

## 1. PURPOSE OF THIS CHARTER

The role of the board of directors (**Board**) of **InvoCare Limited (ACN 096 437 393) (Company)** is to effectively oversee the strategies, policies and performance of the Company and its related bodies corporate (**Group**), and the management of the Group's business, for the benefit of the Company's shareholders and other stakeholders. The Board has adopted this Charter to outline the manner in which its role, powers and responsibilities will be exercised and discharged, having regard to principles of good corporate governance and applicable laws and regulation.

This Charter includes an overview of:

- (a) the composition, role and process of the Board;
- (b) the relationship and interaction between the Board and management; and
- (c) the authority delegated by the Board to Board committees and management.

## 2. THE BOARD

### 2.1 Composition of the Board

Other than the managing director, who is appointed by the Board, the directors comprising the Board are elected by the shareholders. Directors may also be appointed by the Board to fill available positions until the next annual general meeting when they are subject to re-election by the shareholders.

The size and composition of the Board is determined by the constitution of the Company (**Constitution**). It is the Board's policy that it should be composed of a majority of independent directors. The Board will seek to ensure that the Board is comprised of directors that will provide the range of skills and experience required to enable the Board to carry out its roles and responsibilities effectively. The Board has established a Nomination Committee with responsibility for reviewing and assessing Board composition.

The Board will undertake appropriate checks before appointing a person, or putting forward to shareholders a candidate for election as a director. If shareholders are making a decision on whether or not to elect or re-elect a director, the Board will provide shareholders with all relevant information in its possession.

### 2.2 Independence of Directors

A director will be considered independent by the Company if he or she is free of any interest, position, association or relationship that might influence, or reasonably be perceived to influence, in a material respect his or her capacity to bring an independent judgement to bear on issues before the Board and to act in the best interests of the Company and its shareholders generally.

The Board will regularly review the independence of each director. In particular, the Board will have regard to whether a director:

- (a) is a substantial shareholder of the Company or an officer of, or otherwise affiliated directly with, a substantial shareholder of the Company;
- (b) has been employed in an executive capacity by the Company or any of its subsidiaries within the last 3 years;

- (c) receives performance based remuneration (including options or performance rights) or participates in an employee incentive scheme;
- (d) has been a partner, director or senior employee of a provider of material professional services to the Company or any of its subsidiaries within the last 3 years;
- (e) has been in a material relationship (e.g. as a supplier, customer or consultant) with the Company or any of its subsidiaries, or an officer of, or otherwise associated with, someone with such a relationship, within the last 3 years;
- (f) has a material contractual relationship with the Company or any of its subsidiaries other than as a director;
- (g) has close personal ties with any person who falls within any of the categories described above; or
- (h) has been a director of the Company for such a period that their independence from management and substantial shareholders may have been compromised, in particular after nine years tenure but with due regard to the Board's needs.

### 3. ROLES AND RESPONSIBILITIES OF THE BOARD

#### 3.1 Roles of the Board

The role of the Board is to provide strategic guidance to, and effective oversight of, the Chief Executive Officer or Managing Director (**CEO**) and other senior management. The Board ensures that the activities of the Company comply with its Constitution, from which the Board derives its authority to act, and with contractual, statutory and other legal obligations, including the requirements of all applicable regulatory bodies.

The Board has delegated the responsibility for the day-to-day management and operation of the Company to the CEO. The Board retains responsibility for the overall strategic direction of the Group and the supervision of management's performance.

To assist in achieving this role, the Board has reserved to itself the specific responsibilities outlined below.

#### 3.2 Responsibilities of the Board

The Board is responsible for:

- (a) demonstrating leadership and defining the Group's purpose;
- (b) setting and reviewing the Group's objectives, goals, business plans and strategic direction, and assessing performance against these benchmarks;
- (c) approving the Group's statement of core values and code of conduct to underpin a culture within the Group of acting lawfully, ethically and in a socially responsible manner;
- (d) overseeing the business and affairs of the Group, including management's implementation of the Group's business model, achievement of the Group's strategic objectives, instilling of the Group's values and its performance generally;
- (e) its control and accountability systems, including overseeing their integrity of the including the external audit;
- (f) appointing the CEO;

- (g) approving the appointment of the Chief Financial Officer (**CFO**) and the Company Secretary;
- (h) if necessary, approving the replacement of, and replacing, the CEO, CFO or Company Secretary;
- (i) ensuring that the Company's remuneration framework is aligned with the Company's purpose, core values, strategic objectives and risk appetite;
- (j) monitoring senior executives' performance and implementation of the Company's objectives against measurable and qualitative indicators, encouraging enhanced effectiveness and ensuring that appropriate resources are available;
- (k) monitoring executive succession plans and ensuring a process of evaluating and rewarding key executives;
- (l) requiring that management supplies the Board with accurate, timely and clear information to enable the Board to perform its responsibilities;
- (m) maintaining and publishing an inclusion policy outlining the Company's commitment to an inclusive organisational culture and building a diverse workforce, including gender diversity in the composition of the Board, senior executives and the workforce generally;
- (n) charging management with designing, implementing and maintaining programs and initiatives to help achieve measurable objectives for inclusion and diversity and reviewing with management, at least annually, the Company's progress towards achieving those objectives and the programs and initiatives taken in that regard;
- (o) oversight of Health, Safety and Environment (**HSE**) matters, including HSE policy, risk and impact management practices, compliance with relevant legislation, objectives and targets and performance against targets;
- (p) providing input into and final approval of management's development of corporate strategy and performance objectives;
- (q) approving and monitoring the progress of major capital expenditure, capital management and acquisitions and divestitures;
- (r) ensuring that the Company's financial results are appropriately and accurately reported on a timely basis;
- (s) monitoring significant litigation involving the Group;
- (t) seeking to promote effective engagement with shareholders and providing them with appropriate information and facilities to allow them to exercise their rights as shareholders effectively;
- (u) setting and reviewing policies for shareholder communication and approving reports to shareholders;
- (v) overseeing the Company's process for making timely and balanced disclosure as required by the Australian Securities Exchange;
- (w) approving budgets and setting and reviewing budgetary control and conformance strategies;
- (x) performing such other functions as are prescribed by law or are assigned to the Board;
- (y) appointing the Chairperson;

- (z) ensuring that the Company has in place an appropriate risk management framework and setting the risk appetite within which the Board expects management to operate; and
- (aa) monitoring the effectiveness of the Company's governance practices.

### 3.3 Duties of directors

Directors must at all times act in accordance with legal and statutory requirements, and discharge all their duties as directors. Each director must:

- (a) disclose to the Company Secretary all other public directorships and any other directorship where a conflict of interest may occur;
- (b) discharge his or her duties honestly, in good faith in the best interests of the Company and for a proper purpose;
- (c) act with care and diligence, demonstrate commercial reasonableness in his or her decision making and act with the level of skill and care expected of a director of a listed public company;
- (d) avoid conflicts of interest and conflicts of duties, subject to any exceptions in the *Corporations Act 2001* (Cth) (**Corporations Act**) or the Constitution;
- (e) have proper regard, when exercising their powers and authorities, to the division of responsibilities between the shareholders in general meeting, the Board and the Company's management;
- (f) not take any action which would interfere or adversely impact on the performance by any employee of the Group of his or her duties;
- (g) not make improper use of information gained through his or her position as a director;
- (h) not take improper advantage of his or her position as a director;
- (i) notify other directors of a material personal interest as required by the Corporations Act;
- (j) notify the Company Secretary of, and seek the Board's approval before accepting, any new role that could impact upon the time commitment of the director or give rise to a conflict of interest;
- (k) if relying on information or advice provided by others, make reasonable enquiries and an independent assessment of the information or advice;
- (l) undertake any necessary inquiries in respect of the reliability and competency of delegates;
- (m) not permit the Company to engage in insolvent trading; and
- (n) not purport to bind the Company unless expressly authorised to do so by the Board.

## 4. MANAGEMENT

### 4.1 Delegation to CEO

The CEO is responsible, and accountable to the Board, for the day-to-day operations of the Company.

The CEO is responsible for implementing the Group's business model, achieving its strategic objectives and instilling and reinforcing its core values, all while operating within the core values,

code of conduct, budget and risk appetite set by the Board. The CEO is authorised by the Board to delegate tasks and functions to suitably qualified employees or consultants.

#### 4.2 CEO's role

The CEO's delegated responsibility for the day-to-day management of the Company includes the following responsibilities:

- (a) develop and recommend to the Board strategic goals and objectives, business plans and budgets for the Company;
- (b) implement the strategic goals and objectives and business plans adopted by the Board;
- (c) provide effective leadership, direction and supervision of the Company's management to achieve the strategic goals and objectives, business plans and budgets adopted by the Board;
- (d) develop and manage resources, policies and systems to ensure the effective operation of the Company (including policies on risk management, internal control and human resources);
- (e) develop and manage resources, policies and systems to ensure that the Company acts with integrity and in accordance with core values and the code of conduct (including a whistle blower policy and an anti-bribery and corruption policy);
- (f) manage the Company's resources within budgets approved by the Board;
- (g) ensure the Company complies with applicable laws and regulations, including complying with its continuous disclosure obligations under the ASX Listing Rules;
- (h) ensure the Board has sufficient information to set strategic goals and objectives for the Company and to monitor the Company's performance;
- (i) act within the delegated authority set by the Board and comply with any conditions attached to that delegation; and
- (j) anything set out in the service agreement entered into between the CEO and the Company.

## 5. BOARD COMMITTEES

The Board is assisted in the discharge of its responsibilities by a number of Board committees, which are responsible for particular areas associated with the corporate governance of the Company. These committees act by examining relevant matters and making recommendations to the Board.

There are currently 4 standing committees:

- (a) Nomination Committee;
- (b) Audit, Risk and Compliance Committee;
- (c) Finance, Capital and Investment Committee; and
- (d) People, Culture and Remuneration Committee.

Each standing committee adopts a formal charter setting out the matters relevant to the composition, responsibilities and administration of the committee. Each committee will review its charter from time to time as appropriate.

The Board may establish additional committees to assist it in carrying out its responsibilities. The Board may also delegate specified responsibilities to “ad-hoc” committees from time to time.

This Charter does not limit the ability of the Board to delegate any of their powers to such other persons as the Board determines, provided the delegation is in accordance with the Corporations Act and the Constitution.

## 6. BOARD PROCESS

### 6.1 Board meetings

The Board will meet regularly in accordance with an agreed schedule and special meetings are held as required. Directors will allocate sufficient time to perform their duties effectively.

The Chairperson will settle the agendas for meetings of the Board. Any suggestions from directors as to items which should be dealt with by the Board should be notified to the Chairperson.

Directors will use reasonable endeavours to attend Board meetings in person, however attendance may also be via other forms of technology permitted by the Constitution or by law.

The Constitution governs the regulation of Board and Board committee meetings and proceedings, including the procedure for passing circular resolutions outside of meetings.

Directors will discuss, debate, challenge and critique key strategic and company issues at Board meetings. Each director will be invited to express their individual view on issues at Board meetings.

The Board may request or invite management or external consultants to attend Board meetings, where necessary or desirable.

### 6.2 Access to information

Following consultation with and consent from the Chairperson, directors may seek independent professional advice at the Company’s expense in respect of any matter connected with the discharge of their responsibilities. The Chairperson must not unreasonably withhold consent to obtain advice and must inform the Board of the request as soon as possible. Unless the Chairperson agrees otherwise, any advice obtained at the Company’s expense under this paragraph must be made available to the Company and generally will also be made available to all directors.

### 6.3 Access to management

The Directors will have complete and open access to management following consultation with the Chairperson and the CEO.

## 7. CHAIRPERSON OF THE BOARD

The Chairperson is an independent and non-executive director appointed by the Board. The Chairperson should not be the same person as the CEO of the Company.

The responsibilities of the Chairperson include:

- (a) setting the agenda of matters to be considered by the Board and ensuring that adequate time is available for discussion of all agenda items, including strategic issues;
- (b) leading the Board in reviewing and discussing Board matters;
- (c) chairing Board meetings and shareholder meetings;

- (d) managing the conduct, frequency and length of the Board meetings so as to ensure that the Board maintains an in depth understanding of the Company's financial position and performance and the opportunities and challenges facing the Company;
- (e) briefing all directors in relation to issues arising at Board meetings;
- (f) facilitating open and constructive communications between Board members and encouraging their contribution to Board deliberations;
- (g) overseeing the Board composition to ensure that membership of the Board is skilled and appropriate to the Company's needs;
- (h) facilitating open and constructive discussions between the Board and management;
- (i) promoting constructive and respectful relations between the Board members and between the Board and management; and
- (j) reviewing corporate governance matters with the Company Secretary and reporting on those matters to the Board.

## 8. COMPANY SECRETARY

The Company Secretary is accountable directly to the Board, through the Chairperson, on all matters to do with the proper function of the Board.

The Company Secretary is responsible for:

- (a) the coordination of all Board business, including agendas, board papers, minutes, communication with regulatory bodies and ASX, and all statutory and other filings;
- (b) advising the Board and its committees on governance matters;
- (c) monitoring and evaluating compliance with Board policy and procedures; and
- (d) organising and facilitating the induction and professional development of directors including the training on key accounting matters and on the Company's financial statements.

All directors will have direct access to the Company Secretary.

## 9. REVIEW OF THIS CHARTER

The Board will review this Charter from time to time. This Charter may be amended by resolution of the Board.

*Approved by the Board on 29 October 2018*