

1. PURPOSE

The board of Steel & Tube Holdings Limited has established a committee of directors known as the People & Culture Committee (committee). The objectives, composition, terms of office, duties and responsibilities, and powers and authority are set out in this Charter.

2. COMPANY PURPOSE STATEMENT

Steel & Tube is one of New Zealand's leading distributors and processors of metal and related products. Our commitment to delivering exceptional service, quality and value to our customers and shareholders is maintained through our people who always act safe and are reliable, accountable, and committed.

3. GOVERNANCE OBJECTIVES

The main objective of the committee is to assist the board in fulfilling its responsibilities to exercise due care, diligence, and skill in relation to:

- Corporate governance policies and procedures
- Attracting and retaining high performing talent
- Performance based reward and recognition programmes
- Remuneration frameworks, policy, and procedures
- Diversity and inclusion
- Remuneration of non-executive directors

4. COMMITTEE COMPOSITION

Committee members must be independent directors.

The committee will be appointed by the board and will comprise of at least two directors, and the board chair.

The board shall appoint the chair of the committee. The appointment and removal of committee members is the responsibility of the board.

Independence of directors is as defined in the NZX Listing Rules.

5. ROLE OF THE CHAIR

The chair carries out a leadership role in the conduct of the committee.

The chair must ensure that all members of the committee are encouraged to participate in the affairs of the committee and have an opportunity to express their views.

6. ACCESS TO ADVISORS

The committee may communicate directly with and is to have unrestricted access to advisors as it sees fit.

7. FREQUENCY AND DURATION OF MEETING

The committee shall meet as required, but at least bi-annually.

The chair will call a meeting of the committee if requested to do so by any committee member, by the board chair or by the CEO.

A quorum shall be formed when the chair and one member of the committee is in attendance.

All directors have a standing invitation to attend meetings of the committee, will be notified of all meetings and will receive the papers for each committee meeting.

The CEO may attend meetings by invitation.

The committee may invite other Senior Managers or external advisors to attend committee meetings.

If in attendance, the General Manager People & Culture is responsible for recording the minutes of the meeting, otherwise the chair is responsible for keeping the minutes; and after confirmation by the committee present to the board in the next circulation of board papers.

The General Manager People & Culture is responsible for circulating papers to all committee members and other directors prior to each meeting.

8. AGENDA

The agenda is determined by the chair.

9. DUTIES AND RESPONSIBILITIES

The duties and responsibilities of the committee include but are not limited to the matters outlined below:

- Review the corporate governance procedures of the company and any statement on corporate governance and recommend changes to the board as appropriate
- Review the remuneration framework, policies and practices for directors and executives and workforce
- Review the remuneration of non-executive directors and recommend any changes to the board
- Make specific recommendations to the board on remuneration packages and policies applicable to the CEO
- Review and recommend approval to the board of remuneration packages for Senior Management
- Review all remuneration disclosures in the Annual Report and recommend for board approval
- Provide advice to the board in relation to short-term incentive performance packages and longer-term incentive plans
- Review processes relating to the identification and development of key and high potential employees
- Review annually succession plans for the CEO and senior executives
- Ensure that an appropriate diversity & inclusion policy is established and regularly review performance against this policy.
- The committee may commission any study, survey and/or advice that it sees fit to assist in its consideration of any matter, and specifically shall review and consider independent advice on remuneration issues

10. OWNERSHIP AND REVIEW

Approver: Steel & Tube Board
Reviewer: CEO
Owner: General Manager, People & Culture
Review: Four Yearly or as required
Date: 25 June 2026
