

## PEOPLE AND COMPENSATION COMMITTEE CHARTER

### Mission Statement

The purpose of the People and Compensation Committee (the “Committee”) of the Board of Directors (the “Board”) of Alcoa Corporation (“Alcoa Corporation,” and including its subsidiaries, the “Company”) is to (i) discharge the Board’s responsibilities relating to the compensation of Alcoa Corporation’s officers<sup>1</sup>; (ii) oversee the administration of the Company’s compensation and benefits plans, in particular the incentive compensation plans of the Company; (iii) oversee the management succession planning for the Company’s officers (except the CEO); and (iv) prepare an annual Compensation Committee Report required by the rules and regulations of the Securities and Exchange Commission (the “SEC”) to be included in Alcoa Corporation’s annual proxy statement.

### Membership

The Committee shall consist of no fewer than three members, the exact number to be determined from time to time by the Board.

Each member of the Committee shall meet the independence requirements imposed by the listing standards of the New York Stock Exchange (the “NYSE”) and shall qualify as “non-employee directors” within the meaning of Rule 16b-3.

The members of the Committee shall be appointed by a majority vote of the Board from among its members based on the recommendations of the Governance and Nominating Committee of the Board and shall serve until such member’s successor is duly appointed and qualified or until such member’s resignation or removal by a majority vote of the Board.

### Authority and Responsibilities

The Committee shall have the following specific authority and responsibilities (in addition to any others that the Board may from time to time delegate to the Committee):

#### A. General

1. The Committee shall periodically review and approve general compensation and benefit policies and programs of the Company.
2. The Committee shall periodically review the Company’s programs, policies, practices, and strategies related to human capital management, including with respect to talent acquisition, retention, development, culture, and inclusion, and shall oversee associated risks.

#### B. Executive Compensation

1. The Committee shall consider executive compensation programs in the context of the Company’s long-term strategy.
2. The Committee shall at least annually (a) after consultation with the independent members of the

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<sup>1</sup> For purposes of this charter, “officers” means employees of the Company designated as “officers” of Alcoa Corporation by the Board or Committee within the meaning of Rule 16a-1(f) of the Securities Exchange Act of 1934, as amended, and any other employees of the Company, after consultation with management, that are specifically designated as those senior employees for whom the Committee reviews and approves their respective compensation.

Board, review and approve the corporate goals and objectives relevant to the compensation of Alcoa Corporation's Chief Executive Officer (the "CEO"); (b) evaluate the CEO's performance in light of these goals and objectives; and (c) determine and approve the CEO's compensation level based on this evaluation.

3. The Committee shall at least annually (a) review and approve the compensation for the officers, including (i) the annual base salary; (ii) the annual incentive opportunity and awards; (iii) the long-term incentive opportunity; and (iv) any special or supplemental benefits or other compensation; and (b) oversee the evaluation of the performance of the officers.
4. The Committee shall approve any employment agreements, consulting arrangements, severance or retirement policies and arrangements, and/or change-in-control agreements or provisions covering any officer, including without limitation, the approval of all contracts of the Company with any officer for remuneration (whether in the form of a pension, deferred compensation or otherwise) to be paid from the general funds of the Company after the termination of regular employment of such officer.
5. The Committee shall consider the votes of stockholders regarding the Company's compensation policies and practices as described in the Company's annual proxy statement.
6. The Committee shall review and approve, and/or make recommendations to the Board regarding, the adoption or revision of any clawback policy allowing the Company to recoup compensation paid to employees.

C. Compensation Plans

1. The Committee shall oversee the management and administration of the compensation and benefit plans of the Company, including pension, savings, retirement, incentive and equity-based plans; provided that in connection with the management and administration of those benefit plans regulated by the Employee Retirement Income Security Act of 1974, as amended ("ERISA"), the Committee shall delegate all management and administration responsibilities to one or more committees comprised of Company officers or employees, and the Committee's sole role shall be one of monitoring such committees in accordance with applicable ERISA law.
2. The Committee shall review and make recommendations to the Board with respect to, or approve, any incentive compensation plans and equity-based plans for the Company to be adopted or submitted to stockholders for approval.
3. The Committee shall review and make recommendations to the Board with respect to, or approve, awards pursuant to the Company's equity-based and cash-based plans.
4. The Committee shall periodically undertake a review of the Company's executive compensation programs, including its incentive structure, and consider related risks associated with such programs to avoid encouraging excessive risk taking.
5. The Committee shall determine and periodically review the stock ownership guidelines applicable to executives.
6. The Committee shall determine the executive compensation philosophy and performance metrics, targets and payout schedules for the officers' annual and longer-term incentive plans.

D. Management Succession Planning

In connection with overseeing the evaluation of the performance of the officers, the Committee shall oversee and review with the Board the short-term and long-term succession planning for the officers (other than the CEO).

E. SEC Report

The Committee shall prepare an annual Compensation Committee Report to be included in Alcoa

Corporation's annual proxy statement in accordance with applicable SEC rules and regulations. In connection with such report, the Committee shall review and discuss with management the Compensation Discussion and Analysis section, and based on such review and discussion, recommend to the Board that the Compensation Discussion and Analysis section be included in Alcoa Corporation's annual proxy statement.

**F. Performance Evaluation**

The Committee shall review its own performance at least annually in such manner as it deems appropriate, and make a report to the Board regarding such evaluation. The Committee should review and reassess the adequacy of this charter at least annually and submit such evaluation, including any recommendations for change, to the full Board for review and approval.

**G. Retention of Consultants and Advisors**

1. The Committee shall have authority to, in its sole discretion, retain or obtain the advice of a compensation consultant, independent legal counsel or other advisor.
2. The Committee shall be directly responsible for the appointment, compensation and oversight of the work of any compensation consultant, independent legal counsel or other advisor retained by the Committee.
3. The Company shall provide for appropriate funding, as determined by the Committee, for payment of reasonable compensation to a compensation consultant, independent legal counsel or any other advisor retained by the Committee.
4. In selecting a compensation consultant, legal counsel or other advisor to the Committee (other than in-house legal counsel or another advisor excluded from this requirement under the NYSE listing standards), the Committee shall take into consideration all factors relevant to that person's independence from management, including the following:
  - (a) the provision of other services to the Company by the person that employs the compensation consultant, legal counsel or other advisor;
  - (b) the amount of fees received from the Company by the person that employs the compensation consultant, legal counsel or other advisor, as a percentage of the total revenue of the person that employs the compensation consultant, legal counsel or other advisor;
  - (c) the policies and procedures of the person that employs the compensation consultant, legal counsel or other advisor that are designed to prevent conflicts of interest;
  - (d) any business or personal relationship of the compensation consultant, legal counsel or other advisor with a member of the Committee;
  - (e) any stock of the Company owned by the compensation consultant, legal counsel or other advisor; and
  - (f) any business or personal relationship of the compensation consultant, legal counsel, other advisor or the person employing the advisor with an executive officer of the Company.

**Structure and Operations**

The Board shall designate one member of the Committee to act as its chairperson. The Committee shall meet in person or telephonically at such times and places determined by the Committee chairperson, with further meetings to occur, or actions to be taken by unanimous consent, when deemed necessary or desirable by the Committee or its chairperson. The chairperson, with input from the other members of the Committee, shall set the agendas for Committee meetings; such agendas shall be distributed to the full Board. A majority of the Committee shall constitute a quorum.

The Committee may request that any directors, officers or other employees of the Company, or any other persons whose advice and counsel are sought by the Committee, attend any meeting of the Committee to provide such pertinent information as the Committee requests. The Committee may exclude from its meetings any persons it deems appropriate in order for it to fulfill its responsibilities.

The Committee may form and delegate authority to subcommittees or officers of the Company when appropriate (including committees of management) consistent with applicable laws, regulations, and listing standards.

The Committee shall maintain minutes or other records of its meetings and shall give regular reports to the Board on these meetings, including the Committee's actions, conclusions and recommendations and such other matters as required by this charter or as the Board shall from time to time specify. Reports to the Board may take the form of oral reports by the chairperson of the Committee or any other member of the Committee designated by the Committee to give such report.