

PEOPLE & REMUNERATION COMMITTEE CHARTER

1. Purpose of the People and Remuneration Committee

- 1.1. The People & Remuneration Committee (Committee) has been established by the Board of Directors (the Board) of the Commonwealth Bank of Australia (the Bank).
- 1.2. The Committee assists the Board to fulfil its responsibilities to shareholders and regulators in relation to people and remuneration within the Bank and its related bodies corporate (the Group).
- 1.3. In general, the Committee is responsible for recommending to the Board for approval:
 - senior executive appointments, and appointments where the total potential remuneration of the individual exceeds that of the head of their business/service unit;
 - remuneration arrangements and all reward outcomes for the CEO, senior direct reports to the CEO and other individuals whose roles may affect the financial soundness of the Group;
 - remuneration arrangements for Finance, Risk & Internal Control Personnel; and
 - significant changes in remuneration policy and structure, including superannuation, employee equity plans and benefits.
- 1.4. The Committee also serves as the remuneration committee for those entities within the Group that are regulated by the Australian Prudential Regulation Authority (APRA), and that may delegate their remuneration committee function to the Committee from time to time.

2. Composition

- 2.1. The Board will determine the members of the Committee and the Committee Chairman from time to time. The Committee will have a minimum of three members at any time.
- 2.2. The Committee will comprise solely of Non-Executive Directors who are free from any business or other relationship that in the opinion of the Board would materially interfere with the exercise of his or her independent judgement as a member of the Committee.
- 2.3. Committee members are expected to have an appropriate level of knowledge and understanding of remuneration practice, as well as legal and regulatory requirements relating to remuneration. Committee members will be required to refresh their knowledge and understanding periodically, as required by the Board.

3. Quorum

- 3.1. The presence of one half of the members of the Committee (rounded upwards if not a whole number) is necessary to constitute a quorum. No business may be transacted unless a quorum is present. Members may be present in person, or by direct electronic communication such as telephone or video link.

4. Meetings

- 4.1. The Committee will meet at least four times per year, or more frequently if required by the Board or the Committee Chairman.
- 4.2. If the Committee Chairman is absent from a meeting and no acting Chairman has been appointed for that meeting, Committee members present at that meeting shall select a Committee member from those present to Chair that meeting (subject to a quorum).
- 4.3. Board Non-Executive Directors who are not Committee members may attend Committee meetings at any time, and will receive in advance, copies of the Committee papers to be considered at that meeting.
- 4.4. The Committee Chairman may invite to any Committee meeting, the Chief Executive Officer (CEO) and any other guest they think fit. Copies of the Committee papers to be considered at that meeting will be provided to the guest at the Committee Chairman's discretion.
- 4.5. Neither the CEO nor any other guest may attend Committee meetings during discussions regarding their own remuneration or regarding matters they have a personal interest in. Neither the

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CEO nor any other guest has any voting rights at any Committee meeting regardless of the resolution being considered.

- 4.6. At any time the Committee may appoint or remove the secretary to the Committee. The secretary will take minutes of each Committee meeting which will be provided to the Board for noting as soon as practicable after each Committee meeting. Where no secretary has been appointed by the Committee, the Company Secretary of the Bank, or his/her designated representative, will serve as secretary to the Committee.
- 4.7. The agenda for each Committee meeting, as well as documents to be considered at each meeting will be distributed to Committee members within a reasonable period prior to that meeting.

5. Powers

- 5.1. The Committee is authorised to appoint independent remuneration experts to advise them on specific remuneration issues, and will do so independently of management.
- 5.2. The Committee will have free access at all times to risk and financial control personnel and any other parties (internal and external) in carrying out its duties.
- 5.3. The Committee has the power to call any individuals to attend Committee meetings, whether the individual is internal or external to the Group.

6. Duties and Responsibilities

The Committee will:

- 6.1. **review** and recommend to the Board the Group Remuneration Policy at least annually, including an assessment of its effectiveness, compliance with the requirements of relevant remuneration regulations, compliance with its policies by the Group;
- 6.2. **govern** the remuneration policy of each subsidiary for which the Committee acts as the remuneration committee, providing assurances of compliance with the Group Remuneration Policy at least annually to each such subsidiary board;
- 6.3. **recommend** to the Board the annual discretionary short term incentive pools for distribution, considering current and future capital requirements;
- 6.4. **approve** adjustments to employee equity vesting outcomes;
- 6.5. **monitor** and provide input to management regarding:
- leadership performance including talent pool;
 - safety management;
 - legislative developments likely to have a significant impact on the Group and legislative compliance in employment issues;
 - industrial agreements likely to have a significant impact on the Group;
 - guaranteed remuneration and severance payments to European Operations and FSI UK staff;
 - the risk/reward trade-off in incentive plans operating across the Group; and
 - succession planning and management development plans operating across the Group,
- 6.6. **recommend** to the Board remuneration reviews following appointment for the CEO, Executive Directors, Group Executives of the Bank, senior direct reports of the CEO with Group-wide responsibilities;
- 6.7. **recommend** to the Board remuneration reviews following appointment for responsible persons whose activities are deemed by the Board under the Group Remuneration Policy to affect the financial soundness of the Group;
- 6.8. **recommend** to the Board the remuneration framework for finance, risk and internal control personnel and all other persons for whom a significant portion of their total remuneration is based on performance and whose activities, individually or collectively, may affect the financial soundness of the Group;
- 6.9. **recommend** for approval by the Board, remuneration arrangements for Responsible Persons (as listed in the Group Remuneration Policy) of each subsidiary for which the Committee acts as the remuneration committee;

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- 6.10. **approve** remuneration of individuals with a total potential remuneration (including long term incentives) higher than the total potential remuneration of their respective Group Executive, and senior officers in risk management and compliance functions in the Group’s European Operations and FSI UK;
- 6.11. **review** annually the remuneration structures applying to employees classified as Code Staff (under the United Kingdom Financial Services Authority’s Remuneration Code) in the Group’s European Operations and FSI UK;
- 6.12. **recommend** to the Board changes in remuneration policy, including remuneration frameworks, superannuation, and other benefits likely to have a significant impact on the Group;
- 6.13. **recommend** to the Board the design of new Group employee equity plans as well as changes to existing Group employee equity plans;
- 6.14. **monitor** progress in relation to the performance hurdles under the Group’s equity-based long term incentive arrangements;
- 6.15. **note** all payments on termination for all current and former (within the three years prior to termination) directors of Group subsidiaries, whether in Australia or overseas, and any employee disclosed in the Bank’s Annual Report in any of the three years preceding their respective termination; and
- 6.16. **recommend** the annual Remuneration Report to the Board for approval and inclusion in the Bank’s Annual Report.

7. Delegation

- 7.1. Authority is delegated to the Committee Chairman to make any approvals required under paragraphs 6.4 and 6.10 between Committee meetings, subject to the Committee Chairman reporting the details of any exercise of this authority at the next Committee meeting.

8. Limitation of Responsibilities

- 8.1. Each member of Committee is entitled to rely on the executives of the company for matters that are the responsibility of those executives, as well as to rely on the advice of counsel and other experts, so long as they are not aware of any grounds where reliance would be inappropriate.
- 8.2. The Committee will not make recommendations to the Board in relation to Committee fees unless requested to do so by the Board.

9. Review and amendments to this Charter

- 9.1. The Committee will review this Charter at least annually, and recommend any changes to the Board for approval.

10. Indicative People & Remuneration Committee Calendar

Business	Feb	Mar	May	Jun	Jul	Aug	Oct	Dec
Remuneration Policy Review	Annually							
Committee Charter Review								✓
Regulatory Update				✓				✓
Market Practice Update				✓				✓
Remuneration Strategy Review				✓				✓
LTI progress performance review	✓				✓		✓	✓
Remuneration report		✓			✓	✓		
Review of independent consultant	Annually							
Remuneration review period				✓	✓	✓	✓	
Broad-based share plan awards						✓		