

## People, Culture and Compensation Committee report

### 6

#### meetings in 2025

At each meeting, the Committee meets in-camera with the Executive Vice-president (EVP), People & Culture and Chief Human Resources Officer and also in-camera without management present. The Committee also meets with the executive compensation consultant without management present at each meeting.

The Board has determined that all members of the People, Culture and Compensation Committee (PCCC or People Committee) meet the compensation committee independence requirements of the New York Stock Exchange (NYSE).

This Committee has a formal policy limiting the number of currently serving CEOs of other public companies on the Committee to no more than one-third of its members. There are no currently serving CEOs of other public companies on the Committee.

**100% independent** ✓

#### Committee members



Mary Jo Haddad  
(Chair) ✓



Raymond Chan ✓



Hazel Claxton ✓



Lisa de Wilde ✓



Christine Magee ✓



Marc Parent ✓



Victor Dodig<sup>1</sup> ✓



David Mowat ✓

#### 2025 Committee highlights

##### Performance assessment

For the 2025 performance year, we continued to use our amazing people performance development (APPD) model as our framework for individual performance assessment for the CEO and ELT (Executive Leadership Team – all EVPs who are appointed officers of the Company). This model evaluates individual performance against each executive's goals (*what* you do) and TELUS' values (*how* you do it). For further details, see page 105.

We also continued to complement APPD with our talent summary approach for the CEO and ELT, which focuses on both the individual executive's retention value and their future potential. These factors directly influence long-term incentive (LTI) grant allocations and drive each executive's targeted compensation position relative to the comparator group median. For further details, see page 95.

##### Succession planning

The People Committee continued to lead the CEO succession planning process and leveraged Egon Zehnder to provide independent, external support. The CEO succession plan, process and candidates were discussed with the entire Board at four board meetings during 2025.

Early in 2026 the Board identified Victor Dodig as a successor to Darren. Victor was appointed CEO Designate and will be appointed as CEO July 1, 2026. Darren will be instrumental in an effective transition to Victor and has agreed to remain as an advisor to the new CEO until April 30, 2027, aligned with Darren's expressed retirement timing.

Darren is the longest-serving CEO among the companies in TELUS' compensation peer group with tenure more than 5 times the median CEO tenure. Over his more than 25 year career, Darren has delivered tremendous

value to stakeholders, including delivering a total shareholder return of 661% since 2000<sup>2</sup>, outpacing BCE by 343 percentage points, AT&T by 453 percentage points, Verizon by 483 percentage points and the MSCI World Telecom Services Index by over 601 percentage points. His deep understanding of the industry and influence on TELUS' strategy, business execution and customers first culture allowed the People Committee to take the time needed to thoughtfully select his successor and ensure they are set up to continue to deliver unparalleled value for stakeholders. The disruption and uncertainty in telecom regulation in Canada, and the broader North American market, has made our business more complex. The People Committee will ensure the next CEO assumes the leadership of TELUS ready to build on Darren's legacy of value creation and positively differentiated performance to peers.

##### Compensation elements

The Committee reviewed TELUS' compensation philosophy, incentive design, executive performance and compensation guidelines for executives in 2025 addressing:

##### Compensation philosophy

- Assessed the comparator group we use for CEO and ELT compensation benchmarking
- Evaluated our target pay positioning within the comparator group
- Assessed the linkage of our executive compensation philosophy and incentive plans to our financial and non-financial performance and business strategy

<sup>1</sup> Victor stepped down from the People Committee following his designation by the Board as President and CEO upon Darren's retirement.

<sup>2</sup> Reflects shareholder return to Q3 2025; TELUS' share price experienced unprecedented pressure in the second half of 2025 from a coordinated shorting effort by U.S. hedge funds shorting and we do not believe the share price at year-end reflects our strong business fundamentals, growth opportunities, or the continued confidence of top analysts and investors in our execution excellence.

## People, Culture and Compensation Committee report (continued)

- Reviewed the alignment of our compensation philosophy across the roles of all team members
- Reviewed the mix of elements used to determine CEO and ELT compensation.

### CEO compensation and performance

- Reviewed and approved the corporate goals and objectives relevant to CEO compensation
- Assessed the performance of the CEO, with input from the full Board
- Reviewed and recommended to the Board for approval the components of the CEO's compensation for 2025 (including base salary, performance bonus, and restricted share unit (RSU) and executive performance share unit (EPSU) grants), based on its evaluation of the CEO's performance and its review of the design and adequacy of CEO compensation, as well as a consideration of market trends and data.

### ELT compensation and performance

- Reviewed the CEO's evaluation of the performance of each ELT member
- Reviewed and approved compensation for ELT members (base salary, performance bonus, and RSU and EPSU grants), after considering market trends and data.

### Performance bonus plan

- Reviewed and approved the 2025 corporate scorecard performance targets, as well as the year-end scorecard multiplier
- Reviewed financial targets on the corporate scorecard for compensation purposes and validated the measures relative to financial reporting.

### Equity plans

- Reviewed and approved the payout factors and the actual payouts to the ELT associated with the performance-contingent RSUs that were granted in 2023 and vested on November 20, 2025 (and recommended the same payout factors to the Board with respect to the CEO's performance-contingent RSUs)

- Reviewed and approved the performance criteria for the performance-contingent RSUs granted in respect to 2025 performance. In 2025, the Committee approved a modernized approach to performance-contingent RSUs in response to shareholder feedback and as part of our ongoing commitment to best practices in executive compensation.
- These enhancements are the addition of Free Cash Flow (FCF) as a performance metric, rebalancing of performance metric weightings, and redefinition of the TSR peer group and payout curve
- Reviewed and recommended to the Board for approval the total funding for annual grants of RSUs to management below the ELT level under the RSU Plan for 2025 performance
- Approved annual EPSU grants to ELT members and the total annual grants of management performance share units (MPSUs) to management under the PSU Plan for 2025 performance
- Reviewed and approved the replenishment of a discretionary pool of RSUs that the CEO has the authority to grant to non-executive management for reward, retention and recognition purposes, subject to the parameters specified by the People Committee
- Monitored the actual 2025 discretionary grants under the RSU Plan to certain members of non-executive management for reward, retention or recognition purposes
- Monitored the share ownership of each ELT member relative to established ownership targets.

### Governance

- Reviewed and approved the People Committee 2025 annual work plan, including the division of duties between the Board executive compensation advisor and management executive compensation advisor
- Reviewed and approved an independent assessment conducted by Meridian Compensation Partners Inc. (Meridian) of the key compensation parameters to determine the extent to which appropriate compensation risk mitigation safeguards are in place

## People, Culture and Compensation Committee report (continued)

- Reviewed and approved the annual work plan, budget, engagement agreement and independence letter for Meridian
- Reviewed and recommended to the Board for approval the proposed appointment of individuals as ELT members and as executive officers of the Company
- Received regular updates from management and Meridian on compensation matters, and considered new and proposed Canadian and U.S. regulatory requirements, as well as evolving best practices on executive compensation
- Received reports on a quarterly basis on business ethics and the workplace environment at the Company. The workplace environment report is produced by our Respectful Workplace Office and includes an overview of relevant education and training activities and an analysis of complaints related to discrimination, harassment (including sexual harassment) and bullying
- Reviewed reports on team member well-being and health and safety programs, as well as gender-related pay practices
- Reviewed regular people strategy updates from management, covering topics such as diversity and inclusion, labour relations and our Work Styles® program
- Received quarterly updates from management on the Company's environmental, social and governance achievements in relation to performance against the 2025 corporate scorecard
- Received updates on the outcome of the annual employee engagement survey.

### Public disclosure

Reviewed and approved for publication this report of the People Committee, and the compensation discussion and analysis that follows.

Signed, the members of the People, Culture and Compensation Committee



Mary Jo Haddad (Chair)



Raymond Chan



Hazel Claxton



Lisa de Wilde



Christine Magee



David Mowat



Marc Parent