

SAFETY, HEALTH, ENVIRONMENT AND SUSTAINABILITY COMMITTEE CHARTER

PURPOSE

This Charter sets out the authority, role and responsibilities, composition, and operation of the Safety, Health, Environment and Sustainability Committee (the **Committee**) for Fletcher Building Limited (**Fletcher Building**).

AUTHORITY

The Board, through the constitution and its charter, has delegated authority to the Committee to oversee Fletcher Building's strategies, policies, and practices in relation to safety, health, environment, and sustainability aspects of its operations and affairs.

The Committee has the authority to decide on all matters within the scope of its role and responsibilities, other than matters reserved for the Board.

ROLE AND RESPONSIBILITIES OF THE COMMITTEE

The role of the Committee is to:

- (a) support and advise the Board on Fletcher Building's strategies related to safety, health, environment, and sustainability (**SHES**);
- (b) monitor emerging SHES trends relevant to Fletcher Building's operations and affairs;
- (c) oversee Fletcher Building's management of risks, opportunities and impacts arising out of Fletcher Building's activities and operations as they relate to SHES;
- (d) review the adequacy of Fletcher Building's governance framework and management systems as they relate to SHES;
- (e) recommend to the Board and monitor performance of SHES related targets and commitments;
- (f) work with other Board committees to incorporate appropriate SHES metrics into Fletcher Building's operating frameworks and reporting; and
- (g) approve public disclosures related to its role and responsibilities, except those required to be approved by the Board.

In addition to the general matters listed above, the Committee is responsible for:

1. Safety and Health

- overseeing Fletcher Building's strategies, policies, governance and performance in safety and health (including personal safety and process safety);
- monitoring Fletcher Building's compliance with health and safety related obligations and requirements; and
- approving safety and health policies and reviewing the soundness of Fletcher Building's safety and health management framework annually.

2. Environment and Climate Change

- overseeing Fletcher Building's strategies, policies, governance, and performance in relation to the environment (including water management and scarcity, waste management and biodiversity);
- making recommendations to the Board on Fletcher Building's climate change strategy, commitments, actions, and emissions reductions targets;
- monitoring Fletcher Building's compliance with environmental and sustainability related obligations and requirements;
- monitoring and reviewing updates to climate science, jurisdictional responses, and key climate change

developments;

- reviewing and monitoring the resilience of Fletcher Building's portfolio and ability to adapt to transitional and physical climate change risks and opportunities;
- overseeing the implementation of the work programme associated with the achievement of Fletcher Building's emissions reduction targets;
- together with the Audit and Risk Committee reviewing and recommending to the Board Fletcher Building's climate-related disclosures; and
- in conjunction with the Audit and Risk Committee, reviewing and approving the scope, terms and fees of the climate-related assurance engagement.

3. Human Rights

- reviewing the effectiveness of policies and processes with respect to human rights across Fletcher Building and its value chain, including its responsible procurement policies and practices; and
- monitoring key human rights developments and Fletcher Building's approach to management of human rights including modern slavery aspects.

4. Communities, Cultural Heritage and Social Impact

- monitoring the management of SHES matters that materially impact Fletcher Building's reputation and social licence, including community engagement, land access and sustainable development; and
- overseeing Fletcher Building's approach to facility closure, site remediation and legacy management.

5. Assurance and Learning

- undertaking site visits to engage with stakeholders, including employees, contractors and, where appropriate, community representatives, on SHES related matters;
- overseeing assurance over activities within the Committee's scope, including obtaining direct updates from GM's and CE's on BU and Divisional performance; and
- monitoring trends and developments related to SHES matters and making recommendations to the Board regarding them.

6. Other

- monitoring the effectiveness of any Fletcher Building policies that are delegated to the Committee to supervise, reviewing serious incidents of material breaches reported under them, and periodically reviewing and recommending any changes to them for approval by the Board;
- overseeing the preparation, and verification of Fletcher Building's public disclosures on SHES related matters, including Fletcher Building's Climate Related Disclosure Statements and Modern Slavery Statement, and recommending them to the Board for approval and release;
- overseeing Fletcher Building's approach to public policy advocacy on SHES related matters;
- exercising such specific and express powers and discretions as delegated to the Committee by the Board from time to time;
- performing any other activities consistent with this Charter, Fletcher Building's constitution and applicable laws, regulations or listing rules as the Committee or the Board deems necessary or appropriate; and
- advising the People and Remuneration Committee and the Board if required in regard to any serious or fatal safety incident that could impact on an employee's entitlement to receive an incentive payment.

COMPOSITION

The Committee is comprised solely of independent non-executive Directors, with no fewer than three members. The Chair of the Committee and its members shall be appointed by the Board.

The Committee should be of sufficient size, and its members between them should have the necessary skills

and knowledge of safety, environmental and sustainability related matters and a sufficient understanding of the industry in which Fletcher Building operates, to be able to discharge the Committee's role effectively.

A quorum shall be two members.

All Directors, who are not members, have a standing invitation to attend meetings of the Committee. The Committee may require any employee of Fletcher Building to attend meetings for the purpose of making presentations or participating in discussions.

The Secretary of the Committee will be the Company Secretary, or such other person as nominated by the Board.

PROCEDURES

The Committee will meet as required but should meet at least four times each year.

An agenda will be prepared for each meeting and distributed in advance of the meeting in consultation with the Committee Chair.

Minutes of meetings will be prepared and will be circulated to the Committee Chair and then to the Committee and Board after each meeting.

The Committee Chair will report to the Board after each Committee meeting, including making recommendations on any specific decisions or actions the Board should consider and other matters relevant to the Committee's role and responsibilities.

From time to time, matters considered by the Committee may be relevant to the workings of another Board committee. The Committee Chair and the Board Chair (with the assistance of the Company Secretary) will coordinate such cross-committee discussions and reporting.

ASSISTANCE AND EXTERNAL ADVICE

The Committee will have access to adequate internal and external resources, including seeking advice or assistance from external advisors or specialists it considers necessary or appropriate to fulfil its role.

In the first instance, the Chief Safety and Sustainability Officer or delegate will provide assistance and support to the Committee.

APPROVAL AND REVIEW OF CHARTER

The Committee Charter must be approved by the full Board.

The Committee Charter is available on Fletcher Building's website and is intended to be reviewed by the Committee every three years.

Approved by the Board February 2026