

DIRECTOR INDEPENDENCE POLICY

Owner	General Counsel and Company Secretary
Approved	27 June 2024
Purpose	This Policy sets out BOQ's Board Director independence requirements.
Scope	This Policy applies to Bank of Queensland Limited and all of its subsidiaries (collectively, "BOQ", "BOQ Group", "Group", "us", "we" or "our") and their products and services. It applies when assessing whether a Director is independent.



Contents

Purpose	1
Scope	1
1 Context	3
2 Requirements	3
Independence Considerations	3
Materiality	4
Dealings with BOQ	4
Conflicts of Interest	4
Length of Service	4
Timing of Assessments of Independence	5
3 Supporting Information	5
Roles and Responsibilities	5
Definitions	5
Breaches	5
Related Documents	5
Document Information	6
Version History	6

1 Context

1. BOQ is committed to adopting the highest standards of corporate governance. The Board understands that it is important for the integrity of capital markets that Directors are not only independent but can be seen to be independent.
2. The ASX Listing Rules and the ASX Corporate Governance Council's Corporate Governance Principles and Recommendations (4th edition) (**CGPR Principles**) provide that a majority of the members of the Board of a listed company should be independent. Similarly, APRA CPS 510 Governance requires that boards of Authorised Deposit-Taking Institutions be comprised of a majority of Independent Directors.
3. The CGPR Principles also provide that the:
 - a. Nomination Committee;
 - b. Remuneration Committee;
 - c. Audit Committee; and
 - d. Risk Committee,should be comprised of a majority of Independent Directors and that the Chair of each should also be independent.
4. It is the responsibility of the Board to determine the independence of Directors in accordance with this policy. A BOQ Director is an Independent Director if they are free from any business or other association, including one arising out of a substantial shareholding, involvement in past management or as a supplier, customer or adviser, that could materially interfere with the exercise of their independent judgement.
5. In reaching its decision regarding individual Director independence, the Board will rule that a Director is not independent if they fall within one of the examples in section 2 unless it is clear that the interest, position or relationship in question is not material and will not interfere with the Director's capacity to bring an independent judgment to bear on issues before the Board and to act in the best interests of the entity as a whole, rather than in the interests of an individual security holder or other party.
6. The Board acknowledges that the Financial Accountability Regime and APRA CPS 520 Fit & Proper impose additional requirements in respect of the suitability of directors. BOQ has separate policies and procedures in respect of those requirements.

2 Requirements

Independence Considerations

7. In assessing whether a Director is independent, the Board will (among other things) consider whether or not the Director:
 - a. is, represents or is or has been within the last three years an officer or employee of, or professional adviser to, a Substantial Shareholder of BOQ, or is otherwise associated directly with a Substantial Shareholder of BOQ;
 - b. is or has been within the last three years been employed in an executive capacity by BOQ or another BOQ group member and there has not been a period of at least three years between ceasing such employment and serving on the board;
 - c. is or has been within the last three years been in a material business or contractual relationship (for example, as a supplier, professional adviser, consultant or customer) with BOQ or another BOQ group member, or is an officer of or otherwise associated with someone with such a relationship, other than as a Director;
 - d. receives performance-based remuneration (including options or performance rights) from, or participates in an employee incentive scheme of, BOQ;

- e. has an interest or a business or other relationship which could, or could reasonably be perceived to, materially interfere with the Director's ability to act in the best interests of BOQ;
 - f. with the last three years has or has had a present or former affiliation with or employment by a present or former internal or external auditor of BOQ who has worked on the BOQ audit;
 - g. has close personal ties with any person who falls within any of the categories described above; or
 - h. has served on the Board for such a period that their independence from management and substantial shareholders of BOQ may have been compromised.
8. The Board may, in its reasonable opinion, determine that a Director is independent notwithstanding the existence of a relationship of the kind referred to above having regard to each individual Director's circumstances and the materiality of the interest, position or relationship in question.
9. If there is a change in a Director's interests, positions or relationships that could bear upon their independence, the Director must inform the Board or the Nomination and Governance Committee at the earliest opportunity.

Materiality

10. In determining whether a Director may be assessed as being 'independent' for the purpose of this Policy, the Board will also consider whether the Director has any other interest, position or relationship which might influence, or reasonably be perceived to influence, in any material respect their capacity to bring an independent judgement to bear on issues before the Board and to act in the best interests of BOQ as a whole rather than in the interests of an individual security holder or other party.
11. The Board may have regard to any quantitative and qualitative factors other than those listed above on a case-by-case basis that it considers relevant and reasonable when assessing the independent status of a particular Director.

Dealings with BOQ

12. A Director may, from time to time, have personal dealings with BOQ. A Director may be involved with other companies or professional firms which may, from time to time, have dealings with BOQ.
13. In those cases, full details of any related party transactions must be disclosed in BOQ's accounts, as required by law. Furthermore, a Director's disclosure of any conflict of interest, material personal interest and external directorships must be noted as standing agenda items at each Board meeting.
14. Directors must strictly adhere to the constraints on their participation and voting in relation to matters in which they may have an interest in accordance with the Corporations Act and BOQ's policies.

Conflicts of Interest

15. Directors must take all reasonable steps to avoid actual, potential or perceived conflicts of interest and declare any actual, potential or perceived conflicts to the Chair of the Board and the Company Secretary should they arise.

Length of Service

16. BOQ does not consider that length of service on the Board alone affects a Director's ability to act in the best interests of BOQ and independently from BOQ's management and Substantial Shareholders. Length of service is just one of the factors that the Board will consider when assessing the level of independent judgement and objectivity that a Director brings to bear on issues before the Board and otherwise in the persons of their duties as a Director.
17. Nonetheless, the Board has set a maximum three (3) term guideline. Those Directors who have served more than three (3) terms may remain subject to the Board's annual assessment of Director independence.

Timing of Assessments of Independence

18. The independence of each Director must be:
- a. considered prior to appointment, in accordance with BOQ's policy and procedures for the selection and appointment of new Directors to the Board;
 - b. re-assessed at least annually at or around the time that the Board or the Nominations and Governance Committee considers candidates for election or re-election to the Board; and
 - c. re-assessed on such other occasions and at such other times determined by the Board, having regard to disclosures made by the Director of any new interests or relationships (Directors are required to disclose to the Chair whether their independence may have been affected).

3 Supporting Information

Roles and Responsibilities

19. The following table outlines the roles and responsibilities relating to this Policy.

Role	Responsibility
Board	Determining the independence of Directors according to this Policy.
Directors	Declare any actual, potential, or perceived conflicts of interest, material personal interests and external directorships to the Chair of the Board and Company Secretary.
Company Secretary	Support the Board and Directors in meeting the requirements of this Policy.

Definitions

20. The following table defines key terms used in this Policy.

Term	Definition
Independent Director	A non-executive Director who is free from any business or other association – including those arising out of a substantial shareholding, involvement in past management or as a supplier, customer or adviser — that could materially interfere with the exercise of their independent judgement.
Substantial Shareholder	A person with a 'substantial holding' as defined in the section 9 of the Corporations Act 2001 (Cth).

Breaches

21. Suspected or actual breaches of this Policy must be reported to the Document Owner and managed according to BOQ's issue, risk event, and consequence management processes.

Related Documents

22. The following documents relate to this Policy:
- a. Board Performance Review and Renewal Policy
 - b. Board and Board Committee Charters

Document Information

Approver	Board
Approved on	27 June 2024
Document Owner	Fiona Daly, General Counsel & Company Secretary
Accountable Group Executive	Rachel Stock, Chief Risk Officer
Document Level	Board Policy
Information Classification	Public
Relevant Legislation (incl. Prudential Standards)	ASX Listing Rules, CGPR Principles, APRA CPS 510 Governance
Risk Class(es)	Compliance and Conduct
Review Frequency	Every two years
Next scheduled review date	Determined by current approval date and review frequency.
Transition Period	N/A

Version History

Version	Date	Author	Description
5.0	27/06/2024	GGC	Review and update into new template
4.0	06/07/2023	GGC	Review
3.0	07/07/2022	GM Secretariat	Review
2.0	08/07/2021	GM Secretariat	Biennial Review