

Board Charter Policy

This Charter sets out the role, responsibilities, structure, and processes of the Board of directors of MPower Group Limited (**Company**).

1. Roles and responsibilities – Board of Directors

- 1.1 The role of the Board is to approve the purpose and strategic direction of the Company, guide and monitor the management of the Company in achieving its strategic plans, review, approve and monitor the Company's risk management systems across its businesses, and to oversee overall good governance practice.
- 1.2 The Board is responsible for:
 - (a) approving the Company's purpose;
 - (b) approving the Company's strategy, business plans and policies;
 - (c) monitoring the Company's strategic direction and activities;
 - (d) monitoring and reviewing the Company's financial and non-financial risks;
 - (e) approving the annual report and financial statements (including the directors' report and remuneration report) and any other published reporting, upon recommendation from the Audit Committee, and in accordance with the Constitution, Corporations Act, ASX Listing Rules and any other applicable regulations;
 - (f) approving and monitoring operating budgets, major capital expenditure, capital management and capital raising initiatives, and acquisitions and divestments;
 - (g) approving the dividend policy of the Company and authorising payment of dividends;
 - (h) overseeing the Company's accounting and corporate reporting systems, reviewing the effectiveness of these systems in ensuring they result in adequate, accurate and timely information being provided to the Board,
 - (i) approving the auditor's remuneration, upon recommendation from the Audit Committee;
 - (j) approving and monitoring the effectiveness of the Company's system of corporate governance, including formation of Board committees and the terms of applicable governing charters;
 - (k) monitoring and guiding the culture, reputation and standards of conduct of the Company;
 - (l) approving the Continuous Disclosure Policy and other Company level policies, monitoring their effectiveness, and addressing any material breaches;
 - (m) approving the Company's remuneration policies for non-executive directors, the Managing Director, and senior executives, and ensuring these policies are aligned with

the Company's purpose, strategic objectives, and risk appetite, upon recommendation from the Remuneration Committee;

- (n) determining the size, composition and structure of the Board;
- (o) appointing and removing the Managing Director, and approving the remuneration of and overseeing the performance review of the Managing Director;
- (p) monitoring the Company's performance in delivering its strategic plans;
- (q) approving and monitoring the systems and policies to ensure integrity of budgets, financial statements and other reporting;
- (r) overseeing the management of the Company's interactions, disclosures and communications with shareholders and the broader community, and reviewing the division of functions and responsibilities between the Board, Managing Director and the Senior Leadership Team.

2. Roles and responsibilities – Managing Director

2.1 The day-to-day management of the Company and its businesses is the responsibility of the Managing Director, supported by the Senior Leadership Team.

2.2 The Board delegates to the Managing Director all powers to manage the day-to-day business of the Company, subject to those powers reserved for the Board in clause 1 and any specific delegations of authority approved by the Board.

2.3 The key responsibilities of the Managing Director are to:

- (a) manage and administer the day-to-day operations of the Company and its businesses in accordance with the purpose, strategy, business plans and policies approved by the Board;
- (b) develop strategies for the Company, its businesses and management, and make recommendations to the Board on such strategies;
- (c) develop the Company's annual budget;
- (d) ensure compliance with the Company's continuous disclosure obligations, in accordance with the role and responsibilities delegated under the Continuous Disclosure Policy;
- (e) assign responsibilities clearly to the Senior Leadership Team;
- (f) recommend to the Board significant operational changes, and major capital expenditure, acquisitions or divestments, which are beyond delegated thresholds;
- (g) report regularly to the Board with accurate, timely and clear information, such that the Board is fully informed to discharge its responsibilities effectively;
- (h) implement the policies, processes and codes approved by the Board;

- (i) exercise such additional powers as are delegated to the Managing Director by the Board from time to time; and
- (j) instill and reinforce the Company's purpose to support a culture that promotes ethical and responsible behaviour.

3. Composition, size and structure of the Board

3.1 **Composition** the Board is responsible for determining an appropriate mix of skills, knowledge, experience, expertise and diversity on the Board, necessary to review and approve the strategic direction of the Company, and to guide and monitor the management of the Company.

3.2 **Size** the number of directors on the Board shall be determined in accordance with the Constitution and the requirements of the Corporations Act.

3.3 **Structure** the Board shall aim to consist of a majority of non-executive directors who satisfy the criteria for independence in clause 9 and consistent with the Diversity Policy.

3.4 **Qualifications** the Board is responsible for periodically reviewing Board composition, skills and experience.

3.5 Tenure

The Board will review periodically its composition and the duration of terms served by directors with the aim of maintaining an appropriate mix of skills, experience, expertise and diversity on the Board over time.

3.5 Shareholding Qualification

- (a) It is Board policy that each director is encouraged to hold ordinary shares in the Company up to an amount that does not conflict with the criteria for independence in clause 9.
- (b) For the purposes of the policy outlined above, shares may be held by each director either in his or her own name, or indirectly in the name of either an entity controlled by the director or a closely related party of the director.

4. Appointment and responsibilities of the Chairman

- 4.1 The Board shall appoint a Chairman in accordance with the Constitution.
- 4.2 The responsibilities of the Chairman include:
- (a) promote constructive and effective relations between the Board and management and between directors;
 - (b) facilitate the effective contribution of all directors;
 - (c) lead the Board;
 - (d) ensure the efficient organisation and conduct of the Board's function;
 - (e) brief all directors in relation to issues arising at Board meetings;
 - (f) chair general meetings of the Company; and
 - (g) exercise such specific and express powers as are delegated to the Chairman by the Board from time to time.

5. Appointment and role of the Company Secretary

- 5.1 The Board must appoint at least one secretary in accordance with the Constitution.
- 5.2 Appointment and removal of the Company Secretary is subject to Board approval.
- 5.3 The Company Secretary is accountable to the Board, through the Chairman, on all matters to do with the proper functioning of the Board.
- 5.4 Each director has a right of access to the Company Secretary at all times.
- 5.5 The role of the Company Secretary includes:
- (a) advising the Board and Board committees on governance matters;
 - (b) monitoring that Board and committee policy and procedures are followed;
 - (c) coordinating the timely completion and dispatch of Board and committee papers;
 - (d) ensure all directors receive copies of all material market announcements; and
 - (e) ensuring that the business at Board and committee meetings is accurately captured in the minutes.

6. Committees of the Board

- 6.1 The Board may from time to time establish and delegate any powers to a committee of the Board in accordance with the Constitution.
- 6.2 The Board is responsible for approving and reviewing the charter terms and membership of each committee established by the Board. The performance of each committee is to be reviewed by the Board, which will also consider whether any amendments to the relevant charter are necessary.
- 6.3 The Board has established the following committees:
 - (a) Audit Committee; and
 - (b) Remuneration Committee.
- 6.4 All non-executive directors shall be entitled to attend meetings of Board committees where there is no conflict of interest.

7. Board meetings

- 7.1 The Board shall meet at least six times per year, and otherwise as often as the directors determine necessary to enable the directors and the Board to fulfil their duties and responsibilities to the Company.
- 7.2 A director may call a meeting of the directors, and the Company Secretary must, if requested by a director, call a Board meeting.
- 7.3 The Company Secretary is responsible for distributing Board meeting papers to directors prior to meetings.
- 7.4 A quorum for a Board meeting shall be determined in accordance with the Constitution.
- 7.5 The Chairman is responsible for the conduct of all Board meetings, including briefing all directors in relation to the issues arising at Board meetings. The Chairman has a casting vote, subject to the terms of the Constitution.
- 7.6 Draft minutes of each Board meeting shall be prepared by the Company Secretary following the meeting for review by the Chairman.

8. Ethical Standards and Legal Duties

- 8.1 **Code of Conduct** Each director shall abide by the terms of the Company's Code of Conduct and is expected to uphold the ethical standards and corporate behaviour described in the Code.
- 8.2 **Duties** The Board will operate in accordance with its agreed corporate governance guidelines, the Constitution, the Corporations Act and all other applicable laws and regulations.
- 8.3 **Conflicts of interest** Each director has a fiduciary and statutory duty not to place themselves in a position which gives rise to, or is perceived to give rise to, a real or substantial possibility of conflict, whether it be a conflict of interest or conflict of duties. Each director is required:
- (a) to ensure that the Board is notified (whether by formal standing notice or notification to the Company Secretary or Board immediately on becoming aware) of any such conflicts of interest; and
 - (b) if any matter is or likely to be brought before the Board which could give rise to such a conflict of interest, then the director:
 - shall disclose this to the Board;
 - shall continue to receive Board papers or other information which relates to the matter which is the subject of the conflict of interest, unless the director requests, or the Chairman determines, that he or she shall not receive any or all of those documents;
 - shall withdraw from any part of a Board or Board Committee meeting for the duration of any discussion; and
 - not vote on the matter,unless a majority of directors who do not have an interest in the matter resolve that the disclosed interest should not disqualify the director.
- 8.4 **Dealing in shares** Directors must ensure any dealings in shares are in strict compliance with the Company's Securities Trading Policy.

9. Independence of Directors

- 9.1 If a director is or becomes aware of any information, facts or circumstances which will or may affect that director's independence, the director must immediately disclose all

relevant details in writing to the Company Secretary and the Chairman.

- 9.2 The Board will regularly assess the independence of each director in light of disclosures made in accordance with clause 9.1.
- 9.3 An independent director is a non-executive director who is not a member of management and who is free of any interest, position, association, business or other relationship that might influence or be perceived to influence, in a material respect, the independent exercise of their judgement.
- 9.4 In considering whether a director is independent and the criteria against which the Board determines the materiality of a relationship, the Board is to have regard to:
- (a) the interests, positions and relationships affecting the independent status of a director as described in the ASX Corporate Governance Principles and Recommendations;
 - (b) the materiality guidelines applied in accordance with Australian accounting standards; and
 - (c) developments in international corporate governance standards.

The Board considers a relationship to materially influence, or be perceived to materially influence, a director's independent judgement, where it is of substance and consequence and there is a real and sensible possibility that it would affect the director's judgement.

10. External Directorships

Non-executive Directors

- 10.1 A non-executive director should continually evaluate the number of boards of companies (and any committees of those boards) on which the non-executive director serves, to ensure that each company can be given the time and attention to detail required to properly exercise the director's powers and discharge the director's duties to that company.
- 10.2 A non-executive director shall notify the Chairman prior to accepting an invitation to become a director of any company with substantive operations (other than MPower Group Limited or any related body corporate). Prior to accepting such an invitation, the director must have regard to:

- (a) the views and recommendations of the Chairman with respect to the director acting simultaneously as a director of the Company and as a director of an external entity (whether in competition with the Company or not);
- (b) any current policies of the Board on multiple directorships; and
- (c) best practice standards on multiple directorships.

Executive Directors

10.3 An executive director shall not accept an invitation to become a director of any company (other than MPower Group Limited or any related body corporate) that would create a direct conflict with the Company or restrict the executive directors' obligations to the company without the prior approval of the Board.

11. Independent advice

- 11.1 The Board collectively, and each director individually, may obtain independent professional advice at the Company's expense, as considered necessary to assist in fulfilling their relevant duties and responsibilities.
- 11.2 Individual directors who wish to obtain independent professional advice should seek the approval of the Chairman (acting reasonably), and will be entitled to reimbursement of all reasonable costs in obtaining such advice. In the case of a request made by the Chairman, approval is required by the Chairman of the Audit and Risk Committee

12. Confidentiality

The directors acknowledge that all proceedings of the Board and its committees are strictly confidential and will not be disclosed to any person other than Board members, except as agreed by the Board or as required by law.

13. Review of Charter

The Board will from time to time review the Charter to ensure that it meets the needs of the Company and the Board.

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