coincident with Board meetings. The Committee will meet as often as Committee members deem necessary in order to fulfil their role.

The Committee or an individual member may seek independent advice, at the Company's expense, where the Committee or the individual member considers such advice necessary or appropriate.

In discharging its oversight role, the Committee is empowered to investigate any matter brought to its attention with full access to all books, records, facilities and personnel of the Company.

The Committee may obtain information from and consult with the CEO or other internal management resources, as it considers appropriate.

A notice of each meeting confirming the date, time, venue, agenda and Committee papers shall be forwarded to each member of the Committee (with a copy to all Board members) at least five working days prior to the date of the meeting. Any member may, and the Group Company Secretary must, convene a meeting of the Committee upon a member's request.

The Group Company Secretary (or delegate) 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, provided that no conflict of interest exists.

A quorum will comprise any two Committee members. In the absence of the Committee Chair or appointed delegate, the members shall elect one of their number as Chair for that meeting.

Meetings and proceedings of the Committee are governed by the provisions of the Company's Constitution regulating meetings and proceedings of the Board.

### **4. Reporting**

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The Committee Chair will provide a report of the actions of the Committee at the next Board meeting. The minutes and agenda of the prior Committee meeting will be accessible to all directors. All directors will be permitted, within the Board meeting, to request information of the Committee Chair or members of the Committee.

The Committee will also consider if any material matters arising out of the Committee meeting should be advised to any other committee and, if so, ensure that this occurs.

The Chair of the Audit and Risk Committee and the Chair of the Health, Safety and

Sustainability Committee may be invited to attend meetings or provide feedback to the Committee where considered appropriate, including with respect to risk-adjusted, climate-adjusted and health, safety and sustainability-adjusted, respectively, remuneration outcomes, the alignment of remuneration with the risk management framework and the skills and competencies required for oversight of sustainability-related risks and opportunities.

## **5. Responsibilities and functions**

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### **5.1 Remuneration policy and framework**

The Committee will be responsible for reviewing and making recommendations to the Board regarding the Group's remuneration policy and framework, including in relation to:

- the remuneration strategy for executives and employees having regard to the general pay environment, including setting remuneration at the level necessary to retain high performing executives and employees;
- general remuneration policies and framework for the Group (including the design of short and long-term incentive plans, bonuses, equity-based remuneration plans and similar matters);
- whether there is any gender or other inappropriate bias in remuneration for directors, senior executives or employees;
- whether the Group's Remuneration policy and framework are aligned to and encourage conduct that supports the Group's purpose, values, desired culture, strategic objectives and risk appetite;
- considering any recommendations from the Health, Safety and Sustainability Committee on health, safety and sustainability considerations with regard to the Group's remuneration policy and framework; and
- monitoring the implementation of the overall Remuneration Policy and Framework and assessing its effectiveness in achieving its objectives.

### **5.2 Remuneration management and review**

The Committee will be responsible for:

- reviewing and making recommendations to the Board on the total level of remuneration of non-executive directors, including individual fees for directors and the Chair and any additional fees payable for membership of Board committees;
- reviewing and making recommendations to the Board on the total level of remuneration for direct reports of the CEO and other senior roles that the Committee may determine from time to time, including variable remuneration and whether there is an appropriate balance between fixed and variable remuneration that is consistent with the objectives of the Group and the role and status of the executives concerned;

- reviewing and approving the recommendations of the CEO on the total levels of remuneration for the role of Chief Audit Executive (as defined in the Internal Audit Charter), including variable remuneration and whether there is an appropriate balance between fixed and variable remuneration that is consistent with the objectives of the Group and the role and status of the executive concerned;
- reviewing equity-based remuneration awards, vesting and forfeiture adjustments that the Committee may determine are applicable from time to time; and
- monitoring equity holdings by non-executive directors and executives to assess compliance with the Company's minimum shareholding guidelines.

### **5.3 Performance management**

The Committee will be responsible for the following, taking into account any recommendations from the Audit and Risk Committee and the Health, Safety and Sustainability Committee:

- reviewing and making recommendations to the Board on the performance, financial, strategic, health, safety and sustainability (HSS), gender diversity and other relevant performance targets for the direct reports of the CEO and other senior roles that the Committee may determine from time to time;
- reviewing and approving the performance, financial, HSS, gender diversity and other relevant performance targets for the Chief Audit Executive;
- reviewing reports received on compliance with the Code of Conduct and related individual consequences; and
- reviewing and making recommendations to the Board in relation to the exercise of Board discretion over variable remuneration outcomes having regard to all relevant matters, including any financial and non-financial risk, conduct or behavioural issues.

### **5.4 People strategy and policy**

The Committee will be responsible for:

- reviewing and recommending to the Board the diversity and inclusion strategy, policy and measurable objectives for achieving diversity and inclusion at the Group. It will assess progress against them and the effectiveness of diversity and inclusion practices and initiatives;
- reviewing talent development and succession planning for direct reports of the CEO and other roles that the Committee may determine from time to time;
- reviewing and making recommendations to the Board in relation to the Group's values;
- reviewing and advising the Board on measures, indicators and actions related to the Group's culture; and
- reviewing other Group People policies that may have strategic, business or reputational implications, as the Committee may determine from time to time.

## **5.5 Statutory reporting**

The Committee will be responsible for:

- reviewing and making recommendations to the Audit and Risk Committee on the Remuneration Report for inclusion in the Annual Report; and
- considering the outcome of the AGM’s advisory vote on the adoption of the Remuneration Report.

## **5.6 Cessation of employment arrangements**

The Committee will be responsible for reviewing and approving leaving entitlements and other arrangements relating to the cessation of employment of direct reports of the CEO, the Chief Audit Executive and other roles that the Committee may determine from time to time.

## **5.7 Retirement**

The Committee will be responsible for reviewing the Group’s obligations on matters such as retirement plans and other employment benefits and entitlements.

## **5.8 Codes and Policies**

The Committee will be responsible for reviewing Group codes and policies related to the Committee’s scope of responsibility and recommending these to the Board for approval.

# **6. Review**

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The Board will annually review the membership and Charter of the Committee to determine its adequacy for current circumstances. Where necessary, the Committee may recommend to the Board amendments to the Charter to alter the responsibilities, functions or membership of the Committee.

*Last reviewed and adopted by the Board: February 2026*