

Investment Committee Terms of Reference

Membership of the Investment Committee

IT WAS RESOLVED that, with effect from 12 December 2016

- a. pursuant to Article 15.1(a) of the Articles of Association, an Investment Committee be appointed as a Committee of the Board of Governors with delegated authority for investment matters. The members are listed in Part A and the terms of reference, as approved by the Board of Governors from time to time, are listed in Part B.
- b. any earlier resolutions relating to the establishment, membership and terms of reference of the Investment Committee be superseded by this resolution.

Part A. Members of the Investment Committee

Note: Changes to Committee Membership must be approved by the Board of Governors.

Name	Role	Date of Appointment
Richard Gillingwater	Committee Chair Governor	1 Sept. 2019
Julia Gillard	Wellcome Chair	12 April 2021
Vacant	Governor	
Tracy Blackwell	External member	1 Sept. 2019 for 3 years
Stefan Dunatov	External member	1 March 2016 for 3 years; reappointed for 3 years to 28 Feb 2022
Cressida Hogg	External member	1 Sept. 2019 for 3 years
Martin Halusa	External member	1 Sept. 2019 for 3 years
Girish Reddy	External member	1 Oct. 2019 for 3 years
Jeremy Farrar	Director of Wellcome Trust	1 Oct. 2013
Peter Pereira Gray	Managing Partner and Chief Executive Officer, Wellcome Trust	9 Feb. 2005
Nick Moakes	Managing Partner and Chief Investment Officer, Wellcome Trust	20 Nov. 2007

Short biographies of the external members can be found below in Part C.

Part B. Terms of Reference of the Investment Committee

Members of the Investment Committee

- 1.1 The Investment Committee shall comprise Wellcome's Chair and one or more additional Governors as may be appointed by the Board of Governors by written resolution from time to time together with Wellcome's Director, the Managing Partners within the Investment Division and one or more external and staff members.
- 1.2 The Board of Governors by written resolution shall appoint the Chair and the members of the Investment Committee and may from time to time by written resolution change the Chair and the membership of the Committee. The Nominations Committee may be asked to make recommendations for these positions. The Remuneration Committee determines the remuneration for the external members.

- 1.3 External members should have significant levels of financial and investment expertise commensurate with the size, complexity and diversity of Wellcome's portfolio. External members should normally be appointed for terms of three years with a maximum of three terms by mutual agreement (to a maximum of nine years total). The initial appointment should be subject to mutual review after one year.
- 1.4 At the discretion of the Chair, other persons may be invited to attend for specific items, whole meetings or each meeting. The Chair will appoint a Secretary to the Investment Committee, who will not be a member.

2. INVESTMENT POLICY		
<p>Our Investment Policy sets out the respective roles of the Board of Governors, the Investment Committee and the Investment Executive. The role of the Investment Committee set out below is taken from the Investment Policy.</p> <p>Investment decisions and investment risk are overseen by the Committee.</p>		
Role of the Investment Committee		
Key Area	Responsibilities	Role
	<p>The Investment Committee's role is to act as an advisory body on investment matters. It may veto any proposed investment that it is asked to consider, but it is not empowered to authorise specific investment transactions.</p> <p>When performing its duties the Committee shall have regard to the fundamental principle that investment decisions and investment risk is overseen by the Investment Committee and investment operations by the Audit and Risk Committee.</p> <p>The Committee will report to the Audit and Risk Committee on material legal compliance risk issues and also significant issues relating to systems and processes that come to its attention.</p>	Advisory
The Committee's role is:		
3.1	to provide expert advice on investment matters to the Board of Governors. In particular to provide assurance that the investment arrangements remain appropriate, and confirmation that the portfolio is being managed in accordance with this investment policy.	Advise and assure
3.2	to review in detail the performance, risk profile (including reputational issues) and management of the investment portfolio.	Review
3.3	to review asset class ranges proposed by the Investment Executive for the investment portfolio, and to make recommendations to the Board of Governors.	Review and Recommend
3.4	to review, and if appropriate veto, any specific investment transactions which may be proposed from time to time by the Investment Executive.	Review and Veto
3.5	to review, and if appropriate recommend to the Board of Governors, any investment initiatives proposed by	Review and Recommend

	the Investment Executive which fall outside this investment policy.	
3.6	to provide expert advice and recommendations to the Board of Governors on those areas in which the Board of Governors retains responsibility for determining policy.	Advise and Recommend
3.7	to provide expert advice on investment matters to the Investment Executive.	Advise
3.8	To supervise the implementation by the Investment Executive of appropriate arrangements for the safekeeping of all investment assets.	Review
3.9	To review reports on operational issues which could prevent the Investment team achieving its objectives.	Review
SUCCESSION PLANNING FOR THE INVESTMENT TEAM		
	Succession planning for the senior leadership of the Investment Team is led by the Remuneration Committee in consultation with other parties as necessary. The Investment Committee has oversight for the broader Investment Team and succession issues.	Advise

4. General Principles

- 4.1 A report of decisions taken by the Investment Committee shall be made to the Board of Governors at its next regular meeting but in any case, not later than three months after the relevant Investment Committee meeting. In addition, copies of the minutes of each Investment Committee meeting shall be circulated to the Board of Governors prior to its next regular meeting.
- 4.2 The quorum for the proceedings of the Investment Committee shall consist of at least 50% of the Governor and staff members (provided that at least one Governor member and one staff member shall be present within that quorum). External members do not count towards the quorum requirements.
- 4.3 If the Chair is not able to attend, the Chair will be elected by the Investment Committee members present.
- 4.4 The Investment Committee will meet at least four times per financial year.

5. Sub-delegation

- 5.1 The Investment Committee may sub-delegate any of its powers and discretions to any subcommittee, any member or members of the Investment Committee or such subcommittee or any other person or persons as it may determine who are qualified by his or her expertise to provide advice to the Investment Committee. A resolution, prepared by the Secretary to implement any subcommittee, shall be approved by the Investment Committee. The Chair and membership of any subcommittee shall be proposed by the Chair and the Investment Executive and approved by the Investment Committee. The Board of Governors may revoke in whole or in part any such delegation or vary the terms of the delegation.

5.2 A report of decisions taken by a subcommittee shall be made to the Investment Committee, normally within two months of the meeting but, exceptionally, within three months.

6. Procedures

6.1 A meeting of the Investment Committee or any subcommittee may be held by way of a video or audio conference, telephone or similar equipment designed to allow each member to take part in the meeting (or by a combination of such media) provided that at all times the number of members participating in such a meeting is sufficient to constitute a quorum. A member shall be deemed to participate in a meeting if he or she can hear and be heard by each other member participating in the meeting. All members so participating shall be treated as being present at the meeting for the purpose of determining whether the quorum requirements are fulfilled.

6.2 A resolution in writing signed or approved by letter, facsimile transmission or electronic mail (or in such other manner as the Investment Committee may approve) by or on behalf of all the members entitled to vote on such resolution and to be counted in the quorum at a meeting of the Investment Committee for the purposes of such resolution shall be as valid and effective as if it had been passed at a meeting of the Investment Committee duly convened and held, provided it is approved by a sufficient number of members to constitute a quorum. Such a resolution may consist of several documents each signed or approved by or on behalf of one or more members of the Investment Committee.

7. Conflicts of Interest

7.1 Members of the Investment Committee (including external members) are subject to Wellcome's Conflict of Interest policies, and attention is particularly drawn to the sections relating to inside information. In the event of any difficulty arising out of the application or potential application of either of these policies, this should be discussed with the Chair of the Investment Committee as soon as possible.

7.2 Members of the Investment Committee will generally be given the opportunity to exclude themselves from any discussion of the Investment Committee relating to an investment or potential involving (i) information which is, or may be, inside information, and (ii) an actual or potential conflict of interest.

Part C. Short biographies of external members of the Investment Committee

Tracy Blackwell is an experienced investment professional who has been chief executive of Pension Insurance Corporation (PIC), a specialist insurer of defined benefit pension funds, since 2015. She is one of the five who founded the business in 2006.

Prior to joining PIC, Tracy spent 10 years at Goldman Sachs, including as Head of Risk Management, EMEA eventually leading the pension and insurance strategy group, working with pension fund and insurance company clients on investment, risk and strategic issues. Currently, she is a non-executive director of specialist lender United Trust Bank and a trustee and treasurer of the Elton John Aids Foundation (EJAF).

Stefan Dunatov is Chief Strategist for the Abu Dhabi Investment Council, one of the largest Sovereign Wealth Funds in the world. He is also Head of Investment Risk, Strategy and

Research at bclMC, which has \$130bn in assets under management for pension and insurance companies. He is also Chair of the 300 Club, a global group of investment professionals aiming to improve investment governance and strategy for asset owners and stakeholders.

Previously, he was Chief Investment Officer at Coal Investments (UK) and has also worked at Deutsche Asset Management, Equitas Insurance, the Reserve Bank of New Zealand and HSBC. He studied economics and law at the University of Auckland and completed his masters in economics at the London School of Economics.

Martin Halusa co-founded Apax Partners in Germany, eventually spending ten years as CEO and two years as chair of the global firm.

When he retired from Apax, Martin took the decision not to sit on any commercial boards. He remains as a director of the Guernsey-listed holding company of Apax and served 10 years on the board of the Courtauld Institute of Art.

Cressida Hogg is a senior executive with a strong investment track record in infrastructure and private equity and a deep understanding of asset intensive businesses and large scale projects. She has been a non-executive director of LandSec (Market cap £6.2bn) since 2014, taking over as chair in July 2018. She is also a non-executive director of London Stock Exchange (Market cap £18.3bn) and Troy Asset Management, an independent fund management company with circa £10bn assets under management (2017).

Girish Reddy has nearly four decades of experience in financial markets, including over a decade in Europe. He was previously a partner and co-head of equity derivatives for Europe at Goldman Sachs. After his retirement in 2001, he co-founded and became CEO of Prisma Capital Partners, an alternative asset management firm. After his firm was acquired by KKR in 2012, he became a partner at KKR, managing its hedge fund solutions business.

He was a former board member of Barra, an investment analytics and trading solutions firm. He currently serves on the executive committee of the Cornell board of trustees and chairs Cornell's Endowment Investment Committee. He also serves on the executive board of the Indian School of Business.

These Terms of Reference were adopted by the Board of Governors on 22 February 2022.

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