



HUB24 Group Remuneration Policy

February 2025

Overview	
Purpose	The HUB24 Group Remuneration Policy outlines the purpose, responsibilities and framework that governs remuneration for Our People.
Scope	HUB24 Group
Application	All HUB24 People
Document Control	
Executive Owner	Chief People Officer
Operational Owner	Head of People Experience
Policy Version	3
Policy Date	1 February 2025
Next Review Date	1 February 2026

1. Overview

1.1 Background & Purpose

- 1.1.1 HUB24 Limited (HUB24) is an ASX listed entity and the parent entity of the HUB24 Group of companies (HUB24 Group).
- 1.1.2 The HUB24 Group Remuneration Policy (this Policy) is to document transparently how remuneration decisions are made, and how we attract, engage and motivate high caliber employees at all levels, and ensure that reward for performance is competitive and appropriate for the results achieved.
- 1.1.3 HUB24 Limited (HUB24) and its subsidiaries (HUB24 Group) is committed to delivering fair and relevant remuneration outcomes to all employees, balancing the interests of shareholders, employees and customers.
- 1.1.4 The overall objective of HUB24's remuneration strategy is to support and drive the strategic intention of the Group, and to align remuneration with the creation of long term shareholder value.
- 1.1.5 This Policy is subject to change from time to time and does not form part of an employee's contract of employment with HUB24 Group.
- 1.1.6 Prior approval by the Board or it's authorised delegate is mandatory for any proposed deviation from this Policy.

1.2 Scope & Application

- 1.2.1 Our Policy applies to the HUB24 Group including the subsidiaries and all of our directors, officers, employees (Our People).
- 1.2.2 This Policy applies to employees of the HUB24 Group and Non-Executive Directors (NEDs), more specifically:
 - (a) Non-Executive Directors;
 - (b) The Managing Director;
 - (c) Key Management Personnel (KMP) and management; and
 - (d) Other employees of HUB24 Group.
- 1.2.3 This Policy does not apply to people employed through another company such as third party contractors

2. Policy Details

2.1 Remuneration Framework

- 2.1.1 Our remuneration framework is designed to support HUB24 Group's objectives by engaging exceptional people to deliver strong customer value and growth in an innovative and collaborative manner.
- 2.1.2 Underlying our remuneration framework are the remuneration principles which outline our commitments to delivering transparent remuneration decision making, these are:
- (a) Providing competitive and reasonable rewards to attract, motivate and retain high calibre individuals to drive the success of HUB24.
 - (b) Ensuring our people are rewarded via market competitive remuneration structures and practices.
 - (c) Designing incentive schemes to reward achievement of targets aligned to HUB24's strategy.
 - (d) Ensuring key people are aligned to shareholder interest via appropriate long- term equity incentives.
 - (e) Aligning incentives to cultural and compliance outcomes, subject to deductions for significant non-compliance.
- 2.1.3 **Fixed reward**
- Fixed reward is provided to employees to reward them for delivering in their role against agreed expectations, outlined in job descriptions and Key Performance Indicators (KPIs).
 - Fixed reward should be set at a level allowing HUB24 to attract and retain talented employees.
 - Fixed reward includes base salary and employer superannuation contributions.
 - Fixed reward will be reviewed for all employees at least annually as part of HUB24's remuneration review process and assessed against external market benchmark data for comparable roles.
 - An employee's fixed reward will reflect their capability, experience, internal relativities, and performance.
- 2.1.4 **Variable reward**
- Short Term Incentive (STI) provides performance-based reward, recognising an employee's achievements and behaviours over a specified period (typically one financial year), against agreed KPIs, which may include stretch goals.
 - STI is not guaranteed and will vary according to employee performance, alignment to HUB24 values and behaviours, compliance performance and overall business performance.
 - Long Term Incentive (LTI) may be offered to key senior employees and individuals who have significant impact on business performance and shareholder returns at the full discretion of the board.

2.2 Managing Director and KMP Remuneration

- 2.2.1 The Committee assesses the appropriateness of the mix and level of KMP remuneration on an annual basis by reference to relevant employment market conditions, with the overall objective of delivering growth in shareholder value through the recruitment, motivation and retention of high performing KMP.
- 2.2.2 HUB24 strives to create a remuneration framework that drives a performance culture, ensuring that there is a strong link between KMP reward and the achievement of the Group's short and longer term performance objectives, and long term shareholder value.
- 2.2.3 Assisted by independent experts, the Committee evaluates remuneration levels for KMP fixed remuneration, STI and LTI against comparator benchmarks.

2.3 Non-Executive Directors Remuneration

- 2.3.1 Fees paid to Non-Executive Directors (NEDs) of HUB24 are set by the Committee within the aggregate limit agreed by shareholder resolution, with the ability to attract, motivate and retain NEDs for the highest calibre whilst incurring a cost which is acceptable to shareholders.
- 2.3.2 Non-Executive remuneration consists of:
 - (a) Board fees which reflect time spent on Board work and level of responsibility;
 - (b) Committee fees which remunerate directors for additional work associated with Board Committees; and
 - (c) Superannuation contributions as required by law
- 2.3.3 Assisted by independent experts, the Committee evaluates remuneration levels for NED fees against appropriate external benchmarks.
- 2.3.4 No additional amounts are paid to each NED other than reimbursements for reasonable travel, accommodation and other expenses incurred as a consequence of their attendance at Board meetings and otherwise in the execution of their duties as Directors. NEDs do not participate in any short-term or long-term incentive arrangements and are not entitled to any retirement schemes or benefits other than statutory superannuation benefits.

3. Roles & Responsibilities

Role	Responsibilities
The Remuneration and Nomination Committee (Committee)	<ul style="list-style-type: none">• Review at least annually, the Remuneration Policy and where necessary will recommend amendments to the HUB24 Board• Review and make recommendations to the Board, at least annually, on remuneration structures and individual remuneration arrangements including fixed and variable elements, retention awards and any other benefits of significant value for KMP
HUB24 Board	<ul style="list-style-type: none">• Review and approval of recommended amendments from RNC in line with RNC and Board Charters
HUB24 Management	<ul style="list-style-type: none">• Review this Policy at least annually and confirm to the Committee that relevant legal, regulatory and governance requirements are being met• Make recommendations to the Committee, at least annually, on individual remuneration outcomes for KMP• Be responsible for ensuring that remuneration practices for employees comply with this Policy
People & Culture	<ul style="list-style-type: none">• Ensure any remuneration decisions and actions are implemented in line with this Policy

4. Definitions

Term	Definition
Group Executive	All direct reports of the Managing Director or as otherwise designated a Group Executive by the Managing Director.
HUB24	HUB24 Limited
HUB24 Board	HUB24 Limited Board of Directors
HUB24 Group	HUB24, the parent entity of the HUB24 Group of companies, and all of its subsidiaries.
Incident	An incident is any event that results from HUB24 Group's inadequate or failed practices, processes, systems, or controls or an external event that has the potential to adversely impact HUB24 Group, our clients, or our customers. It is not necessary that any financial loss occurs.
Management	Group Executive and their direct reports.
Our People	All HUB24 Group directors, officers, employees, and contractors as well as subcontractors, distributors, and consultants who, as part of their engagement are required to carry out their duties on behalf of the HUB24 Group.

Term	Definition
Policy	This policy document.
Subsidiaries	Member entities of the HUB24 Group.
RNC	The Remuneration and Nomination Committee (Committee)

5. Breach of Policy

- 5.1 Failure to comply with this Policy may be considered a serious matter and may result in disciplinary action against the individual involved. In instances of deliberate or reckless non-compliance, such measures may extend to termination of employment.
- 5.2 Potential or actual breaches of obligations outlined in this Policy must be escalated according to the Group Incident & Breach Management Policy.

6. Policy Governance

6.1 Review Cycle:

- 6.1.1 This Policy is reviewed annually, or more frequently if there is a significant change to the HUB24 strategy, operating environment or legislative updates.

6.2 Approval:

- 6.2.1 Minor amendments are approved by the Chief People Officer
- 6.2.2 Major amendments are approved by the Managing Director and RNC

6.3 Exemption Authority: RNC and HUB24 Board