

***NINTH AMENDED
AND RESTATED BYLAWS***

OF

HEALTH FORWARD FOUNDATION

Approved August 27, 2025

(a Missouri public benefit corporation)

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OF
HEALTH FORWARD FOUNDATION**

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ARTICLE 1. DEFINITIONS

The terms set forth below shall have the following meanings unless otherwise required by the context in which they may be used:

1.1 Act. The term "Act" means the Missouri Nonprofit Corporation Act, as amended (Missouri Revised Statutes §§ 355.001 et seq.), or successor provisions.

1.2 Appointing Charity. The term "Appointing Charity" means the Community Advisory Council, a Missouri public benefit corporation formed on April 14, 2010. The Appointing Charity may sometimes be referred to as the "Community Advisory Council" or the "CAC." As a Publicly Supported Organization (as defined in the Articles) of the Corporation, the Appointing Charity is given the authority and privileges as set forth in the Articles and these Bylaws.

1.3 Articles. The term "Articles" shall mean the Articles of Incorporation of the Corporation filed with and accepted by the Secretary of State of the State of Missouri, and as thereafter amended.

1.4 Board. The term "Board" shall mean the Board of Directors of the Corporation.

1.5 Bylaws. The term "Bylaws" shall mean the bylaws of the Corporation except where reference is specifically made to the bylaws of another corporation, entity, or unit.

1.6 Code. The term "Code" shall mean the Internal Revenue Code of 1986, as amended, the regulations promulgated pursuant thereto, or the corresponding provision of any applicable future United States Internal Revenue Law or regulations.

1.7 Corporation. The term "Corporation" shall mean Health Forward Foundation, a Missouri public benefit corporation.

1.8 Director. The term "Director" shall mean any member of the Board of Directors of the Corporation.

1.9 Kansas Service Area. The term "Kansas Service Area" shall mean the Counties of Johnson, Wyandotte, and Allen in the State of Kansas within which the Corporation is authorized to pursue the purposes set forth in its Articles.

1.10 Missouri Service Area. The term "Missouri Service Area" shall mean the City of Kansas City, Missouri, and the Counties of Jackson, Cass, and Lafayette in the State of Missouri within which the Corporation is authorized to pursue the purposes set forth in its Articles.

1.11 Person. The term "Person" shall mean an individual, a corporation, a partnership, a limited liability company, an association, a joint stock company, a joint venture, a trust, an unincorporated organization or any agency or subdivision thereof.

1.12 Service Areas. The term "Service Areas" shall mean herein the Missouri Service Area and the Kansas Service Area collectively.

1.13 State. The term "State" shall mean the State of Missouri.

ARTICLE 2. OFFICES and AGENTS

2.1 Offices. The Corporation may have such corporate offices anywhere within the Service Areas as the Board from time to time may determine or the business of the Corporation may require. The principal office of the Corporation, which shall be in the State, may be fixed and so designated from time to time by the Board. may be fixed and so designated from time to time by the Board

2.2 Registered Office and Registered Agent. The location of the registered office and the name of the registered agent of the Corporation in the State of Missouri shall be such as determined from time to time by the Board and on file in the appropriate office of the State pursuant to applicable provisions of law.

ARTICLE 3. MEMBER OF THE CORPORATION

3.1 Membership. The Corporation shall have no members.

ARTICLE 4. BOARD OF DIRECTORS

4.1 General Authority. Subject to the limitations imposed by the Act, Articles, and Bylaws, the business and affairs of the Corporation shall be managed by the Board. The Board shall make appropriate delegations of authority to the Officers of the Corporation.

4.2 Expenditure of Foundation Funds.

4.2.1 Investment and Expenditure of Corporation Resources. The Board will be vested with the responsibility of investing and expending Corporation resources (collectively,

the "Fund") for the purposes set forth in the Articles in the Service Areas for the specific needs identified by the initial and ongoing community needs assessment process. A programmatic expense that is intended to have an effect or benefit in either the Missouri Service Area or the Kansas Service Area is authorized notwithstanding that such expenditure will or may have a secondary or incidental effect outside these Service Areas. The Corporation may participate in funding regional, bi-state, statewide, or national efforts when they benefit the Service Areas. In fulfilling that responsibility, the Board shall follow the applicable requirements and guidelines set forth in the Missouri Revised Statutes (Sections 402.130-.148, R.S.Mo.).

4.3 Number of Directors, Residency Requirement, and Racial/Ethnic Diversity. The Board will consist of 17 to 21 persons with a balanced residency representation of the Missouri and Kansas Service Areas, at least 51% of whom must be people of color. These numbers are exclusive of the President of the Corporation and the Chair of the Appointing Charity, both of whom shall be *ex officio*, nonvoting members of the Board. Each year, the Board must determine the size of the Board which is to be elected by the Appointing Charity. The Board shall designate from among the people nominated by the Appointing Charity the people who shall be elected as new members of the Board and for the transaction of such other business as may properly come before the meeting.

4.4 Qualifications of Directors. It shall be a goal of the Appointing Charity in the nomination and the election of the Directors and a goal of the Board in the designation of the Directors that the resulting Board generally represent the gender, racial, cultural, geographic, socio-economic, age, professional and ethnic diversity of the Missouri and Kansas Service Areas. In nominating, designating, and electing all Directors, consideration shall be given to ensuring that the Board collectively possesses experience in all the areas mentioned in 4.4.1 through 4.4.5 below. Each Director shall, prior to election or nomination, possess the following qualifications:

4.4.1 Each Director must have knowledge, expertise, education, or experience in one or more (and the Board as a whole, must possess experience and expertise in each) of the following: promoting community wellness, institutional asset management and investment management, finance, philanthropic administration, delivery of health care services, improving the health of the communities of focus served by the Corporation, public health, and the practice of diversity, equity, inclusion and antiracism;

4.4.2 Each Director must be at least eighteen years of age, meet the residency requirements set forth above and must have demonstrated core leadership attributes;

4.4.3 Each Director must have a recognized reputation for integrity and competence, and have demonstrated an ability to understand and appreciate the role and responsibility of a philanthropic health foundation and the need to balance various constituency requirements;

4.4.4 Each Director must have demonstrated a personal interest in and concern for the public health and welfare of residents within the Service Areas and a commitment to accomplishing the Corporation's overall mission, purposes and goals;

4.4.5 Subject to Section 4.6.1 of these Bylaws, each Director must demonstrate an ability to devote the time necessary to fulfill Board responsibilities by attending at least 60% of all board meetings and committee meetings on an annual basis. Participation in accordance with Section 5.6.3 constitutes attendance for these purposes. Failure to meet the attendance expectation may result in the removal of the Director by an affirmative vote of a majority of the Directors then in office. Further guidance regarding the resignation and removal of a Director is addressed in Section 4.8.

4.5 Persons not Eligible to Serve as Directors. Public officials and persons serving on the Board of Directors of the Appointing Charity are not eligible to serve as Directors. For purposes of this exclusion, "public official" means any elected or appointed officer who receives compensation for policy making in any city, county, state, or federal government. Any Director who determines to run for election to public office must resign as a Board member upon filing documents declaring his or her candidacy.

4.6 Terms. All Director terms will be three years except as provided in Sections 4.6, 4.7 and 4.8.

4.6.1 Term Limits and Sabbaticals. A Director may not serve more than three consecutive three-year terms, unless the Director fills a vacancy of another Director's unfulfilled term. In this case, years served in filling a vacancy at the beginning or end of years of service will not count toward the term limit of three consecutive three-year terms. In consideration of the potential years of service, a Director may request a 12 to 18 month sabbatical during any portion of their term by submitting a written request to the Board Chair and the President and CEO. The Board must vote to approve or extend a Director's request for a sabbatical, provided that an extension of a sabbatical does not exceed 18 months.

4.6.2 Re-election for Second and Third Terms. The Board, in counsel with the President, will designate Directors for re-election to the Appointing Charity for the second and third three-year terms. The Appointing Charity will vote to re-elect the candidates designated by the Board.

4.7 Vacancies. For vacancies resulting from resignations, removal, or death, unexpired Board terms may be filled or remain unfilled. The Board, in counsel with the President, may fill the vacancy:

- (a) by the designation of a current Director who is scheduled to term out at the end of the current year. If the Board determines to fill a vacancy by designation of a

current Director, thereby extending the current Board member's term, the Appointing Charity must elect the designee. Elections involving a current Director shall be made only once per individual.

(b) through nomination and election of candidates by the Appointing Charity, including candidates previously nominated within the past two years whom, should the Board choose, be presented for election outside of the Board's annual meeting.

The Appointing Charity must elect all Directors. The Appointing Charity shall nominate one nominee per vacancy and not more than two times the number of vacancies to be filled. The Board shall designate from among the people nominated by the Appointing Charity the people who shall be elected to fill the vacancies occurring on the Board. The Appointing Charity shall promptly then elect the people designated by the Board to fill the vacancies occurring on the Board.

4.7.1 Board Composition. Should the Attorney General determine that the then current composition of the Board is not in compliance with the diversity and other qualification requirements of Section 4.4 above, the Attorney General may direct that the next set of nominations made by the Appointing Charity shall be made in slates of not more than three nor less than two nominees for each vacancy to be filled.

4.8 Resignations and Removal. Any member of the Board may resign from the Board at any time by giving written notice to the Board Chair or, if the resigning member is the Board Chair, to the President. Such resignation shall take effect at the time specified therein and, unless otherwise specified therein, the acceptance of such resignation shall not be necessary to make it effective. The Board Chair (or if the resigning member is the Board Chair, then the President) shall provide the remaining members of the Board with immediate notification of the resignation. Any member of the Board may be removed from such position at any time and such removal shall constitute automatic removal from any Officer position held by the person. Consideration for removal of a Board member is the responsibility of the Governance Committee. By recommendation of the Governance Committee, the Board must vote to recommend removal to the Appointing Charity by a vote of two-thirds (2/3) of the other members of the Board in office. As is the case with any not-for-profit organization, the Attorney General may petition the Circuit Court of Cole County for the removal of any member of the Board in accordance with the Act.

ARTICLE 5. MEETINGS

5.1 Annual Meetings. An annual meeting of the Board shall be held each calendar year, on a date designated by the Board by resolution or by written consent of the members of the Board. The Board shall designate from among the people nominated by the Appointing Charity the people who shall be elected as new members of the Board and for the transaction of such other business as may properly come before the meeting. The place of the annual meeting shall be within the Service Areas.

5.2 Regular Meetings. The Board shall hold at least one regular meeting within each quarter of the calendar year. The Board, by resolution adopted by a majority of its members, may prescribe the time and place for the holding of the annual and regular meetings of the Board and may provide that the adoption of such resolution shall constitute notice of such meetings. If the Board does not prescribe the time and place for the holding of the annual or regular meetings, such meetings shall be held at the time and place specified by the Board Chair or the President, in the notice of each such regular meeting. The place of each regular meeting shall be within the Service Areas.

5.3 Special Meetings. Special meetings of the Board may be called by, or at the direction of, the Board Chair or the President, or shall be called by the Secretary upon written request of not less than seven members of the Board, to be held at such time and place and for the purpose as shall be designated in the notice of the meeting. The place of each special meeting shall be within the Service Areas.

5.4 Notice, Waiver. Without reduction of the Corporation's obligation to give public notice of every meeting of the Board or its committees, notice of the time and place of the annual and any regular or special meetings of the Board shall be delivered to each Director and the Chairperson of the Appointing Charity at least two (2) days prior to such meeting. Acceptable delivery methods include, but are not limited to, U.S. mail, electronic mail, commercial delivery and facsimile delivery, and the effective date of such delivery shall be as provided in Section 13.8 of these Bylaws. Any Director may waive notice of any meeting. The attendance of a Director at any meeting shall constitute a waiver of notice of such meeting, except where a Director attends such meeting for the express purpose of objecting, upon arriving at the meeting or prior to the vote on a matter not noticed in conformity with the Act or these Bylaws, to the lack of notice and does not vote or assent to the objected-to action. The purpose or purposes of any annual or regular meetings of the Board need not be specified in the notice or waiver of notice of such meeting except as required by the Act. If the meeting is a special meeting, the purpose or purposes of the meeting shall be specified in the notice or waiver of notice of such meeting.

5.5 Quorum. Except as otherwise provided by these Bylaws, the Articles, or the Act, a majority of the members of the Board in office immediately before a meeting begins shall constitute a quorum for the transaction of business at any meeting of the Board, but if less than a majority of the voting members of the Board are present at such meeting, a majority of the members of the Board present may adjourn the meeting from time to time without further notice.

5.6 Manner of Acting.

5.6.1 Formal Action by Board. Any action required or permitted to be taken at a meeting of the Board may be taken without a meeting, without prior notice and without a vote if all members of the Board consent to such action in writing.

5.6.2 Informal Action by the Board. No action of the Board shall be valid unless taken at a meeting at which a quorum is present or by written consent.

5.6.3 Telephonic, Internet and other Electronic Meetings and Voting. Members of the Board may participate in any meeting of the Board by means of a conference telephone, internet or virtual meeting, or similar communications equipment by means of which all persons participating in such meeting, including members of the public in an open meeting, can communicate with each other by one or more means, unless otherwise prohibited by the Act. Participation in a meeting pursuant to this section shall constitute presence in person at such meeting for the purpose of the quorum requirement and voice/email/electronic votes.

5.7 Compensation Members of the Board. Members of the Board or any committee with Board delegated powers serve in a voluntary capacity and, as such, shall not receive any compensation for their services as members of the Board or of such committee, but may be reimbursed for reasonable expenses of attendance at meetings of the Board or the applicable committee and for reasonable expenses incurred by the Director for attendance at conferences or other events or programs pre-approved by the Chairperson or Vice-Chairperson. Any expenses incurred by someone traveling with a Director to a meeting or other Board-sanctioned event or program shall not be reimbursed.

ARTICLE 6. COMMITTEES

6.1 Standing Committees. The Board may create such standing committees of two or more Directors and may delegate to it such Board powers, duties, and responsibilities, not inconsistent with law or these Bylaws, as may be stated in the resolution creating the committee. The creation of a committee and appointment of members to it must be approved by a majority of all the Directors in office. All provisions of these Bylaws relating to meetings, notice, waiver of notice, and quorum and voting requirements shall apply to such committees and committee members.

The Board shall have the following Standing Committees, which shall have the power to evaluate and amend their Committees composition, responsibilities, and frequency of meetings, by charter, from time to time, provided amendments to Committee charters are approved by the Board:

6.1.1 Executive Committee. There shall be an Executive Committee of the Board which shall consist of the Chairperson, Vice Chairperson, Treasurer, Secretary, the immediate Past Board Chair, all Committee Chairs, except for the Audit Committee Chair as described in 6.1.2. The Executive Committee may also designate two at-large members of the Board, all of whom shall be elected by the Board for terms of one year. If the immediate past Board Chair/Executive Committee Chair has reached his or her term limit, then the individual may be designated by the Board and elected by the Appointing Charity as a voting member of the Board of Directors for a term of one year. In such case, the Immediate Past Board Chair shall be included in the

17-21 voting members of the Board. The Board Chair shall serve as the Chair of the Executive Committee. No member of the Executive Committee shall serve more than two consecutive one-year terms as Chair of the Executive Committee. The Executive Committee shall act on behalf of the Board and shall have all the powers of the Board between meetings of the Board, except as provided in Section 6.4 below. Additionally, the Executive Committee, through the leadership of the Board Chair, shall annually review and evaluate, in writing, the President/CEO's performance goals and conduct a performance assessment.

6.1.2 Audit Committee. There shall be an Audit Committee of the Board which shall consist of not less than three members of the Board, none of whom may be employed by, or be an officer of, the Corporation. The Board shall elect a Director to serve as the Chair of the Audit Committee. The term of the Director as Chair of the Audit Committee shall be determined by the recommendation of the Board Chair and Governance Committee. The Audit Committee shall recommend to the Board annually who shall be employed as the independent auditors of the Corporation, shall visit with such auditors, shall receive and review the annual audit and other reports of such auditors and shall perform such other duties as the Board may from time to time direct. To foster objectivity and appropriate separation, the Chair of the Audit Committee shall not be a member of the Executive Committee.

6.1.3 Finance and Investment Committee. There shall be a Finance and Investment (F&I) Committee of the Board which shall consist of not less than three members of the Board. The Board shall elect a Director to serve as the Chair of the Finance and Investment Committee. The term of the Director as Chair of the Finance and Investment Committee shall be determined by the recommendation of the Board Chair and Governance Committee based on the leadership and succession planning needs of the board. The F&I Committee shall propose to the Board, for review and approval: 1) an annual budget; 2) an Investment Policy Statement that outlines the criteria, policies and procedures for the investment, protection and growth of the assets of the Corporation; 3) determine and approve community capital investments, in collaboration with the Impact Committee, provided such exceeds President/CEO approval authority; and 4) perform such other duties as the Board may from time to time direct.

6.1.4 Impact Committee. There shall be an Impact Committee of the Board which shall consist of not less than three members of the Board. The Board shall elect a Director to serve as the Chair of the Impact Committee. The term of the Director as Chair of the Impact Committee shall be determined by the recommendation of the Board Chair and Governance Committee based on the leadership and succession planning needs of the board.

Annually, the Impact Committee shall review and approve the funding and capital deployment authority of the President. The Impact Committee shall receive funding recommendations from the President, or from staff of the Corporation on behalf of the President and recommend approval of such funds and other expenditures made by the Corporation in furtherance of the Corporation's purposes, provided such exceeds the

approval authority of the President. The Impact Committee shall also perform other duties and hold additional responsibility as the Board may from time to time direct.

6.1.5 Governance Committee. The Governance Committee shall consist of no fewer than three members of the Board. The Secretary of the Corporation shall be a member of the Committee. The Board shall elect a Director to serve as the Chair of the Governance Committee. The term of the Director as Chair of the Governance Committee shall be determined by the recommendation of the Board Chair and Governance Committee based on the leadership and succession planning needs of the board.

The primary responsibilities of this committee shall include periodic review of these Bylaws, propose nominations for Officers, recommend educational processes and training for Board members to increase Board effectiveness, develop and make recommendations for policies on issues related to Director service and policies that reflect best practices for overall good governance. The Committee shall also evaluate the Board's current composition and identify the current and future needs of the Corporation to ensure the Board has the necessary diversity, perspectives, experience, skills, maturity and judgment to effectively pursue the Board's duties in governance and policymaking and regularly review a conflict-of-interest policy.

The Committee shall meet as determined each year based on need, but at a minimum of at least once per year. In the event a Board member's conduct or behavior necessitates removal, the Governance Committee is responsible to deliberate, make a formal recommendation for removal of the Director to the Board in accordance with section 4.8, and liaise with the Chair of the Appointing Charity to facilitate information sharing necessary for the Appointing Charity's vote.

6.2 Sub-committees. The committee chair for any Standing Committee specified in Section 6.1, in consultation with the Board Chair, shall have the power to appoint one or more sub-committees. The committee chair may delegate to it such powers, duties and responsibilities of the delegating Standing Committee, not inconsistent with the law or these Bylaws. Each sub-committee shall have no less than two members, who must be Directors.

6.2.1 Compensation Sub-Committee. The Compensation Sub-Committee shall be a subcommittee of the Executive Committee, consisting of the Officers of the Corporation and chaired by the Board Chair/Executive Committee Chair. The Board Chair may appoint one additional Director with compensation expertise. The Compensation Subcommittee shall assist the Executive Committee in discharging its responsibility with respect to the Corporation's executive compensation program and philosophy, and specifically, the compensation of the Corporation's President. The President shall set the compensation of executive staff in alignment with the Corporation's executive compensation program. The Compensation Subcommittee shall, if needed, provide input to the Finance and Investment Committee concerning considerations for the Corporation's spending policy to achieve

executive compensation program goals. The Subcommittee shall meet as determined each year based on need, but at a minimum of at least once per year.

6.3 Special Committees. Other committees, not having and exercising the authority of the Board in the management of the Corporation, may be designated by a resolution adopted by a majority of the Directors present at a meeting at which a quorum is present. Except as otherwise provided in such resolution, members of each such committee shall be Directors and/or Officers of the Corporation, and the Board Chair shall appoint the members thereof. Any member thereof may be removed by the person or persons authorized to appoint such member whenever in their judgment the best interests of the Corporation shall be served by such removal.

6.4 Limitations on Powers of Committees. No committee or sub-committee of the Board shall have the power to: (a) elect or remove members of the Board; (b) fill vacancies occurring on the Board; (c) adopt amendments to the Articles; (d) amend, repeal, or adopt new Bylaws; (e) amend or repeal any resolution of the Board; (f) create any other committees of the Board or appoint the members of any such committee, except sub-committees as permitted by section 6.2 above; or (g) approve any merger, reorganization, voluntary dissolution or disposition of all or substantially all of the assets of the Corporation. The Board may not delegate any authority to a committee which, if exercised by the Board, would require a two-thirds vote of the Directors then in office.

6.5 Meetings and Actions of Committees. Meetings and actions of committees of the Board shall be held and governed in accordance with the provisions of these Bylaws concerning meetings and actions of the Board, with such changes in the content of those provisions as are necessary to substitute the committees and their members for the Board and its members. Minutes shall be kept of each meeting of each committee of the Board and shall be filed with the records and minutes of the Board.

ARTICLE 7. PERIODIC NEEDS ASSESSMENT OF THE COMMUNITY

The Board, through the leadership of the President, will periodically reassess the health needs of the Service Areas to guide it in its expenditures. The Board will continue to focus its expenditures on the purpose and mission of the Corporation.

ARTICLE 8. OFFICERS

8.1 Officers. The Officers of the Corporation shall be a Chairperson, Vice-Chairperson, President, Secretary and Treasurer. The Chairperson, Vice-Chairperson, Secretary and Treasurer must be members of the Board. One person may hold two or more offices. The President shall not be a voting member of the Board, but shall serve as an ex officio, non-voting member of the Board. Some of the duties of certain offices are prescribed in the following sections. When the incumbent of an office other than the President is unable or unwilling to perform the duties thereof or when there is no incumbent of an office (both such

situations referred to hereafter as the "absence" of the Officer), the duties of the office shall, unless otherwise provided by the Board, be performed by the President or a person designated by the President. The Board may elect such other additional Officers as the business of the Corporation may require, and each of whom shall have the title, hold office for such period, have such authority and perform such duties as are provided in these Bylaws or as the Board may from time to time authorize or determine.

8.2 Appointment and Tenure. The Chairperson, Vice-Chairperson, Secretary and Treasurer of the Corporation shall be nominated by the Governance Committee and elected by the Board at each regular annual meeting of the Board. If the election of Officers shall not be held at such meeting, such election shall be held as soon as convenient thereafter. Each Officer shall hold office until the Officer's successor shall have been duly elected and qualified, or until the Officer's earlier death, disability, resignation, or removal; provided, however, that the Board Chair shall serve a term of no more than one year and that no person may serve as the Board Chair for more than two such terms.

8.3 Resignations and Removal. Any Officer may resign at any time by giving written notice to the Board. Such resignation shall take effect at the time specified therein and, unless otherwise specified therein, the acceptance of such resignation shall not be necessary to make it effective. Any Officer may be removed from such office at any time, with or without cause, by a majority vote of the entire Board regardless of the number of Directors that are present at the meeting, without prejudice to the contract rights, if any, of the person so removed. Election of an Officer shall not in itself create any contract rights. The resignation and removal of a Director is addressed in Article 4.8.

8.4 Delegation of Authority to Hire, Discharge and Designate Duties. The Board shall delegate to the President, and in the absence of the President may delegate to the Board Chair, or other elected officer or executive employee of the Corporation, authority to hire, discharge and fix and modify the duties, salary, or other compensation of employees of the Corporation under their jurisdiction, and the Board may delegate to such officer or executive officer similar authority with respect to obtaining and retaining for the Corporation the services of attorneys, accountants and other experts.

The President may designate or cause to be designated one or more employees of the Corporation as Vice Presidents, including Senior Executive Vice Presidents, Executive Vice Presidents, and Senior Vice Presidents, or other similar titles intended to denote the seniority or areas of special competence or responsibility of the employee (Executive Officers), but which could be construed to suggest or imply that the employee is an elected officer of the Corporation. Executive Officers will not be considered Officers of the Corporation for any purposes unless also elected by the Board. Any reference to the officers of the Corporation in these Bylaws or otherwise to the officers of the Corporation will refer exclusively to the individuals elected by the Board pursuant to these Bylaws and the Articles.

8.5 Duties of the Officers of the Corporation.

8.5.1 Chairperson. The Chairperson (or Board Chair) shall preside over all meetings of the Board. The Chairperson shall have no authority to act outside of the meetings of the Board. The Chairperson shall exercise such other powers and perform such duties as are set forth from time to time by the Board, except as otherwise provided by these Bylaws, the Articles, and the Act.

8.5.2 Vice-Chairperson. The Vice-Chairperson shall assist the Chairperson with his or her duties and shall carry out the duties of the Chairperson in his or her absence.

8.5.3 President. The President (sometimes also referred to as the “Chief Executive Officer” or “CEO”) shall, subject to the direction and supervision of the Board, (1) also be the chief executive officer of the Corporation and have general and active control of its affairs and business and general supervision of its officers, agents and employees, including authority to hire, discharge and fix and modify the duties, salary, or other compensation of employees of the Corporation under the individual’s jurisdiction, (2) be responsible for directing and administering the activities, departments, and programs of the Corporation, (3) see that all orders and resolutions of the Board are carried into effect, and (4) perform all other duties incident to the office of President and as from time to time may be assigned to the President by the Board.

The President may execute all bonds, notes, debentures, mortgages and other contracts requiring a seal, under the seal of the Corporation, and may cause the seal to be affixed thereto, and all other instruments for and in the name of the Corporation in the ordinary course of the business of the Corporation. Unless the Board otherwise provides, the President, or any person designated in writing by the President may: (i) attend meetings of other corporations or other entities to represent the Corporation thereat and to vote or take action with respect to the shares, membership or other voting interest held by the Corporation in any such corporation or other entity in such manner as the President or the President’s designee may determine; and (ii) execute and deliver waivers of notice and proxies for and in the name of the corporation with respect to any such shares owned by this Corporation. The President shall, unless the Board otherwise provides, be ex-officio, non-voting member of all standing committees. The President shall have such other or further duties and authority as may be prescribed elsewhere in these Bylaws or from time to time by the Board.

8.5.4 Secretary. The Secretary shall (1) attend and record or cause the minutes to be recorded for all meetings of the Board and provide for the retention of said minutes in the official records of the Corporation, (2) give or cause to be given notice of all special meetings of the Board, (3) be the custodian of the corporate records and seal, and (4) perform all other duties incident to the office of Secretary and as from time to time may be assigned to the Secretary by the Board and/or the President. Subject to the approval of the Board, the Secretary may delegate any duties to one or more assistants or others as may be deemed appropriate.

8.5.5 Treasurer. The Treasurer shall (1) be the principal financial officer of the Corporation, (2) keep an account of the financial transactions and condition of the Corporation, (3) be responsible for and have the custody of all of the funds, securities, evidences of indebtedness and other personal property of the Corporation, (4) provide a full and accurate accounting of all receipts and disbursements and books belonging to the Corporation, (5) deposit all monies and valuable assets in the name and credit of the Corporation into such depositories as may be designated by the Board, (6) render to the Board, whenever the Board shall require it, as well as at all regular meetings, an accounting of the financial transactions and condition of the Corporation, and (7) perform all other duties incident to the office of Treasurer and as from time to time may be assigned to the Treasurer by the Board and/or the President. Subject to the approval of the Board, the Treasurer may delegate any duties to the Chief Financial Officer, or one or more assistants or others as may be deemed appropriate.

8.6 Compensation. No Officer who is also a voting member of the Board shall receive any compensation for services as an Officer but may be reimbursed for their reasonable and necessary expenses associated with their services as an Officer. The compensation of other Officers shall be as fixed from time to time by the Board. No payment of compensation (or payment or reimbursement of expenses) shall be made in any manner so as to result in the imposition of any liability under Section 4958 of the Code.

8.7 Surety Bonds. The Board may require any Officer or agent of the Corporation to execute to the Corporation a bond in such sums and with such sureties as shall be satisfactory to the Board, conditioned upon the faithful performance of such person's duties and for the restoration to the Corporation of all books, papers, vouchers, money and other property of whatever kind in such person's possession or under such person's control belonging to the Corporation.

8.8 Duties of Officers May be Delegated. If any Officer of the Corporation be absent or unable to act, or for any other reason that the Board may deem sufficient, the Board may delegate, for the time being, some or all of the functions, duties, powers and responsibilities of any Officer to any other Officer, agent or employee of the Corporation, or responsible person.

ARTICLE 9. BOARD POLICIES

Directors shall abide by policies adopted by the Board from time to time, including without limitation, policies relating to conflicts of interest, confidentiality, business conduct and ethics, health and safety, and whistleblowers.

ARTICLE 10. INDEMNIFICATION

10.1 Indemnity. The Corporation shall indemnify and hold harmless any member of the Board or Officer of the Corporation, or former member of the Board or Officer of the

Corporation, who was or is a party to or is threatened to be made a party to, any threatened, pending, or completed action, suit, or proceeding, whether civil, criminal, administrative, or investigative by reason of the fact that such Person is or was a member of the Board or Officer of the Corporation, or is or was serving the Corporation with a contractual commitment of indemnification, or is or was serving at the request of the Corporation as a member, manager, Director, Officer, or agent of another Person, against expenses (including reasonable attorneys' fees), losses, costs, damages, judgments, fines, and amounts paid in settlement actually and reasonably incurred by that Person in connection with such action, suit, or proceeding if the Person acted in good faith and in a manner the Person reasonably believed to be in or not opposed to the best interests of the Corporation, and, with respect to any criminal action or proceeding, had no reasonable cause of the individual to believe the conduct unlawful; provided, however, the Corporation will not be required to indemnify any Person in respect of any claim, issue, or matter as to which such Person shall have been adjudged to be liable for negligence or misconduct in the performance of the individual's duty to the Corporation unless and only to the extent that the court in which the action or suit was brought determines upon application that, despite the adjudication of liability but in view of all the circumstances of the case, the Person is fairly and reasonably entitled to indemnity for such expenses which the court shall deem proper. The termination of any action, suit, or proceeding by judgment, order, settlement, conviction, or upon a plea of nolo contendere or its equivalent, shall not, of itself, create a presumption that the Person did not act in good faith and in a manner which the Person reasonably believed to be in or not opposed to the best interests of the Corporation, and, with respect to any criminal action or proceeding, had reasonable cause to believe that the individual's conduct was unlawful.

10.2 Authorization by the Board. Any indemnification hereunder shall be made by the Corporation upon the occurrence of either one of the following: (a) authorization in the specific case upon a determination that indemnification of the Person is proper under the circumstances because the Person has met the applicable standard of conduct set forth in this Article 10; or (b) issuance of a final court judgment or order requiring indemnification or stating that it would be lawful in the specific case. The determination described in clause (a) of this Section 10.2 shall be made (i) by the Board by a majority vote of the Directors who were not parties to such action, suit, or proceeding, or (ii) if a quorum is not obtainable, or even if obtainable, and a majority of disinterested Directors so directs, by independent legal counsel in a written opinion.

10.3 Cooperation of Indemnitee. Any Person seeking indemnification pursuant to this Article 10 shall promptly notify the Corporation of any action, suit, or proceeding for which indemnification is sought and shall in all ways cooperate fully with the Corporation and its insurer, if any, in their efforts to determine whether or not indemnification is proper in the circumstances, given the applicable standard of conduct set forth in this Article 10. Any Person seeking indemnification pursuant to this Article 10 other than with respect to (a) a criminal action, suit, or proceeding, or (b) an action, suit, or proceeding by or in the right of the Corporation, shall (i) allow the Corporation and/or its insurer the right to assume

direction and control of the defense thereof, if the individual elects to do so, including the right to select or approve defense counsel, (ii) allow the Corporation and/or its insurer the right to settle such actions, suits, or proceedings at the sole discretion of the Corporation and/or its insurer, and (iii) cooperate fully with the Corporation and its insurer in defending against, and settling such actions, suits, or proceedings.

10.4 Advance of Expenses. Expenses incurred in defending a civil or criminal action, suit, or proceeding brought other than by the Corporation shall be paid by the Corporation in advance until the earlier to occur of (a) the final disposition of the action, suit, or proceeding in the specific case, or (b) a determination by the Board that indemnification is not proper under the circumstances because the applicable standard of conduct set forth in this Article 10 has not been met. Expenses incurred in defending a civil or criminal action, suit, or proceeding brought by the Corporation shall be paid by the Corporation in advance of the final disposition of the action, suit, or proceeding, as authorized by the Board in its sole discretion in the specific case. Any advance of expenses shall not commence until receipt by the Board of an undertaking by or on behalf of the individual seeking such advance to repay any advanced amount unless it shall ultimately be determined that individual is entitled to be indemnified by the Corporation as authorized in this Article 10.

10.5 Non-Exclusivity. The indemnification provided by this Article 10 shall not be deemed exclusive of any other rights to which those seeking indemnification may be entitled under Missouri Revised Statute Sections 537.117, 355.471 or 355.476, these Bylaws or any agreement, or otherwise, both as to action in an official capacity and as to action in another capacity while holding such office or position, and shall continue as to a Person who has ceased to be a member of the Board or Officer of the Corporation and shall inure to the benefit of the heirs, executors, and administrators of such Person.

10.6 Insurance. The Corporation may purchase and maintain insurance on behalf of any Person who is or was a member of the Board, Officer, employee, or agent of the Corporation, or is or was serving the Corporation with a contractual commitment of indemnification, or is or was serving at the request of the Corporation as a member, manager, director, officer, employee, or agent of another Person against any liability asserted against that Person and incurred by the individual in any such capacity, or arising out of the individual's status as such, whether or not the Corporation would have the power to indemnify the Person against such liability under the provisions of the Act. The acquisition of insurance for any such Person under this Section 10.6 shall not give rise to or increase, as the case may be, the obligation of the Corporation to indemnify any Person.

10.7 Additional Indemnification. The Corporation may provide further indemnity, in addition to the indemnity provided by this Article 10 to any Person who is or was member of the Board or Officer of the Corporation, or is or was serving the Corporation with a contractual commitment of indemnification, or is or was serving at the request of the Corporation as a member, manager, director, officer, or agent of another Person, provided that no such indemnity shall indemnify any Person from or on account of such Person's

conduct which was finally adjudged to have been knowingly fraudulent, deliberately dishonest, or willful misconduct.

10.8 Set-off. The Corporation's indemnity of any Person who is or was a member of the Board or Officer of the Corporation, or is or was serving the Corporation with a contractual commitment of indemnification, or is or was serving at the request of the Corporation as a member, manager, director, officer, or agent of another Person, shall be reduced by any amounts such Person may collect as indemnification (a) under any policy of insurance purchased and maintained in the individual's behalf by the Corporation, or (b) from another Person, or from insurance purchased by any of them.

10.9 Limitation. Nothing contained in this Article 10, or elsewhere in these Bylaws, will operate to indemnify a member of the Board or Officer of the Corporation or any other Person if such indemnification is for any reason contrary to law.

ARTICLE 11. FUNDING ADMINISTRATION

11.1 Purpose of Funding. The Corporation shall have the power to make contributions and to render other financial assistance to achieve the purpose set forth in the Articles.

11.2 Power to Make Funding Decisions. Annually, the Impact Committee shall review and recommend to the Board the funding and capital deployment authority of the President. The President has the authority to make funding decisions for amounts to be approved annually by the Board. The Impact Committee may also set a different amount at any meeting of the Impact Committee.

The Board shall receive funding recommendations from the President, or from staff of the Corporation on behalf of the President and approve such funding and other expenditures made by the Corporation in furtherance of the Corporation's purposes, provided such exceeds the approval authority of the President. An updated list of funded partners and the corresponding projects for all funding approved by the President will be presented to the Impact Committee and Board at each meeting for notification and discussion. Funding in excess of the amounts for which the President has the authority to act without Board approval shall be made by the Board, unless the board determines to delegate this authority from time to time.

11.3 Refusal. The Impact Committee, in its absolute discretion, shall have the right to refuse to make any contributions, or to render other financial assistance, for any or all purposes for which the funds are requested.

11.4 Accounting Required. The Board shall require that funded partners furnish a periodic accounting to show that the funds contributed by the Corporation were expended for the purposes that were approved by the Board.

11.5 Gifts. The Board may accept on behalf of the Corporation any contribution, gift, bequest, or devise for and consistent with the general purposes, or for and consistent with any specific purpose, of the Corporation. The Corporation shall retain complete control and discretion over the use of all contributions, gifts, bequests and devises it receives. Contributions received by the Corporation from solicitations for specific funded awards shall be regarded as for the use of the Corporation and not for any particular organization or individual mentioned in the solicitation.

ARTICLE 12. MISCELLANEOUS

12.1 Contracts. To the extent of its authority, the Board may authorize any officer or agent of the Corporation, in addition to the officers so authorized by these Bylaws, to enter into any contract or execute any instrument in the name of and on behalf of the Corporation, and such authority may be general or confined to specific instances.

12.2 Checks, Drafts, Etc. All checks, drafts, or other orders for the payment of money, and all notes or other evidences of indebtedness issued in the name of the Corporation shall be signed by such officer or officers, agent or agents of the Corporation and in such manner as shall from time to time be determined by resolution of the Board. In the absence of such determination by the Board, such instruments shall be signed by the Treasurer and countersigned by the Secretary.

12.3 Deposits. All funds of the Corporation shall be deposited promptly to the credit of the Corporation in accounts maintained with such financial institutions, trust companies, or other depositories as the Board may from time to time determine.

12.4 Books and Records. The Corporation shall keep correct and complete books and records of account and the minutes of the proceedings of the Board; records shall be open to inspection by members of the Board at any reasonable time and the right to make such inspection shall include the right to make extracts.

12.5 Annual Financial Report. The Treasurer shall cause an annual financial report, certified by independent public accountants, to be submitted to the Board as soon as possible after the close of each fiscal year of the Corporation containing such information as shall be specified by the Board.

12.6 Fiscal Year. The fiscal year of the Corporation shall begin on the first day of January and end on the last day of December in each year.

12.7 Seal. The Board may provide a corporate seal for use by the Corporation.

12.8 Notice.

12.8.1 Effective Date. Any notice required or permitted to be given pursuant to the provisions of the Act, the Articles, or these Bylaws, shall be effective as of the date personally

delivered; if sent via electronic mail, on the date the electronic mail is sent if the notice is sent to the last known electronic mail address for the recipient as shown in the records of the Corporation; if sent via facsimile transmission, on the date of transmission if confirmation is received; or, if sent by U.S. mail, on the date deposited with the United States Postal Service prepaid and addressed to the intended recipient at the individual's last known address as shown in the records of the Corporation.

12.8.2 Waiver of Notice. Whenever any notice is required to be given pursuant to the provisions of the Act, the Articles, or these Bylaws, a waiver thereof in writing signed by the Persons entitled to such notice whether before or after the time stated therein shall be deemed equivalent to the giving of such notice.

12.9 Loans to Officers, Staff and Board Members Prohibited. No loans (excluding advancement of expenses pursuant to Section 10.4) shall be made by the Corporation to members of the Board, Officers, or staff of the Corporation.

12.10 Revocation of Authorizations. No authorization, assignment, referral, or delegation of authority by the Board to any committee, officer, or agent shall preclude the Board from exercising the authority required to meet its responsibility for the conduct of the Corporation. The Board shall retain the right to rescind any such authorization, assignment, referral, or delegation.

12.11 Policies. The Board may adopt, amend, or repeal policies (not inconsistent with these Bylaws) for the management of the internal affairs of the Corporation and the governance of its Officers, agents, employees, and committees.

12.12 Vote by Presiding Officer. The person acting as presiding officer at any meeting held pursuant to these Bylaws shall, if a voting member, be entitled to vote on the same basis as if not acting as presiding officer.

12.13 Articles and Other Headings. The Articles and other headings contained in these Bylaws are for reference purposes only and shall not affect the meaning or interpretation of these Bylaws.