

Board Charter

18 December 2024

Public

TasNetworks acknowledges the palawa (Tasmanian Aboriginal community) as the original owners and custodians of lutruwita (Tasmania). TasNetworks, acknowledges the palawa have maintained their spiritual and cultural connection to the land and water. We pay respect to Elders past and present and all Aboriginal and Torres Strait Islander peoples.



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Introduction and Purpose

Corporate governance is the framework of rules, relationships, systems and processes within and by which authority is exercised and controlled in corporations. It encompasses the mechanism by which companies, and those in control, are held to account.¹ Corporate governance influences how the objectives of the company are set and achieved, how risk is monitored and assessed and how performance is optimised.

TasNetworks is owned by the Tasmanian Government and serves the Tasmanian community by delivering safe and reliable essential services and maximising value for all of Tasmania. At TasNetworks, the Board's corporate governance aims to encourage innovation and development, in order to meet the company's objectives and to provide accountability and control systems commensurate with the risks involved.

This charter articulates the eight core principles (**the Principles**) outlined in the ASX Corporate Governance Council's Corporate Governance Principles and Recommendations (4th Edition). The Principles provide the framework for TasNetworks' corporate governance structure and practices by describing the responsibilities of the TasNetworks Board of Directors (**the Board**) and the Executive Team (**ET**):

- for ensuring that TasNetworks meets its objectives and purpose;
- for establishing sound financial and risk-management policies, and overseeing their implementation; and
- for accounting to Members (shareholders) and stakeholders for the performance and activities of the company.

This charter applies to all directors individually and/or to the Board collectively.

This charter is published on TasNetworks' external website.

Note

Under TasNetworks' Constitution, the company has two shareholders: the Tasmanian Treasurer and the Minister for Energy. The shares are held in trust for the Crown in Right of the State of Tasmania. The shareholders are recorded in the Register of Members as being members of the company. They are referred to as 'Members' in the constitution and in this charter.

This policy is a Level **3** policy, see the *Policy Framework* for further information.

¹ ASX Corporate Governance Council, *Corporate Governance Principles and Recommendations*, 4th Edition, ASX, Sydney, 2019, p. 1.

Principle 1: Lay solid foundations for management and oversight

The Board is responsible for supervising the affairs of the company. The Board usually meets 12 times a year. Meetings are held at TasNetworks' Lenah Valley, Cambridge, Devonport and Rocherlea offices. The Board can have between five and eight directors. Directors are appointed for up to three years by the Members and may be reappointed at the expiry of their term. Management of director appointment, reappointment and rotation is conducted in accordance with the Tasmanian Government Guidelines and the Constitution.

The Board may establish sub-committees to advise the Board on any matter delegated to them by the Board.

The Board has reserved some items for its collective decision-making and/or monitoring, in order to manage the direction and control of the company and to ensure it is fully informed about key matters. Board approval is required for significant new business proposals, including major capital projects and transactions involving the acquisition or disposal of major assets. The Board has also retained primary responsibility for risk oversight and risk management. Delegated powers are listed in TasNetworks' Delegations Framework.

Directors bring independent judgement to bear on matters of strategy, performance, resources (including appointment of the Chief Executive Officer (CEO) and the Company Secretary) and standards of conduct. Directors are required to disclose any material interest in any matter relating to TasNetworks' affairs.

When first appointed and before their first meeting, directors receive a package of information and a briefing on the company's affairs and operations from the Chair or Company Secretary. Principle 2 (Structure the Board to add value) of this charter provides more information on the induction of new directors.

1.1. Responsibilities of the Board

The Board is responsible for:

- **OVERARCHING / PRINCIPAL GOVERNANCE:** leadership to and oversight of TasNetworks, including its control, accountability systems, setting strategic direction (including approval of corporate strategy and performance objectives) and risk appetite (including reviewing and monitoring systems of risk management and internal compliance and control);
- **WORKFORCE OVERSIGHT:** monitoring organisational culture and the implementation of strategy, appointing and removing the CEO and Company Secretary, monitoring and assessing CEO and ET performance and remuneration and ensuring succession planning for the Board, the CEO and ET;
- **DELEGATIONS AND APPROVALS:** approval of regulatory strategy, approving and monitoring the progress of major capital expenditure and capital management, and acquisitions and divestitures, approving and monitoring regular financial and other reporting and approving annual financial statements and reports; and
- **SHAREHOLDER RELATIONS:** Communication with Members about any relevant matters, including TasNetworks' ability to achieve its objectives, purpose or financial targets, reputational risks and emerging risks.

Individual directors are apprised of their responsibilities and the company's expectations of them by the Chair and the Company Secretary at the time of their appointment, in their letters of appointment and as part of their induction.

Directors individually, and the Board collectively, must perform the duties of their position in the best interests of TasNetworks and in accordance with TasNetworks' Constitution, all applicable laws (including the *Corporations Act 2001*) and relevant TasNetworks policies.

1.2. Conduct of meetings

TasNetworks' Constitution documents the requirements for the conduct of meetings, voting, written resolutions, minutes and other governance procedures.

1.3. Evaluating Board performance

The Board has a documented process for performance evaluation of the Board, its committees and individual directors which is published on the company's website. Board performance is evaluated on an annual basis against appropriate measures and reported to the Members. External performance reviews are conducted periodically. Following the Board performance review (or at any other interval as the Board determines), the Board may prepare and implement a Governance Improvement Plan to enhance governance and ensure that the Board is consistently evaluating and refining its practices to better fulfil its responsibilities. Responsibilities and performance of Executive Team

There is a clear division of responsibilities between the Board, the Board's Chair and the CEO.

The executive is responsible for implementing TasNetworks' strategic objectives. There are formal role statements and contracts of employment for the positions of CEO, Company Secretary, and all other ET members, that describe their employment terms (consistent with the Director and Executive Remuneration Guidelines) and the purpose of their role and its link to the company's strategic performance objectives. The Delegations Framework formally delegates authority to management and team members appropriate for efficient, effective and timely decision-making.

The performance of ET members is evaluated annually against the requirements of their role and in accordance with agreed and appropriate measures with oversight from the People and Remuneration Committee, with details of the performance review process published annually in TasNetworks' annual report.

1.4. Reporting

Results of ET members' performance reviews are included in reports considered by the Board.

The Chair and CEO can be required to formally attend and respond to questions at Government Business Scrutiny Committee and other Parliamentary Committee hearings.

1.5. Diversity and Inclusion Policy

TasNetworks has a Diversity and Inclusion Policy which sets out TasNetworks' commitment to workplace diversity.

TasNetworks' Diversity and Inclusion Policy is published on the Zone (TasNetworks' intranet site) and the company website. The Annual Report includes reporting of the proportion of female team members in the whole organisation, women in senior executive positions and women on the Board.

1.6. Relevant documents

- TasNetworks' Constitution, clauses 5, 8, 19–34, 36, 47 and 51
- *Corporations Act 2001*
- Disclosure of interests form
- Role statements of the CEO, the Company Secretary and Executive Team members
- Employee Induction Procedure
- Diversity and Inclusion Policy
- Delegations Framework
- Annual Report
- Members' Statement of Expectations
- Directors' letters of appointment

- Guidelines for Tasmanian Government Businesses – Board Appointments
- Guidelines for Tasmanian Government Businesses – Director and Executive Remuneration

Principle 2: Structure the Board to be effective and add value

2.1. Independence of directors

Directors (including the Chair) are independent of management and do not hold executive positions; and no directors hold shares in the company.

A director must give the Board notice of any material personal interest in any matter relating to the affairs of TasNetworks, both at the time of appointment and at any time thereafter when such an interest may arise. Material personal interests are managed in accordance with the Board Conflict of Interest Protocol.

2.2. Role of the Chair

The Board's Chair is responsible for:

- leadership of the Board, including encouraging the participation of all directors in the business of the Board and supporting directors to understand their roles, responsibilities and accountabilities;
- the efficient organisation and conduct of the Board's function;
- the briefing of all directors in relation to matters arising at Board meetings; and
- representing the Board to Members and other key stakeholders.

The Chair facilitates the effective contribution of all directors and promotes constructive and respectful relations between Board members and between the Board and management.

2.3. Board Sub-Committees

The Board may establish sub-committees to advise the Board on any matter delegated to them by the Board.

The Board is currently supported by two Board sub-committees:

- People and Remuneration Committee (see section 8.3); and
- Audit, Risk and Compliance Committee (see sections 4.2 and 7.1).

2.4. Knowledge based Board

The Board maintains a Board skills matrix to identify the mix of skills the Board currently has, as well as the desired skill mix. The Board skills matrix assists the Board during times of recruitment and to identify continuing professional education opportunities.

The Board skills matrix is updated annually and as required during recruitment.

2.5. Induction

The Company Secretary has a documented procedure for preparing an induction package for new directors which is consistent with the Guidelines for Tasmanian Government Businesses – Director Induction, Education and Training. The package and personal briefing covers:

- TasNetworks' financial, strategic, operational and risk management position;
- directors' rights, duties and responsibilities; and
- the role of the Board's committees.

There is follow-up contact after several weeks to check whether a new director would like further guidance from the Company Secretary.

2.6. Education

For directors and key executives continuing education is vital. Opportunities for education about key developments in the company and in the industry are made available (though necessarily on an ad hoc basis).

The Board supports continuing professional education (**CPE**) for directors to update and enhance their skills and knowledge in accordance with the Directors Travel and Expense Policy.

2.7. Decision-making

Board decisions will generally reflect the consensus view of the Board. If there is a situation in which a director disagrees with the majority view of the Board, the director has the right to have their dissenting view recorded but is bound by the decision of the Board.

2.8. Access to information

The Board is provided with appropriate information before monthly meetings and further briefed by the CEO or other appropriate ET members or other management personnel at meetings.

A documented procedure itemises the information that is to be prepared, the format for its presentation and the schedule for its dispatch to directors. Directors can ask for additional information to be provided, when necessary.

The Company Secretary will provide directors with the current version of any TasNetworks policies and procedures or other relevant company documents referred to in this charter on request.

2.9. Independent advice

Directors are entitled, in consultation with the Chair, to take independent professional advice at the company's expense.

Any director may, with the approval of the Chair, seek independent professional advice at the company's expense on matters relating to his or her role as a director of the company.

If it is considered appropriate to seek advice outside the normal circle of advisers, the Chair will agree on the most suitable adviser with the respective director.

The Chair and the director will agree who will instruct the adviser on the issue raised by the director.

If approved by the Chair, the costs of seeking such advice shall be borne by the company.

Upon receipt of the advice, it will be circulated to all directors together with an explanatory note as to why the advice was obtained.

The Chair will formally advise all other directors of both an approval granted to seek independent advice, and any declined request by a director to obtain advice.

In the event that the Chair declines a director's request to obtain advice or the Chair and director cannot reach agreement on the most suitable advisor or who will instruct the advisor then the director may seek Board approval of the matter in dispute.

2.10. Company Secretary

All directors have access to the Company Secretary for advice and information.

The Company Secretary plays an important role in supporting the effectiveness of the Board by ensuring that Board policy and procedures are followed, coordinating the timely completion and dispatch of meeting agendas and briefing materials and supporting efficient and effective Board meetings.

The Company Secretary is accountable to the Board, through the Chair, on all governance matters including the integrity of Board documents and accuracy of official records of Board processes and actions, and compliance with governance disclosure and reporting obligations to regulators.

The Company Secretary's appointment or removal is confirmed by a Board decision.

2.11. Reporting

Directors' names, experience and expertise are published in the annual report, together with their term of office at that time and a record of their attendance at meetings.

The names of members of the Board committees are published in the annual report, together with a record of their attendance at meetings.

Publication in the annual report confirming that performance evaluation for the Board, its committees and directors for the reporting period is in accordance with the agreed process.

2.12. Relevant documents

- TasNetworks' Constitution, clauses 22, 26 and 29
- Company Secretary's role statement
- *Corporations Act 2001*
- Annual Report
- Directors' Consent to Act form
- Directors' Declaration of Interests form
- Guidelines for Tasmanian Government Businesses – Director Induction, Education and Training
- Directors' Travel and Expense Policy

Principle 3: Instil a culture of acting lawfully, ethically and responsibly

3.1. Code of conduct

The company has a Board approved Code of Conduct to guide directors and all TasNetworks team members, consultants and contractors as to behaviour that is consistent with TasNetworks' aspirational culture, including:

- what they must do to maintain public confidence in TasNetworks' integrity;
- the practices necessary to take into account their legal obligations and the reasonable expectations of stakeholders; and
- the responsibility and accountability of individuals for reporting and investigating reports of unethical practices.

TasNetworks' Whistleblower Policy sets out the responsibility and accountability of individuals at TasNetworks for reporting and investigating reports of unethical practices.

TasNetworks' Fraud and Corruption Control Policy sets out how incidents of suspected fraud or corruption should be reported, investigated and managed.

3.2. Conflicts of interest

A director who has a material personal interest² in a matter that relates to the affairs of the company must give the other directors notice of that interest³. Material personal interests are managed in accordance with the Board Conflict of Interest Protocol.

3.3. Reporting

TasNetworks' Code of Conduct is published on the Zone (TasNetworks' intranet site), and the company's external website. Breaches of TasNetworks' Code of Conduct are reported to the CEO and ET in accordance with TasNetworks' Delegations Framework. Serious breaches are also reported to the TasNetworks Board.

The Whistleblower Policy is also published on the Zone. Reports made under this Policy are managed in accordance with TasNetworks' obligations under the *Public Interest Disclosures Act (2002)* (Tas) and *Corporations Act 2001* (Cth).

TasNetworks' Fraud and Corruption Control Policy is also published on the Zone and incidents managed under this Policy are reported to the Board's Audit, Risk and Compliance Committee.

3.4. Relevant documents

² For non-binding guidance as to the meaning of 'material personal interest', reference may be made to the definition in section 3B of the *Government Business Enterprises Act 1995* (Tas).

³ *Corporations Act 2001*, Section 191 and TasNetworks' Constitution clause 28.1

- TasNetworks' Code of Conduct
- TasNetworks' Whistleblower Policy
- TasNetworks' Fraud and Corruption Control Policy and Control Plan
- TasNetworks' Directors' Conflict of Interest Protocol
- Company website (www.tasnetworks.com.au)
- Annual Report
- TasNetworks' Constitution, clause 26
- Duties and Responsibilities of Company Directors and Company Officers (AICD)
- *Corporations Act 2001*

Principle 4: Safeguard the integrity of corporate reports

The Board has a process for review and authorisation to ensure the truthful and factual representation of TasNetworks' financial position and to independently verify and safeguard the integrity of TasNetworks' financial reporting. This process includes:

- external audit;
- internal audit; and
- review of the company's annual financial statements by the Audit, Risk and Compliance Committee.

4.1. Statements from senior executives

The Board requires the CEO and/or Executive Finance and Regulation, to make statements in writing to the Board in a Management Representation letter with respect to:

- the company's annual financial statements;
- compliance with legislation and other requirements including transmission and distribution regulatory accounts and Regulatory Information Notices (**RINs**);
- compliance with the Board approved risk and compliance frameworks; and
- internal controls.

4.2. Audit, Risk and Compliance Committee

The Audit, Risk and Compliance Committee supports the Board by overseeing and monitoring TasNetworks' corporate reporting, audit and compliance obligations and internal control activities. The composition, governance and responsibilities of the Audit, Risk and Compliance Committee are documented in the Audit, Risk and Compliance Charter.

The Auditor General has a standing invitation to meetings and receives a copy of meeting papers.

See also Principle 7 (Recognise and manage risk) in this charter.

4.3. Audit

Clause 35 of TasNetworks' Constitution requires that the Auditor-General for Tasmania must report on and audit TasNetworks' accounts.

4.4. Reporting

The Board recognises that any system of internal control can provide only reasonable, and not absolute, assurance against material misstatement or loss.

The Audit, Risk and Compliance Committee assesses and reports to the Board on:

- whether TasNetworks' external reporting is consistent with committee members' information and is adequate for members' needs;
- management processes supporting external reporting;
- the performance and objectivity of internal auditing; and
- systems for risk management and internal control.

The names and qualifications of members of the Audit, Risk and Compliance Committee are published in the annual report, together with a record of their attendance at meetings.

TasNetworks' annual reports are tabled in each House of Parliament and are therefore subject to the scrutiny of all members of the Parliament and the community in general.

4.5. Relevant documents

- TasNetworks' Constitution, clause 35
- *Corporations Act 2001*
- Audit, Risk and Compliance Committee Charter
- Internal Audit Charter
- Management Representation Letter
- Annual Report

Principle 5: Make timely and balanced disclosure

5.1. Procedures for communicating with Members

Because TasNetworks is not a listed company, it is not required to conform to the ASX Listing Rule disclosure requirements. However, TasNetworks' Constitution requires that Members are kept informed of all matters (financial or otherwise) that may significantly affect achievement of TasNetworks' purpose and objectives. There is a process for ensuring that Members are promptly advised of matters as required by TasNetworks' Constitution and the Members Statement of Expectations. TasNetworks Chair and CEO, as well as relevant members of the ET, generally have a regular monthly briefing meeting with the Portfolio Minister at which the Treasurer or their representative also attends. Additional meetings are scheduled on a needs basis. Further detail is contained in Section 6.

5.2. Procedures for communicating with other stakeholders

The National Electricity Law, National Electricity Rules, TasNetworks' licences and other applicable instruments include various obligations for public disclosure of information.

The Board also considers it has a responsibility to keep the community and the industry informed about important decisions on grounds of public interest, or to inform the company's contractor base of new developments, or to notify other participants in the electricity industry about matters of interest to them.

Consequently, as part of the process for all major decisions, management determines whether a public announcement will be needed. Management prepares or supervises the preparation of company announcements, to ensure that they are:

- timely;
- factual;
- balanced (disclosing both positive and negative information);
- complete; and
- expressed clearly and objectively, allowing stakeholders to assess the impact of the information when making decisions relevant to their own business.

Such announcements are usually prepared in consultation with the CEO, the Executive People and Stakeholder and, on occasions, the Chair. Public announcements are published on TasNetworks' external website.

5.3. Reporting

Reports detailing TasNetworks' achievement against performance targets are provided to the regulator on an annual basis.

TasNetworks publishes an annual report which details its performance against Member expectations and other statutory requirements.

TasNetworks proactively publishes additional information on its external website that it considers is in the public interest to disclose.

5.4. Relevant documents

- Members' Statement of Expectations
- TasNetworks' Constitution, clauses 5, 8 and 51
- Public announcement documents released to the media
- Delegations Framework
- Company website
- National Electricity Rules
- TasNetworks' Pricing Policy
- TasNetworks' Code of Conduct
- Public Interest Disclosure Policy
- Regulatory Performance Reports

Principle 6: Respect the rights of shareholders

6.1. Procedures for communication with members

The Board has procedures for communicating with Members to ensure that they have timely access to information about the company, including its financial situation, performance, governance and any sensitive matters about which members should be aware.

Communication with Members includes:

- ad hoc verbal reports to the Members' offices;
- monthly briefings by the Board's Chair, the CEO and relevant ET members; and
- an annual general meeting.

The Board's obligations to Members are documented in TasNetworks' Constitution.

The external auditor is entitled to attend the annual general meeting.

6.2. Reporting

Formal reports include:

- statement of corporate intent covering a five year planning period;
- annual corporate plan;
- half-year reports; and
- annual report.

6.3. Relevant documents

- Members' Statement of Expectations;
- Statement of corporate intent covering a five year planning period;
- Annual corporate plan;
- Half-year reports;
- Annual reports;
- Company website;
- TasNetworks' Constitution, clauses 5, 8 and 38

Principle 7: Recognise and manage risk

7.1. Risk Management

Risk management incorporates the culture, processes and structure directed towards taking advantage of potential opportunities while managing potential adverse effects.

The Board retains primary responsibility for risk oversight and risk management. The Board ensures that management has developed and implemented a sound system of risk management and internal control, and which is continually reviewed and updated taking into account business changes and contemporary and emerging risks. It oversees:

- the risk management system;
- preparation of a biannual risk review and its continuous monitoring (this review includes TasNetworks' risk profile);
- review of material incidents, including fraud and corruption and safety incidents;
- TasNetworks' insurance program; and
- appointment of the internal auditor.

The Audit, Risk and Compliance Committee has the following delegated responsibilities from the Board, in accordance with the Audit, Risk and Compliance Charter:

- monitor the effectiveness of the risk management and internal control systems;
- monitor and review the effectiveness of Management's Fraud and Corruption Control Policy and related plan;
- monitor the effectiveness of the Compliance Framework and its components which relate to compliance culture, transparency and ethics;
- monitor and make recommendations relating to internal audit, including:
 - making a recommendation to the Board on the appointment and remuneration of an internal auditor;
 - reviewing and recommending to the Board for approval the strategic internal audit plan and work program; and
 - monitor the internal audits undertaken in accordance with the three-year Strategic Internal Audit Plan.
- monitor and review the independence of the external auditor

Internal auditors must be independent of the external auditors.

The three-year Strategic Internal Audit Plan directs the activities of the internal auditors. Internal auditors report to the Audit, Risk and Compliance Committee on completion of all internal audits conducted in the quarter.

7.2. Reporting

The three-year Strategic Internal Audit Plan is submitted to the Audit, Risk and Compliance Committee for review and then to the Board for approval.

Reports from the internal auditors are submitted to the Audit, Risk and Compliance Committee for review. Information from these reports is used in a program of continuous improvement to update internal risk management and compliance and control systems.

Minutes of the Audit, Risk and Compliance Committee are submitted to the next available Board meeting for information.

The CEO and the Executive Finance and Regulation provide assurance to the Board that the integrity of the company's financial reporting is based upon a sound system of risk oversight and management and internal control and that the system is operating effectively in all material respects in relation to financial reporting risks.

The Board has a process for informing Members of the key financial and operating risks, Board-approved management strategies, and any residual risks that cannot be fully mitigated.

7.3. Relevant documents

- Internal Audit Plan
- Audit, Risk and Compliance Committee Terms of Reference and Charter
- Risk Management Policy
- Biannual Risk Review
- Three-year Strategic Internal Audit Plan
- Management Representation Letter
- Annual TasNetworks Corporate Plan
- *Corporations Act 2001*

Principle 8: Remunerate fairly and responsibly

8.1. Remuneration policies

The relevant policies on remuneration for TasNetworks' directors, ET and leaders are:

- Guidelines for Tasmanian Government Businesses – Director and Executive Remuneration; and
- TasNetworks' Leaders' Remuneration Policy.

8.2. Directors' remuneration

Directors' remuneration is determined by the Members in accordance with the Tasmanian Government Board Fee Policy and is specified in each director's letter of appointment.

8.3. People and Remuneration Committee

The People and Remuneration Committee is responsible for assisting and advising the Board in relation to the compensation, incentives and remuneration issues of the CEO, ET and TasNetworks team members. The People and Remuneration Committee's composition, governance and responsibilities are documented in detail in the People and Remuneration Committee Charter.

8.4. Reimbursement of Directors' expenses

Directors are reimbursed for reasonable travel and accommodation costs consistent with the Board approved Policy.

Directors are also entitled to reimbursement for reasonable, actual out of pocket expenses incurred in conducting the business of the Board.

8.5. Indemnification of directors

The company enters into Deeds of Access, Insurance and Indemnity with directors pursuant to which the company agrees to:

- indemnify the directors to the extent permitted by law against liabilities and legal costs incurred by the directors acting in their capacity as directors;
- insure the directors against liabilities as permitted by the *Corporations Act 2001*; and
- provide directors with access to Board Papers and other documents of TasNetworks.

8.6. Reporting

The notes to the financial statements in TasNetworks' annual report disclose executive and directors' remuneration.

TasNetworks reports on remuneration and benefits of executives as required by the *Corporations Act 2001*, Tasmanian Government guidelines and relevant accounting standards.

8.7. Relevant documents

- Directors Travel and Expenses Policy
- Leaders' Remuneration Policy
- Tasmanian Government Board Fee Policy

9. References

- ASX Corporate Governance Council, Corporate Governance Principles and Recommendations, 4th Edition, ASX, Sydney, 2019
- Good Governance Principles, AS 8000-2003, Standards Australia International, Sydney, 2003

10. Definitions

| Term | Definition |
|----------------|--|
| CEO | Chief Executive Officer |
| The Board | TasNetworks Board of Directors |
| The Principles | ASX Corporate Governance Council's Corporate Governance Principles and Recommendations |
| ET | Executive Team. |

11. Administration of this Policy

| Document Details | |
|------------------|---------|
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| Review | 2 years |

| Ownership and Accountability | |
|------------------------------|----------------------|
| Division | Governance |
| Owner | Executive Governance |
| Approver | Board |

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| 1.0 | Board Charter for Approval | M.Young | Board | 30/10/2014 |
| 2.0 | Biennial Review | R.Wadsley | | 07/10/2016 |
| 3.0 | Amended revised document | P.Bartlett | Board | 27/10/2016 |
| 4.0 | Biennial Review | M.Chan | Board | 26/09/2019 |
| 4.1 | Biennial Review | M.Sheehan | Remuneration Committee | 22/05/2022 |
| 5.0 | Biennial Review | M.Sheehan | Board | 23/06/2022 |
| 5.1 | Biennial Review | M.Sheehan | People & Remuneration Committee | 29/11/2024 |
| 6.0 | Biennial Review | M.Sheehan | Board | 18/12/2024 |



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