

# Appendix 4G

## Key to Disclosures

### Corporate Governance Council Principles and Recommendations

Name of entity

VENTIA SERVICES GROUP LIMITED
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ABN/ARBN

53 603 253 541
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Financial year ended:

31 December 2024
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Our corporate governance statement<sup>1</sup> for the period above can be found at:<sup>2</sup>

- These pages of our annual report:
- This URL on our website: <https://www.ventia.com/who-we-are/corporate-governance>

The Corporate Governance Statement is accurate and up to date as at 19 February 2025 and has been approved by the Board.

The annexure includes a key to where our corporate governance disclosures can be located.<sup>3</sup>

Date:	19 February 2025
Name of authorised officer authorising lodgement:	Jill Hardiman Group Company Secretary

<sup>1</sup> "Corporate governance statement" is defined in Listing Rule 19.12 to mean the statement referred to in Listing Rule 4.10.3 which discloses the extent to which an entity has followed the recommendations set by the ASX Corporate Governance Council during a particular reporting period.

Listing Rule 4.10.3 requires an entity that is included in the official list as an ASX Listing to include in its annual report either a corporate governance statement that meets the requirements of that rule or the URL of the page on its website where such a statement is located. The corporate governance statement must disclose the extent to which the entity has followed the recommendations set by the ASX Corporate Governance Council during the reporting period. If the entity has not followed a recommendation for any part of the reporting period, its corporate governance statement must separately identify that recommendation and the period during which it was not followed and state its reasons for not following the recommendation and what (if any) alternative governance practices it adopted in lieu of the recommendation during that period.

Under Listing Rule 4.7.4, if an entity chooses to include its corporate governance statement on its website rather than in its annual report, it must lodge a copy of the corporate governance statement with ASX at the same time as it lodges its annual report with ASX. The corporate governance statement must be current as at the effective date specified in that statement for the purposes of Listing Rule 4.10.3.

Under Listing Rule 4.7.3, an entity must also lodge with ASX a completed Appendix 4G at the same time as it lodges its annual report with ASX. The Appendix 4G serves a dual purpose. It acts as a key designed to assist readers to locate the governance disclosures made by a listed entity under Listing Rule 4.10.3 and under the ASX Corporate Governance Council's recommendations. It also acts as a verification tool for listed entities to confirm that they have met the disclosure requirements of Listing Rule 4.10.3.

The Appendix 4G is not a substitute for, and is not to be confused with, the entity's corporate governance statement. They serve different purposes and an entity must produce each of them separately.

<sup>2</sup> Tick whichever option is correct and then complete the page number(s) of the annual report, or the URL of the web page, where your corporate governance statement can be found. You can, if you wish, delete the option which is not applicable.

<sup>3</sup> Throughout this form, where you are given two or more options to select, you can, if you wish, delete any option which is not applicable and just retain the option that is applicable. If you select an option that includes "OR" at the end of the selection and you delete the other options, you can also, if you wish, delete the "OR" at the end of the selection.

See notes 4 and 5 below for further instructions on how to complete this form.

## ANNEXURE – KEY TO CORPORATE GOVERNANCE DISCLOSURES

Corporate Governance Council recommendation		Where a box below is ticked, <sup>4</sup> we have followed the recommendation <b>in full</b> for the <b>whole</b> of the period above. We have disclosed this in our Corporate Governance Statement:	Where a box below is ticked, we have <b>NOT</b> followed the recommendation in full for the whole of the period above. Our reasons for not doing so are: <sup>5</sup>
<b>PRINCIPLE 1 – LAY SOLID FOUNDATIONS FOR MANAGEMENT AND OVERSIGHT</b>			
1.1	A listed entity should have and disclose a board charter setting out: (a) the respective roles and responsibilities of its board and management; and (b) those matters expressly reserved to the board and those delegated to management.	<input checked="" type="checkbox"/> We have disclosed a copy of our Board Charter at this URL on our website at <a href="https://www.ventia.com/who-we-are/corporate-governance">https://www.ventia.com/who-we-are/corporate-governance</a>	<input type="checkbox"/> set out in our Corporate Governance Statement <b>OR</b> <input type="checkbox"/> we are an externally managed entity and this recommendation is therefore not applicable
1.2	A listed entity should: (a) undertake appropriate checks before appointing a director or senior executive or putting someone forward for election as a director; and (b) provide security holders with all material information in its possession relevant to a decision on whether or not to elect or re-elect a director.	<input checked="" type="checkbox"/> Relevant information on Directors standing for election is included in the Notice of Meeting	<input type="checkbox"/> set out in our Corporate Governance Statement <b>OR</b> <input type="checkbox"/> we are an externally managed entity and this recommendation is therefore not applicable
1.3	A listed entity should have a written agreement with each director and senior executive setting out the terms of their appointment.	<input checked="" type="checkbox"/>	<input type="checkbox"/> set out in our Corporate Governance Statement <b>OR</b> <input type="checkbox"/> we are an externally managed entity and this recommendation is therefore not applicable
1.4	The company secretary of a listed entity should be accountable directly to the board, through the chair, on all matters to do with the proper functioning of the board.	<input checked="" type="checkbox"/>	<input type="checkbox"/> set out in our Corporate Governance Statement <b>OR</b> <input type="checkbox"/> we are an externally managed entity and this recommendation is therefore not applicable

<sup>4</sup> Tick the box in this column only if you have followed the relevant recommendation **in full** for the **whole** of the period above. Where the recommendation has a disclosure obligation attached, you must insert the location where that disclosure has been made, where indicated by the line with “*insert location*” underneath. If the disclosure in question has been made in your corporate governance statement, you need only insert “our corporate governance statement”. If the disclosure has been made in your annual report, you should insert the page number(s) of your annual report (eg “pages 10-12 of our annual report”). If the disclosure has been made on your website, you should insert the URL of the web page where the disclosure has been made or can be accessed (eg “www.entityname.com.au/corporate-governance/charters/”).

<sup>5</sup> If you have followed all of the Council’s recommendations **in full** for the **whole** of the period above, you can, if you wish, delete this column from the form and re-format it.

## Key to Disclosures Corporate Governance Council Principles and Recommendations

Corporate Governance Council recommendation	Where a box below is ticked, <sup>4</sup> we have followed the recommendation <u>in full</u> for the <u>whole</u> of the period above. We have disclosed this in our Corporate Governance Statement:	Where a box below is ticked, we have NOT followed the recommendation in full for the whole of the period above. Our reasons for not doing so are: <sup>5</sup>
<p>1.5 A listed entity should:</p> <p>(a) have and disclose a diversity policy;</p> <p>(b) through its board or a committee of the board set measurable objectives for achieving gender diversity in the composition of its board, senior executives and workforce generally; and</p> <p>(c) disclose in relation to each reporting period:</p> <p>(1) the measurable objectives set for that period to achieve gender diversity;</p> <p>(2) the entity's progress towards achieving those objectives; and</p> <p>(3) either:</p> <p>(A) the respective proportions of men and women on the board, in senior executive positions and across the whole workforce (including how the entity has defined "senior executive" for these purposes); or</p> <p>(B) if the entity is a "relevant employer" under the Workplace Gender Equality Act, the entity's most recent "Gender Equality Indicators", as defined in and published under that Act.</p> <p>If the entity was in the S&amp;P / ASX 300 Index at the commencement of the reporting period, the measurable objective for achieving gender diversity in the composition of its board should be to have not less than 30% of its directors of each gender within a specified period.</p>	<p><input checked="" type="checkbox"/></p> <p>and we have disclosed a copy of our diversity policy at: <a href="https://www.ventia.com/generic-page/our-policies">https://www.ventia.com/generic-page/our-policies</a></p>	<p><input type="checkbox"/> set out in our Corporate Governance Statement <b>OR</b></p> <p><input type="checkbox"/> we are an externally managed entity and this recommendation is therefore not applicable</p>
<p>1.6 A listed entity should:</p> <p>(a) have and disclose a process for periodically evaluating the performance of the board, its committees and individual directors; and</p> <p>(b) disclose for each reporting period whether a performance evaluation has been undertaken in accordance with that process during or in respect of that period.</p>	<p><input checked="" type="checkbox"/></p>	<p><input type="checkbox"/> set out in our Corporate Governance Statement <b>OR</b></p> <p><input type="checkbox"/> we are an externally managed entity and this recommendation is therefore not applicable</p>

## Key to Disclosures Corporate Governance Council Principles and Recommendations

Corporate Governance Council recommendation		Where a box below is ticked, <sup>4</sup> we have followed the recommendation <u>in full</u> for the <u>whole</u> of the period above. We have disclosed this in our Corporate Governance Statement:	Where a box below is ticked, we have NOT followed the recommendation in full for the whole of the period above. Our reasons for not doing so are: <sup>5</sup>
1.7	<p>A listed entity should:</p> <p>(a) have and disclose a process for evaluating the performance of its senior executives at least once every reporting period; and</p> <p>(b) disclose for each reporting period whether a performance evaluation has been undertaken in accordance with that process during or in respect of that period.</p>	<input checked="" type="checkbox"/>	<p><input type="checkbox"/> set out in our Corporate Governance Statement <b>OR</b></p> <p><input type="checkbox"/> we are an externally managed entity and this recommendation is therefore not applicable</p>

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<b>PRINCIPLE 2 - STRUCTURE THE BOARD TO BE EFFECTIVE AND ADD VALUE</b>			
2.1	<p>The board of a listed entity should:</p> <p>(a) have a nomination committee which:</p> <p>(1) has at least three members, a majority of whom are independent directors; and</p> <p>(2) is chaired by an independent director, and disclose:</p> <p>(3) the charter of the committee;</p> <p>(4) the members of the committee; and</p> <p>(5) as at the end of each reporting period, the number of times the committee met throughout the period and the individual attendances of the members at those meetings; or</p> <p>(b) if it does not have a nomination committee, disclose that fact and the processes it employs to address board succession issues and to ensure that the board has the appropriate balance of skills, knowledge, experience, independence and diversity to enable it to discharge its duties and responsibilities effectively.</p>	<input checked="" type="checkbox"/> and we have disclosed a copy of the charter of the committee at: <a href="https://www.ventia.com/who-we-are/corporate-governance">https://www.ventia.com/who-we-are/corporate-governance</a>	<input type="checkbox"/> set out in our Corporate Governance Statement <b>OR</b> <input type="checkbox"/> we are an externally managed entity and this recommendation is therefore not applicable
2.2	A listed entity should have and disclose a board skills matrix setting out the mix of skills that the board currently has or is looking to achieve in its membership.	<input checked="" type="checkbox"/>	<input type="checkbox"/> set out in our Corporate Governance Statement <b>OR</b> <input type="checkbox"/> we are an externally managed entity and this recommendation is therefore not applicable
2.3	<p>A listed entity should disclose:</p> <p>(a) the names of the directors considered by the board to be independent directors;</p> <p>(b) if a director has an interest, position, affiliation or relationship of the type described in Box 2.3 but the board is of the opinion that it does not compromise the independence of the director, the nature of the interest, position or relationship in question and an explanation of why the board is of that opinion; and</p> <p>(c) the length of service of each director.</p>	<input checked="" type="checkbox"/>	<input type="checkbox"/> set out in our Corporate Governance Statement

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Corporate Governance Council recommendation		Where a box below is ticked, <sup>4</sup> we have followed the recommendation <b>in full</b> for the <b>whole</b> of the period above. We have disclosed this in our Corporate Governance Statement:	Where a box below is ticked, we have <b>NOT</b> followed the recommendation in full for the whole of the period above. Our reasons for not doing so are: <sup>5</sup>
2.4	A majority of the board of a listed entity should be independent directors.	<input checked="" type="checkbox"/>	<input type="checkbox"/> set out in our Corporate Governance Statement <b>OR</b> <input type="checkbox"/> we are an externally managed entity and this recommendation is therefore not applicable
2.5	The chair of the board of a listed entity should be an independent director and, in particular, should not be the same person as the CEO of the entity.	<input type="checkbox"/>	<input checked="" type="checkbox"/> set out in our Corporate Governance Statement <b>OR</b> <input type="checkbox"/> we are an externally managed entity and this recommendation is therefore not applicable
2.6	A listed entity should have a program for inducting new directors and for periodically reviewing whether there is a need for existing directors to undertake professional development to maintain the skills and knowledge needed to perform their role as directors effectively.	<input checked="" type="checkbox"/>	<input type="checkbox"/> set out in our Corporate Governance Statement <b>OR</b> <input type="checkbox"/> we are an externally managed entity and this recommendation is therefore not applicable
<b>PRINCIPLE 3 – INSTIL A CULTURE OF ACTING LAWFULLY, ETHICALLY AND RESPONSIBLY</b>			
3.1	A listed entity should articulate and disclose its values.	<input checked="" type="checkbox"/>	<input type="checkbox"/> set out in our Corporate Governance Statement
3.2	A listed entity should: (a) have and disclose a code of conduct for its directors, senior executives and employees; and (b) ensure that the board or a committee of the board is informed of any material breaches of that code.	<input checked="" type="checkbox"/> The code of conduct can also be found here: <a href="https://www.ventia.com/generic-page/our-policies">https://www.ventia.com/generic-page/our-policies</a>	<input type="checkbox"/> set out in our Corporate Governance Statement
3.3	A listed entity should: (a) have and disclose a whistleblower policy; and (b) ensure that the board or a committee of the board is informed of any material incidents reported under that policy.	<input checked="" type="checkbox"/> The Whistleblower protection policy can be found here: <a href="https://www.ventia.com/generic-page/our-policies">https://www.ventia.com/generic-page/our-policies</a>	<input type="checkbox"/> set out in our Corporate Governance Statement
3.4	A listed entity should: (a) have and disclose an anti-bribery and corruption policy; and (b) ensure that the board or committee of the board is informed of any material breaches of that policy.	<input checked="" type="checkbox"/> The Bribery & Corruption Policy can be found here: <a href="https://www.ventia.com/generic-page/our-policies">https://www.ventia.com/generic-page/our-policies</a>	<input type="checkbox"/> set out in our Corporate Governance Statement

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<b>PRINCIPLE 4 – SAFEGUARD THE INTEGRITY OF CORPORATE REPORTS</b>			
4.1	<p>The board of a listed entity should:</p> <p>(a) have an audit committee which:</p> <p>(1) has at least three members, all of whom are non-executive directors and a majority of whom are independent directors; and</p> <p>(2) is chaired by an independent director, who is not the chair of the board,</p> <p>and disclose:</p> <p>(3) the charter of the committee;</p> <p>(4) the relevant qualifications and experience of the members of the committee; and</p> <p>(5) in relation to each reporting period, the number of times the committee met throughout the period and the individual attendances of the members at those meetings; or</p> <p>(b) if it does not have an audit committee, disclose that fact and the processes it employs that independently verify and safeguard the integrity of its corporate reporting, including the processes for the appointment and removal of the external auditor and the rotation of the audit engagement partner.</p>	<p><input checked="" type="checkbox"/></p> <p>and we have disclosed a copy of the charter of the committee at: <a href="https://www.ventia.com/who-we-are/corporate-governance">https://www.ventia.com/who-we-are/corporate-governance</a></p>	<p><input type="checkbox"/> set out in our Corporate Governance Statement</p>
4.2	<p>The board of a listed entity should, before it approves the entity's financial statements for a financial period, receive from its CEO and CFO a declaration that, in their opinion, the financial records of the entity have been properly maintained and that the financial statements comply with the appropriate accounting standards and give a true and fair view of the financial position and performance of the entity and that the opinion has been formed on the basis of a sound system of risk management and internal control which is operating effectively.</p>	<p><input checked="" type="checkbox"/></p>	
4.3	<p>A listed entity should disclose its process to verify the integrity of any periodic corporate report it releases to the market that is not audited or reviewed by an external auditor.</p>	<p><input checked="" type="checkbox"/></p>	<p><input type="checkbox"/> set out in our Corporate Governance Statement</p>

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<b>PRINCIPLE 5 – MAKE TIMELY AND BALANCED DISCLOSURE</b>			
5.1	A listed entity should have and disclose a written policy for complying with its continuous disclosure obligations under listing rule 3.1.	<input checked="" type="checkbox"/> The Disclosure Policy can be found at: <a href="https://www.ventia.com/generic-page/our-policies">https://www.ventia.com/generic-page/our-policies</a>	<input type="checkbox"/> set out in our Corporate Governance Statement
5.2	A listed entity should ensure that its board receives copies of all material market announcements promptly after they have been made.	<input checked="" type="checkbox"/>	<input type="checkbox"/> set out in our Corporate Governance Statement
5.3	A listed entity that gives a new and substantive investor or analyst presentation should release a copy of the presentation materials on the ASX Market Announcements Platform ahead of the presentation.	<input checked="" type="checkbox"/>	<input type="checkbox"/> set out in our Corporate Governance Statement
<b>PRINCIPLE 6 – RESPECT THE RIGHTS OF SECURITY HOLDERS</b>			
6.1	A listed entity should provide information about itself and its governance to investors via its website.	<input checked="" type="checkbox"/> and we have disclosed information about us and our governance on our website at: <a href="https://www.ventia.com/who-we-are/corporate-governance">https://www.ventia.com/who-we-are/corporate-governance</a>	<input type="checkbox"/> set out in our Corporate Governance Statement
6.2	A listed entity should have an investor relations program that facilitates effective two-way communication with investors.	<input checked="" type="checkbox"/>	<input type="checkbox"/> set out in our Corporate Governance Statement
6.3	A listed entity should disclose how it facilitates and encourages participation at meetings of security holders.	<input checked="" type="checkbox"/>	<input type="checkbox"/> set out in our Corporate Governance Statement
6.4	A listed entity should ensure that all substantive resolutions at a meeting of security holders are decided by a poll rather than by a show of hands.	<input checked="" type="checkbox"/>	<input type="checkbox"/> set out in our Corporate Governance Statement
6.5	A listed entity should give security holders the option to receive communications from, and send communications to, the entity and its security registry electronically.	<input checked="" type="checkbox"/>	<input type="checkbox"/> set out in our Corporate Governance Statement



## Key to Disclosures Corporate Governance Council Principles and Recommendations

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<b>PRINCIPLE 7 – RECOGNISE AND MANAGE RISK</b>			
7.1	<p>The board of a listed entity should:</p> <p>(a) have a committee or committees to oversee risk, each of which:</p> <p>(1) has at least three members, a majority of whom are independent directors; and</p> <p>(2) is chaired by an independent director, and disclose:</p> <p>(3) the charter of the committee;</p> <p>(4) the members of the committee; and</p> <p>(5) as at the end of each reporting period, the number of times the committee met throughout the period and the individual attendances of the members at those meetings; or</p> <p>(b) if it does not have a risk committee or committees that satisfy (a) above, disclose that fact and the processes it employs for overseeing the entity's risk management framework.</p>	<p><input checked="" type="checkbox"/> and we have disclosed a copy of the charter of the committee at: <a href="https://www.ventia.com/who-we-are/corporate-governance">https://www.ventia.com/who-we-are/corporate-governance</a></p>	<p><input type="checkbox"/> set out in our Corporate Governance Statement</p>
7.2	<p>The board or a committee of the board should:</p> <p>(a) review the entity's risk management framework at least annually to satisfy itself that it continues to be sound and that the entity is operating with due regard to the risk appetite set by the board; and</p> <p>(b) disclose, in relation to each reporting period, whether such a review has taken place.</p>	<p><input checked="" type="checkbox"/></p>	<p><input type="checkbox"/> set out in our Corporate Governance Statement</p>
7.3	<p>A listed entity should disclose:</p> <p>(a) if it has an internal audit function, how the function is structured and what role it performs; or</p> <p>(b) if it does not have an internal audit function, that fact and the processes it employs for evaluating and continually improving the effectiveness of its governance, risk management and internal control processes.</p>	<p><input checked="" type="checkbox"/></p>	<p><input type="checkbox"/> set out in our Corporate Governance Statement</p>

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7.4	A listed entity should disclose whether it has any material exposure to environmental or social risks and, if it does, how it manages or intends to manage those risks.	<input checked="" type="checkbox"/>	<input type="checkbox"/> set out in our Corporate Governance Statement

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<b>PRINCIPLE 8 – REMUNERATE FAIRLY AND RESPONSIBLY</b>			
8.1	<p>The board of a listed entity should:</p> <p>(a) have a remuneration committee which:</p> <p>(1) has at least three members, a majority of whom are independent directors; and</p> <p>(2) is chaired by an independent director, and disclose:</p> <p>(3) the charter of the committee;</p> <p>(4) the members of the committee; and</p> <p>(5) as at the end of each reporting period, the number of times the committee met throughout the period and the individual attendances of the members at those meetings; or</p> <p>(b) if it does not have a remuneration committee, disclose that fact and the processes it employs for setting the level and composition of remuneration for directors and senior executives and ensuring that such remuneration is appropriate and not excessive.</p>	<p><input checked="" type="checkbox"/> and we have disclosed a copy of the charter of the committee at: <a href="https://www.ventia.com/who-we-are/corporate-governance">https://www.ventia.com/who-we-are/corporate-governance</a></p>	<p><input type="checkbox"/> set out in our Corporate Governance Statement <b>OR</b></p> <p><input type="checkbox"/> we are an externally managed entity and this recommendation is therefore not applicable</p>
8.2	A listed entity should separately disclose its policies and practices regarding the remuneration of non-executive directors and the remuneration of executive directors and other senior executives.	<p><input checked="" type="checkbox"/></p>	<p><input type="checkbox"/> set out in our Corporate Governance Statement <b>OR</b></p> <p><input type="checkbox"/> we are an externally managed entity and this recommendation is therefore not applicable</p>
8.3	<p>A listed entity which has an equity-based remuneration scheme should:</p> <p>(a) have a policy on whether participants are permitted to enter into transactions (whether through the use of derivatives or otherwise) which limit the economic risk of participating in the scheme; and</p> <p>(b) disclose that policy or a summary of it.</p>	<p><input checked="" type="checkbox"/> and we have disclosed our policy on this issue or a summary of it at: <a href="https://www.ventia.com/generic-page/our-policies">https://www.ventia.com/generic-page/our-policies</a></p>	<p><input type="checkbox"/> set out in our Corporate Governance Statement <b>OR</b></p> <p><input type="checkbox"/> we do not have an equity-based remuneration scheme and this recommendation is therefore not applicable <b>OR</b></p> <p><input type="checkbox"/> we are an externally managed entity and this recommendation is therefore not applicable</p>

## Key to Disclosures Corporate Governance Council Principles and Recommendations

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<b>ADDITIONAL RECOMMENDATIONS THAT APPLY ONLY IN CERTAIN CASES</b>			
9.1	A listed entity with a director who does not speak the language in which board or security holder meetings are held or key corporate documents are written should disclose the processes it has in place to ensure the director understands and can contribute to the discussions at those meetings and understands and can discharge their obligations in relation to those documents.	<input type="checkbox"/> and we have disclosed information about the processes in place at: ..... [insert location]	<input type="checkbox"/> set out in our Corporate Governance Statement <b>OR</b> <input checked="" type="checkbox"/> we do not have a director in this position and this recommendation is therefore not applicable <b>OR</b> <input type="checkbox"/> we are an externally managed entity and this recommendation is therefore not applicable
9.2	A listed entity established outside Australia should ensure that meetings of security holders are held at a reasonable place and time.	<input type="checkbox"/>	<input type="checkbox"/> set out in our Corporate Governance Statement <b>OR</b> <input checked="" type="checkbox"/> we are established in Australia and this recommendation is therefore not applicable <b>OR</b> <input type="checkbox"/> we are an externally managed entity and this recommendation is therefore not applicable
9.3	A listed entity established outside Australia, and an externally managed listed entity that has an AGM, should ensure that its external auditor attends its AGM and is available to answer questions from security holders relevant to the audit.	<input type="checkbox"/>	<input type="checkbox"/> set out in our Corporate Governance Statement <b>OR</b> <input checked="" type="checkbox"/> we are established in Australia and not an externally managed listed entity and this recommendation is therefore not applicable <input type="checkbox"/> we are an externally managed entity that does not hold an AGM and this recommendation is therefore not applicable
<b>ADDITIONAL DISCLOSURES APPLICABLE TO EXTERNALLY MANAGED LISTED ENTITIES</b>			
-	<i>Alternative to Recommendation 1.1 for externally managed listed entities:</i> The responsible entity of an externally managed listed entity should disclose: (a) the arrangements between the responsible entity and the listed entity for managing the affairs of the listed entity; and (b) the role and responsibility of the board of the responsible entity for overseeing those arrangements.	<input type="checkbox"/> and we have disclosed the information referred to in paragraphs (a) and (b) at: ..... [insert location]	<input type="checkbox"/> set out in our Corporate Governance Statement

Key to Disclosures Corporate Governance Council Principles and Recommendations

Corporate Governance Council recommendation		Where a box below is ticked, <sup>4</sup> we have followed the recommendation <b>in full</b> for the <b>whole</b> of the period above. We have disclosed this in our Corporate Governance Statement:	Where a box below is ticked, we have NOT followed the recommendation in full for the whole of the period above. Our reasons for not doing so are: <sup>5</sup>
-	<p><i>Alternative to Recommendations 8.1, 8.2 and 8.3 for externally managed listed entities:</i></p> <p>An externally managed listed entity should clearly disclose the terms governing the remuneration of the manager.</p>	<p><input type="checkbox"/></p> <p>and we have disclosed the terms governing our remuneration as manager of the entity at:</p> <p>.....</p> <p>[insert location]</p>	<p><input type="checkbox"/> set out in our Corporate Governance Statement</p>

# 2024

Corporate  
Governance  
Statement



Redefining Service Excellence

# Governance at Ventia

At Ventia, we believe good governance is fundamental to delivering on our strategy of Redefining Service Excellence.



**Pictured:**  
David Moffatt,  
Chairman

Ventia is an infrastructure services provider operating in Australia and New Zealand. Our purpose is to make infrastructure work for our communities. It's at the heart of who we are and is what unites and excites us.

Redefining Service Excellence is our approach to delivering service excellence to our stakeholders. We differentiate ourselves through our customer focus, innovation and commitment to sustainability. Our strategy encourages us to create a culture where we seek to improve every day to deliver successful outcomes. Redefining Service Excellence is our blueprint for success, brought to life by the pride and passion of our people.

Our approach to governance is based on our values and strategy which represent what we stand for every day, both internally and externally. Our governance framework enables our people to deliver on our commitments and plays an integral role in effective and responsible decision making for our shareholders, employees, business partners, government, regulators and the broader community.

This Corporate Governance Statement (Statement) details the key governance policies and practices adopted by our Board, some of which can be found in the Corporate Governance section of our website at [www.ventia.com](http://www.ventia.com).

Under ASX Listing Rule 4.10.3, ASX-listed entities are required to benchmark their corporate governance practices against the ASX Corporate Governance Council's Corporate Governance Principles and Recommendations (4th Edition) (ASX Recommendations). At the end of the reporting period, 31 December 2024, Ventia complied with all ASX Recommendations.

This Statement is current as at 19 February 2025 and has been approved by the Board and lodged with the ASX, together with its accompanying Appendix 4G.

# Ventia’s Governance Framework

## Our Values



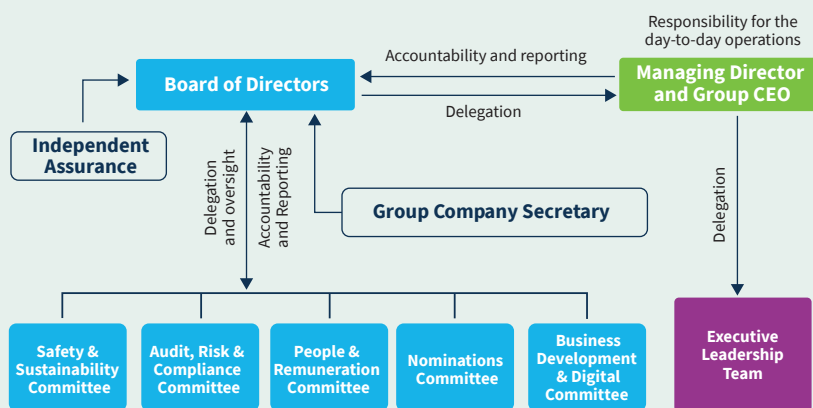
## Our Strategy



**Our Purpose**  
Making infrastructure work for our communities

**Redefining Service Excellence**

## Stakeholders








# Key Components of Our Governance Framework

The table below sets out each of the key components of our governance framework and is cross-referenced against the relevant ASX Principle and relevant governance documents currently adopted by Ventia.

	Key governance framework component	Relevant ASX Principle(s)	Relevant governance documents
	<p><b>Section 1: Our Board &amp; Committees</b></p> <p>A skillful and experienced Board, with a Committee structure suited to our needs</p>	<p>Principle 1: Lay solid foundations for management and oversight</p> <p>Principle 2: Structure the Board to be effective and add value</p>	<ul style="list-style-type: none"> <li>• Code of Conduct</li> <li>• Constitution</li> <li>• Board Charter</li> <li>• Audit, Risk and Compliance Committee Charter</li> <li>• Safety and Sustainability Committee Charter</li> <li>• People and Remuneration Committee Charter</li> <li>• Business Development and Digital Committee Charter</li> <li>• Nominations Committee Charter</li> </ul>
	<p><b>Section 2: Our Executive Leadership Team</b></p> <p>Clear delegation, decision making and accountability to our Group Chief Executive Officer, Executive Leadership Team and senior executives</p>	<p>Principle 1: Lay solid foundations for management and oversight</p>	<ul style="list-style-type: none"> <li>• Board Charter</li> <li>• Delegations of Authority Matrix</li> </ul>
	<p><b>Section 3: Risk &amp; Opportunity Management</b></p> <p>Strong systems of risk and opportunity management are essential to deliver on our purpose</p>	<p>Principle 4: Safeguard the integrity of corporate reports</p> <p>Principle 7: Recognise and manage risk</p>	<ul style="list-style-type: none"> <li>• Code of Conduct</li> <li>• Audit, Risk and Compliance Committee Charter</li> <li>• Risk Management Policy</li> <li>• Tax Corporate Governance Policy</li> <li>• Treasury Policy</li> <li>• Critical Risk Protocols</li> <li>• Group Financial Control and Accounting Policy</li> <li>• Asset Management Policy</li> <li>• Delegations of Authority Matrix</li> <li>• Procurement Policy</li> <li>• Information Security Policy</li> <li>• Contractual Risks Standard</li> <li>• Privacy Policy</li> </ul>
	<p><b>Section 4: Promoting Responsible &amp; Ethical Behaviour</b></p> <p>Ventia's Code of Conduct together with Ventia's Values, Policies and Standards set out clear standards of behaviour expected from all our people and our business partners. It also reinforces our responsibilities to our shareholders, employees, business partners, government, regulators and the communities where we operate.</p>	<p>Principle 3: Instil a culture of acting lawfully, ethically and responsibly</p>	<ul style="list-style-type: none"> <li>• Code of Conduct</li> <li>• Bribery and Corruption Policy</li> <li>• Securities Dealing Policy</li> <li>• Disclosure Policy</li> <li>• Donations and Sponsorship Policy</li> <li>• Modern Slavery Policy</li> <li>• International Trade Controls and Anti-Money Laundering Policy</li> <li>• Government Relations Policy</li> <li>• Privacy Policy</li> <li>• Procurement Policy</li> <li>• Bullying and Harassment Standard</li> <li>• Equal Employment Opportunity and Discrimination Policy</li> <li>• Indigenous Relations Policy</li> <li>• Diversity, Equity and Inclusion Policy</li> <li>• Sustainability Policy</li> <li>• Compliance Standard</li> <li>• Conflict of Interest Standard</li> <li>• Gifts and Hospitality Standard</li> </ul>

Key governance framework component	Relevant ASX Principle(s)	Relevant governance documents	
 <p><b>Section 5: Safety &amp; Sustainability</b></p> <p>Taking a common approach to safety, health, environment and quality across all our businesses helps us deliver our services both safely and sustainably</p>	<p>Principle 3: Instil a culture of acting lawfully, ethically and responsibly</p> <p>Principle 7: Recognise and manage risk</p>	<ul style="list-style-type: none"> <li>• Code of Conduct</li> <li>• Critical Risk Protocols</li> <li>• Health and Safety Policy</li> <li>• Quality Policy</li> <li>• Sustainability Policy</li> </ul>	<ul style="list-style-type: none"> <li>• Workplace Injury Management Policy</li> <li>• Information Security Policy</li> <li>• Environmental Policy</li> </ul>
 <p><b>Section 6: Diversity, Equity &amp; Inclusion</b></p> <p>We celebrate and embrace diversity across our business – diversity in background, age, gender, skills, experience and thought</p>	<p>Principle 3: Instil a culture of acting lawfully, ethically and responsibly</p> <p>Principle 8: Remunerate fairly and responsibly</p>	<ul style="list-style-type: none"> <li>• Code of Conduct</li> <li>• Diversity, Equity and Inclusion Policy</li> <li>• Bullying and Harassment Standard</li> <li>• Indigenous Relations Policy</li> </ul>	<ul style="list-style-type: none"> <li>• Equal Employment Opportunity &amp; Discrimination Policy</li> <li>• Flexible Working Arrangements Standard</li> </ul>
 <p><b>Section 7: Stakeholder Engagement</b></p> <p>We are committed to a coordinated, timely, and respectful approach to communication with all stakeholders</p>	<p>Principle 5: Make timely and balanced disclosure</p> <p>Principle 6: Respect the rights of security holders</p>	<ul style="list-style-type: none"> <li>• Code of Conduct</li> <li>• Communications &amp; Media Relations Policy</li> </ul>	<ul style="list-style-type: none"> <li>• Privacy Policy</li> <li>• Government Relations Policy</li> <li>• Disclosure Policy</li> </ul>

# 1. Our Board and Committees

## Role and responsibilities

The Board is responsible for the overall corporate governance of Ventia Services Group Limited and its controlled entities (**Group**). It sets the ‘tone from the top’ by demonstrating behaviours that are aligned with Ventia’s values.

The Board is governed by a Constitution and Board Charter which sets out the Board’s authority, responsibilities, membership criteria and the agreed principles by which it operates. These documents, together with Committee Charters and a Delegations of Authority Matrix (DoA), establish the relationship between the Board and Management.

The primary responsibilities reserved specifically for the Board include:

- approving, with input from Management, the Group’s strategic objectives and operating budgets;
- monitoring corporate performance and Management’s implementation of Ventia’s strategy;
- setting Ventia’s risk appetite, within which the Board expects Management to operate in the execution of our strategy and business objectives;
- approving financial reports, profit forecasts, outlook statements and other reports required by law or under the ASX Listing Rules to be adopted by the Board;
- approving major capital expenditure and transactions in excess of the discretionary limits delegated to the Group CEO, and overseeing capital management;
- satisfying itself that Ventia’s remuneration framework is aligned with Ventia’s values, strategic objectives and tolerance for risk;
- approving acquisitions, divestments, partnerships, business ventures, entering new industries or operating in new countries, as set out in the DoA;
- appointing, evaluating the performance of, determining the remuneration of, removal of, and planning succession of, the Group CEO and Executive Leadership Team;
- approving Ventia’s values and monitoring corporate culture; and
- approving Ventia’s policies including Code of Conduct.

## Composition of the Board

Effective 20 February 2024, all Non-Executive Directors of the Board were determined to be independent Directors.

During such time in the reporting period that the Chairman was not considered an Independent Non-Executive Director, Jeff Forbes was designated as the ‘Lead Independent Non-Executive Director’.

The Board considers that each Ventia Director is able to, individually and collectively, analyse the issues before them objectively and in the best interests of shareholders and in accordance with their duties as Directors.

In relation to election at an Annual General Meeting (AGM):

- the Directors to retire shall be those who have been longest in office since their last election, noting that Directors must retire at the third AGM, or three years since their last election (whichever is longer); and
- a Director who has been appointed by the Board to fill a casual vacancy is required to retire and stand for election by the shareholders at the next AGM.

## Board membership

The table below sets out the details of the Directors of the Board. Each of these Directors served during FY2024.

Name	Position <sup>1</sup>	Independent	Appointed
<b>Current Independent Non-Executive Directors</b>			
David Moffatt <sup>2</sup>	Chairman	Yes	2014
Jeff Forbes	Independent Non-Executive Director	Yes	2021
Sibylle Krieger	Independent Non-Executive Director	Yes	2021
Damon Rees	Independent Non-Executive Director	Yes	2023
Lynne Saint	Independent Non-Executive Director	Yes	2021
Anne Urlwin	Independent Non-Executive Director	Yes	2021
<b>Non-Executive Directors</b>			
Kevin Crowe <sup>3</sup>	Non-Executive Director	No	2014
<b>Current Executive Directors</b>			
Dean Banks	Managing Director and Group Chief Executive Officer	No	2022

1. Details of the qualifications and experience of each current Director are set out in Ventia's 2024 Annual Report.

2. The Nominations Committee determined that David Moffatt was considered an Independent Non-Executive Director effective 20 February 2024.

3. Kevin Crowe retired 21 February 2024.

## Role of the Chairman

The role of the Chairman includes:

- providing effective leadership to the Board in relation to all Board matters;
- guiding the Board agenda and conducting all Board meetings to facilitate discussions, challenges and decision-making;
- in conjunction with the Group Company Secretary, arranging regular Board meetings throughout the year and confirming that minutes of meetings accurately record decisions taken;
- acting as a conduit between Management and the Board; and
- supporting the Group CEO's people agenda, and providing mentoring and business development to employees.

Outside Board meetings, the Chairman acts as the main interface between the Board and the Group CEO. The Chairman also represents to the Board to our shareholders and actively engages with Ventia's regulators and customers.

## Board skills

The Nominations Committee is responsible for ensuring that our Board is comprised of Directors who collectively have the skills, experience, knowledge and diversity needed to support Ventia in achieving its strategic objectives and fulfilling its legal and regulatory requirements. The Board's Skills Matrix is an important tool in this process.

The creation of a Skills Matrix for Ventia is an opportunity for considered reflection and productive discussion on how the Board is constituted currently and also how it believes it should best be constituted in the future to align with Ventia's strategy and the needs of a listed entity.

The Skills Matrix (as set out on the following page) sets out the skills, knowledge, experience and capabilities desired of the Board to enable it to meet both the current and future challenges of Ventia.

In 2024, each of the Directors undertook a self-assessment of the Skills Matrix to identify his/her current skill level against each skill. These results were then consolidated and reviewed by the Directors. The Board considers the current Skills Matrix to be valid and Directors have confirmed there have been no material changes to their self-assessments during the year.

All areas in the Skills Matrix are currently well represented by the current Board.

## Board Skills Matrix

Redefining Excellence		
Putting Safety and Health above all else	Health, Safety and Environment	
Providing our customers with excellence in service delivery	Project development, project management and delivery	
	Social performance, community engagement and human rights	
Being known for our talented and engaged people	People and Culture	
Creating value for our clients through low cost, quality solutions	Customer experience	
	Sustainability	
Bringing technology to deliver new and innovative ways of working	Digital	



### General Director skills/experience

**KEY:**

**Strong:** Director has professional qualifications in this area and/or has particular expertise due to the nature and duration of professional and/or Board experience.

**Moderate:** Director has experience on Boards or business involvement in this area.

**Limited:** Director has some, but not detailed, knowledge in this area.

Industry Experience	
Financial Acumen	
Strategy	
Corporate Development	
Legal Compliance and Regulatory	
Risk Management	
Leadership	
Holistic thinking	

## Board independence

The Board Charter sets out guidelines to assist in considering the independence of Directors. The Board considers a Director to be independent where he or she is free of any interest, position or relationship that might influence, or might reasonably be perceived to influence, in a material respect, his or her capacity to bring independent judgement to bear on issues before the Board and to act in the best interests of Ventia as a whole rather than an individual shareholder or other party. The Board reviews the independence of each Director in light of information disclosed to the Board having regard to all relevant matters, including Box 2.3 of the ASX Recommendations.

At all times during 2024, the Board comprised a majority of independent Directors. Each of the current Non-Executive Directors, including the Chairman, has been determined by the Board to be independent.

The Board considers that each of Jeff Forbes, Lynne Saint, Sibylle Krieger, Damon Rees and Anne Urlwin are free from any interest, position or relationship that might influence, or might reasonably be perceived to influence, in a material respect, his or her capacity to bring independent judgement to bear on issues before the Board and to act in the best interests of Ventia as a whole rather than in the interests of an individual shareholder or other party and is able to fulfil the role of an Independent Non-Executive Director for the purpose of the ASX Recommendations.

David Moffatt was originally nominated to the Board by Apollo in 2015 as Executive Chairman and subsequently held the position of Group CEO of Ventia on an interim basis (between November 2019 and January 2021). He is currently a senior professional adviser to Apollo Global Management. Effective 20 February 2024, the Board determined David Moffatt to be an Independent Director. During the period that David Moffatt was not deemed to be an Independent Director, Jeff Forbes held the role of “Lead Independent Non-Executive Director” to ensure appropriate independence was maintained by the Board.

Kevin Crowe, who was not considered by the Board to be an Independent Non-Executive Director resigned from the Board effective 21 February 2024.

Dean Banks was appointed as Managing Director in June 2022. As Group CEO, he is not considered by the Board to be an Independent Non-Executive Director.

## Outside interests and conflicts of interest

Prior to accepting any non-Ventia Board or executive appointments, Directors must discuss the proposed appointment with the Chairman to ensure that it will permit them to continue to act at all times in the best interests of Ventia, exercise independent judgement and devote sufficient time to fulfil their obligations to Ventia. The Chairman will review the proposed appointment, particularly in the context of conflicts of interest, on a case-by-case basis.

All Directors must immediately disclose any perceived, potential or actual conflicts of interest that could impact their independence. When such a conflict of interest arises, the Director concerned withdraws from the Board meeting while the relevant matters are considered, and will not receive Board or Committee papers or minutes pertaining to that matter that they are conflicted by. Accordingly, the Director concerned neither takes part in discussions nor exercises any influence over the Board if such a conflict of interest exists.

## Board selection and appointment

The Nominations Committee uses a range of tools (including the Skills Matrix as set out above) to make recommendations to the Board in respect of the:

- mix currently represented on the Board;
- skills, knowledge, experience, independence and diversity the Board is looking to achieve in its membership; and
- desirable qualities and capabilities that should be targeted in the Board’s succession planning.

The Board will review the candidates and the most suitable person is either appointed by the Board and will stand for election at the next AGM or is recommended to shareholders for election at a general meeting.

Prior to the appointment of any new Director, appropriate checks will be conducted to determine if they have the capabilities needed and are fit and proper to undertake the responsibilities of the role. Appropriate background checks are also undertaken prior to employing senior executives.

As required by the ASX Recommendations, all material information in Ventia’s possession relevant to a Director’s election or re-election will be provided to shareholders in the relevant Notice of Meeting.

If the Board determines that a candidate should be appointed to the Board, they will receive a formal letter of appointment outlining the key terms, conditions and expectations of their appointment.

Before accepting the position, the candidate must confirm that they have sufficient time to fulfil their obligations to Ventia and provide details of their other commitments and interests.



## Director induction

A Director's effectiveness in their role is enhanced when they have clarity about their responsibilities and what is expected of them as a member of the Board, including the nature of Directors' duties and the operations and finances of the organisation at a level that enables them to govern and meet their oversight obligations.

Ventia has a documented Director Induction Program that is designed to ensure that new Directors are in a position to maximise their contribution to the governance and strategic oversight of Ventia from the earliest possible date.

The Director Induction Program is split into three stages, namely:

- **Stage 1** – Upon Appointment: Immediately following appointment, Directors receive a comprehensive range of materials regarding Ventia;
- **Stage 2** – 1-2 months following appointment: Newly appointed Directors are given the opportunity to meet key internal and external stakeholders across Ventia's operations and, if practicable, undertake site visits; and
- **Stage 3** – Ongoing Development: Throughout their tenure, Directors will be provided the opportunity to develop their understanding as a Director of Ventia. Further information is set out below.

## Ongoing director training

Directors are expected to maintain the knowledge and skills required to perform their role effectively. As part of their ongoing training and development, Directors receive relevant briefings from senior executives, the external auditor and external advisors relating to:

- workplace, health, environment, safety and sustainability;
- economic issues in the markets in which Ventia operates;
- insurance; and
- directors' duties.

During 2024, the Directors visited several offices and project sites. In addition, the Directors participated in briefings with external advisers. The visits and briefings allow the Directors to further their understanding of Ventia's operations and the communities in which we operate.

## Performance review of Board, Committees, Directors and Key Management Personnel

We believe that a high-performing Board underpins good governance and better outcomes aligned with our strategy. The Board continuously reviews its performance in both a formal and informal manner.

During the reporting period and at each Board meeting, the Directors have an opportunity to review the performance of the Board, the Committees and individual Directors (including the Chairman). The outcome of these reviews are discussed by the Directors with Management present, including opportunities for the functioning of the Board and its Committees to be enhanced. In late 2024 and early 2025, an externally facilitated review of the Board and each of its Committees was undertaken. This review included feedback from all Directors and members of the Executive Leadership Team who interact frequently with the Board and its Committees. The results and action plans flowing from this assessment have been documented, together with specific performance goals for the coming year.

Further information on the evaluation of Key Management Personnel (KMP) performance in FY2024 is set out in Ventia's 2024 Annual Report.

## Remuneration of Directors and Key Management Personnel

Details of Ventia's remuneration policies, practices, performance reviews and outcomes, and the remuneration paid to the Directors and other KMP, are set out in the Remuneration Report section of the 2024 Annual Report. Shareholders will be invited to consider and adopt the Remuneration Report at the 2025 AGM.



**Pictured:** Members of our Board of Directors and our Executive Leadership Team on a site visit at a telecommunications facility, NSW

## Access to information, independent advice and indemnification

For the purposes of the proper performance of their duties, Directors are entitled to seek independent professional advice, at Ventia's expense, subject to the prior written consent of the Chairman or the Board as a whole. The policy of the Board is that external advice will be made available to all Directors, unless the Chairman determines otherwise.

## Minimum shareholding requirements for Directors

In November 2021, the Board adopted a Minimum Shareholding Requirement (MSR) which sets out requirements for Independent Non-Executive Directors to hold a minimum value of shares in Ventia to ensure alignment with shareholders' interests.

The MSR requires each Director who receives Director's fees to hold, within three years of that Director's appointment or election, a minimum value of shares approximating 100% of the Director's base fee remuneration.

Non-Executive Directors may elect to sacrifice part or all of their base Director fee (excluding Committee fees) to acquire share rights to assist with meeting their minimum shareholding requirements. On vesting and exercise of the share rights, participating Directors will receive Ventia shares which are subject to dealing restrictions for a period of time.

From time to time, KMP, Senior Executives and Directors are restricted from trading in Ventia securities given their access to confidential or price sensitive inside information which is not complete or disclosable under the ASX Listing Rules.

As at 31 December 2024 all Directors were compliant with the MSR. Details of the shareholdings of Directors are set out in the Directors' Report of Ventia's 2024 Annual Report.

## Alternate Directors

There are currently no Alternate Directors appointed.

## Role of the Group Company Secretary

Our Group Company Secretary, Jill Hardiman, through the Chairman, is accountable to the Board on all matters to do with the proper functioning of the Board, including:

- effective implementation of corporate governance processes;
- adherence to Board policies and procedures;
- coordination of all Board matters including agendas, Board papers, minutes, communications and filings with relevant regulators; and
- facilitating the induction and professional development of Directors.

All Directors have access to the services and advice of the Group Company Secretary. Amy Jackson (Group General Counsel) is also listed as an additional Company Secretary, having been appointed on 10 February 2025.

Debbie Schroeder resigned as an additional Company Secretary on 23 September 2024 and Rebecca Tweedie resigned as Group Company Secretary on 20 December 2024.

Details about Ventia's Company Secretaries' experience and qualifications are provided within the 2024 Annual Report.

## Board and Committee meetings

The Board and its Committees meet regularly to discuss matters relevant to Ventia's operations and performance, with additional meetings held as and when required to address specific matters.

Directors are required to attend all Board meetings, shareholder meetings and Committee meetings for which they are members, subject to any conflicts of interests which may prevent them from attending.

The Board also has procedures in place to ensure it operates independently from Management. For example, at Board meetings the Directors regularly meet in the absence of the Group CEO and other executives of Ventia. Where appropriate, Management are also excluded from certain Board and Committee discussions that relate to specific issues, such as executive remuneration and performance.

All Board meetings and documents are provided to Directors in English. All Directors are fluent in the English language. The number of Board and Committee meetings and the attendance of each Director at these meetings are set out in Ventia's 2024 Annual Report.

## Committees

The Board has established the following Committees to assist it in carrying out its responsibilities:

- Audit, Risk and Compliance Committee;
- Nominations Committee;
- People and Remuneration Committee;
- Safety and Sustainability Committee; and
- Business Development and Digital Committee (previously the Work Winning and Tender Committee).

Each Committee has a Charter, detailing its purpose and responsibilities, and membership criteria. Charters are regularly reviewed to ensure alignment with regulatory requirements, best practice (including the ASX Recommendations) and the expectations of the Board.

The Charters for the Audit, Risk and Compliance Committee, People and Remuneration Committee and Safety and Sustainability Committee were each reviewed and updated in December 2024.

A summary of each Committee Charter and its current membership is set out on the following page.

All Directors have a standing invitation to attend all Committee meetings and have access to all Board and Committee papers and minutes. The Group CEO and other members of Management attend by invitation.



### Audit, Risk and Compliance Committee

Committee membership	Composition requirements	Responsibilities include
Lynne Saint (Chair) Jeff Forbes David Moffatt Anne Urlwin	<ul style="list-style-type: none"> <li>• Only Non-Executive Directors;</li> <li>• A minimum of three members; and</li> <li>• A majority of Independent Non-Executive Directors, including an Independent Non-Executive Director as Chair</li> </ul>	<p>The Audit, Risk and Compliance Committee assists the Board in fulfilling its corporate governance and oversight responsibilities in relation to Ventia's financial reports and financial reporting process (including sustainability and climate-related disclosures), internal control structure, risk management systems (financial and non-financial) and the internal and external audit process.</p> <p>Accordingly, the Audit, Risk and Compliance Committee will meet on a regular basis to review:</p> <ul style="list-style-type: none"> <li>• integrity of financial reports and statements;</li> <li>• effectiveness of internal financial control systems;</li> <li>• internal audit function and integrity of process;</li> <li>• effectiveness of risk management framework and management of material financial and non-financial risks;</li> <li>• external audit function and integrity of process; and</li> <li>• compliance with legal and regulatory obligations, internal policies and industry standards.</li> </ul>

### Nominations Committee

Committee membership	Composition requirements	Responsibilities include
Jeff Forbes (Chair) Sibylle Krieger David Moffatt Damon Rees Lynne Saint Anne Urlwin	<ul style="list-style-type: none"> <li>• Only Non-Executive Directors;</li> <li>• A minimum of three members; and</li> <li>• A majority of Independent Non-Executive Directors, including an Independent Non-Executive Director as Chair</li> </ul>	<p>The Nomination Committee's charter provides that the Committee must consist of only Non-Executive Directors, a majority of independent Directors, a minimum of three members of the Board, and an Independent Director as Chair.</p> <p>The responsibilities of the Nominations Committee include:</p> <ul style="list-style-type: none"> <li>• making recommendations to the Board about the size and composition of the Board and the nomination criteria, and assisting with the review of the Board's Skills Matrix;</li> <li>• reviewing succession plans for Directors; and</li> <li>• overseeing the regular assessment of, and making recommendations to the Board as to, the independence of each Director and associated disclosures.</li> </ul>

### People and Remuneration Committee

Committee membership	Composition requirements	Responsibilities include
Sibylle Krieger (Chair) Damon Rees Lynne Saint Anne Urlwin	<ul style="list-style-type: none"> <li>• Only Non-Executive Directors;</li> <li>• A minimum of three members; and</li> <li>• A majority of Independent Non-Executive Directors, including an Independent Non-Executive Director as Chair</li> </ul>	<p>The objective of the People and Remuneration Committee is to assist the Board in the effective discharge of its responsibilities as they relate to people and remuneration matters (other than matters within the remit of the Safety and Sustainability Committee).</p> <p>The People and Remuneration Committee's responsibilities include:</p> <ul style="list-style-type: none"> <li>• reviewing the progress of Ventia's people and culture strategy,</li> <li>• overseeing the progress and outcomes of employee performance programs to attract, motivate and retain high quality people,</li> <li>• reviewing policies in respect of diversity; and</li> <li>• overseeing talent and succession planning, remuneration matters and performance reviews, among others.</li> </ul>

### Safety and Sustainability Committee

Committee membership	Composition requirements	Responsibilities include
Anne Urlwin (Chair) Sibylle Krieger David Moffatt Lynne Saint	<ul style="list-style-type: none"> <li>• Only Non-Executive Directors;</li> <li>• A minimum of three members; and</li> <li>• A majority of Independent Non-Executive Directors.</li> </ul>	<p>The primary objective of the Safety and Sustainability Committee is to assist the Board with its functions by providing additional focus and oversight in relation to workplace health, safety environment and sustainability matters.</p> <p>The Safety and Sustainability Committee is responsible for:</p> <ul style="list-style-type: none"> <li>• reviewing and recommending for Board approval health, safety, sustainability and environment (HSE) policies;</li> <li>• monitoring the actions from Management in promoting and modelling a culture of compliance and continuous improvement;</li> <li>• reviewing reports from Management in relation to Ventia's compliance with relevant legal and regulator obligations, the effectiveness of Ventia's risk management framework and monitoring HSE performance;</li> <li>• reviewing and recommending for Board approval sustainability disclosures in the Annual Reporting suite, regulatory reporting and climate-related disclosures, sustainability strategy, commitments, actions and targets; and</li> <li>• overseeing the progress of the sustainability strategy to ensure it is consistent with and is considered when developing the Company's enterprise strategy, supports Ventia's values and addresses all material sustainability risks and opportunities facing Ventia.</li> </ul>

### Business Development and Digital Committee

Committee membership	Composition requirements	Responsibilities include
Jeff Forbes (Chair) Sibylle Krieger David Moffatt Damon Rees	<ul style="list-style-type: none"> <li>• Only Non-Executive Directors; and</li> <li>• A minimum of three members.</li> </ul>	<p>The primary objective of the Business Development and Digital Committee is to assist the Board in fulfilling its responsibilities to optimise growth and diversification opportunities within established business plan targets and to provide oversight of digital transformation, data technology and technology related innovation.</p> <p>The Business Development and Digital Committee is responsible for:</p> <ul style="list-style-type: none"> <li>• reviewing the development and implementation of strategic business development initiatives, and ensuring initiatives are consistent with Ventia's business plans;</li> <li>• responding to business development challenges and initiatives;</li> <li>• general business development activities including tendering for material contracts and overseeing the development, approval and implementation of strategic business development initiatives aligned with the Board's approved business plans;</li> <li>• monitoring and providing guidance on matters relating to Ventia's digital transformation and technology related innovation, including reviewing and recommending to the Board digital transformation investments; and</li> <li>• monitoring and evaluating digital transformation trends that may affect the business, operations or strategic plans.</li> </ul>

## 2. Our Executive Leadership Team

Whilst the Board has overall responsibility, the Executive Leadership Team (ELT) also plays an important role in embedding a culture aligned with Ventia's values.

As illustrated in Ventia's governance framework, the Board has delegated responsibility for the day-to-day management of Ventia to the Group CEO, and through the Group CEO, to other members of the ELT. These delegations balance effective oversight with appropriate empowerment and accountability of the ELT and other senior managers across the Group.

Working under the supervision of the Group CEO, the ELT has the responsibility for driving Ventia's strategy in a way that is aligned with our values and our risk appetite. The ELT achieves this by:

- implementing the strategic objectives set by the Board;
- managing business performance and operating within the risk framework approved by the Board;
- reviewing and managing material financial and non-financial risks;
- instilling and reinforcing values set by the Board; and
- leading and developing our people.

The Group CEO and ELT report to the Board on all matters that impact, or have the potential to impact, the achievement of Ventia's purpose, including:

- health and safety performance;
- sustainability;
- financial performance;
- progress on the delivery of the strategy;
- culture; and
- risks and opportunities.

You can find details of our ELT on our website at [www.ventia.com](http://www.ventia.com)

A performance evaluation of senior executives was undertaken in 2024 with details of the process set out in Ventia's 2024 Annual Report.



**Pictured:** Chief Financial Officer, Mark Fleming at a site visit in Edinburgh, SA

### 3. Risk and opportunity management

Risk and opportunity management is a fundamental component of Ventia's strategic and operational decision making, as Ventia seeks to achieve our purpose of making infrastructure work for our communities. A strong risk management culture is critical to enabling Ventia to achieve its strategic, operational, and commercial objectives. It can also be a source of competitive advantage and a key differentiator for our clients.

Ventia is committed to being proactive in risk and opportunity management at all levels of the organisation and we apply risk and opportunity management through embedded processes and specific practices. A risk culture of actively managing risks is embedded into how we run our business. A risk culture fosters the collective ability to identify, understand, escalate, and then openly discuss and respond to current and future risks. We aim to foster a culture of positive risk behaviours which adapt to our rapidly changing business.

At Ventia we believe that a successful risk management framework can create opportunities for us by effectively identifying, assessing, and mitigating risks in a way that is aligned with our strategic framework and appetite for risk.

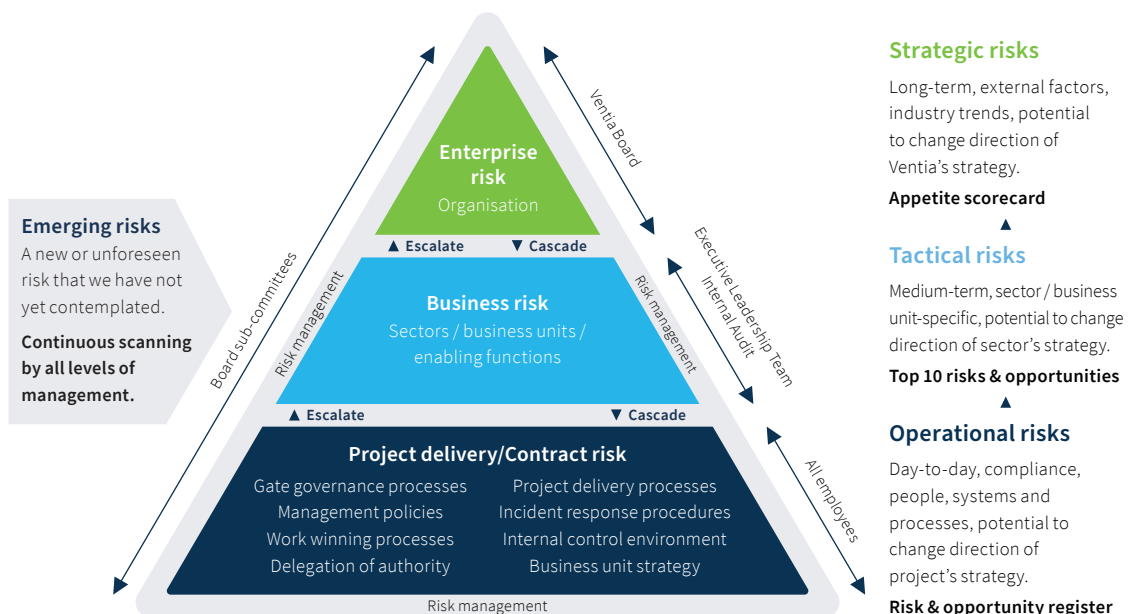
Ventia defines risk management as the identification, assessment and treatment of risks that have the potential to materially impact our operations, people, reputation, the environment and the communities in which Ventia operates, as well as the financial prospects of Ventia.

Our risk and opportunity management framework guides how Ventia identifies, assesses, controls, monitors and tests, and reports on risks and opportunities across the business while ensuring that Ventia operate within the risk limits established by the Board.

The risk and opportunity management framework is overseen by the Board and the Audit, Risk and Compliance Committee, including the Risk and Opportunity Management Policy and risk appetite statements. A review of the risk and opportunity management framework was completed in 2024.

The Audit, Risk and Compliance Committee meets quarterly and is accountable for ensuring that the risk and opportunity management framework is implemented appropriately. Other Committees (such as the People and Remuneration Committee and Safety and Sustainability Committee) review risk matters in more detail as required by their respective Charters.

The Group CEO and ELT implement the risk and opportunity management framework within their areas of accountability. These roles and responsibilities are part of the overall Ventia Corporate Governance Framework, which is depicted as follows:



The diversity of Ventia's operations, geographic footprint, markets serviced, and the services provided, results in exposure to a broad range of risks but also generates an enormous amount of opportunity which can impact Ventia's business outcomes and financial performance.

Further detail of how we manage our key risks can be found in Ventia's 2024 Annual Report.



## Material exposure to climate change risks

Ventia is committed to achieving net-zero emissions by 2050 with the Science Based Target initiative (SBTi). Our emissions reduction targets have been validated by the SBTi and align to our Sustainability Strategy and with the Paris Agreement in support of limiting global warming to below 1.5°C. Climate change and the transition towards a lower carbon economy will create both risks and opportunities for Ventia, as well as our people, customers, suppliers and partners and the communities in which we work. Ventia aims to align our risk management with the recommendations of the Taskforce on Climate-related financial Disclosures (TCFD), New Zealand Climate Standards (NZCS) and emerging Australian Sustainability Reporting Standards (ASRS). A report on our progress is included in our 2024 Annual Report.

We have reduced our directly controlled Scope 1 and 2 emissions by 21.3% compared to our baseline year of 2021 through fleet rationalisation including fuel efficient replacements, improving driver behaviours, including reduced vehicle idling, informed through in-vehicle telematics and changes to our emissions portfolio. We have increased our use of renewables to 19.8% of our electricity use as we seek reductions in our direct emissions to contribute to our near-term targets. Focused work with our supply chain to drive indirect emissions reductions will be required.

Building on work completed in 2023, Ventia has established SBTi validated net-zero targets for 2030 and 2050. We provide an overview of our Transition Action Plan in our 2024 Annual Report.

Our Sustainability Strategy includes a clear focus on climate resilience as one of the three objectives supporting our commitment to “Creating a Healthier Planet”. Our objective to manage climate risk and resilience for us and our clients ensures prominence in decision making as we continue to assess and manage climate risk across the business and implement initiatives to address emissions. Qualitatively assessed climate-related risks and opportunities are disclosed in our 2024 Annual Report.

We use climate-related metrics and targets to monitor the progress we are making towards mitigating climate-related risks and delivering on the objectives of our sustainability strategy.

## Internal audit function

The Audit, Risk and Compliance Committee is responsible for overseeing the effectiveness, independence and objectivity of the Internal Audit function, including the implications of internal audit findings.

The Internal Audit function provides an independent and objective review of the way in which Ventia assesses and manages risk assuring that Ventia’s financial and operational risks are being managed appropriately and the internal control framework is operating effectively.

The Internal Audit function utilises a hybrid co-sourced model partnering with Protiviti to provide a balance of external professional expertise and internal knowledge. The Internal Audit function operates under a plan approved annually by the Audit, Risk and Compliance Committee, with reports of audits provided quarterly at Audit, Risk and Compliance Committee meetings.

## External auditor relationship

The Audit, Risk and Compliance Committee is responsible for overseeing the relationship with Ventia’s External Auditor. It is also responsible for monitoring and evaluating the performance, independence and objectivity of the external auditor and the provision of non-audit services.

## Integrity of corporate reporting

On behalf of the Board, the Audit, Risk and Compliance Committee monitors and reviews processes aimed at ensuring the integrity of financial and other reporting including those that do not require external audit. The verification process varies depending on the particular report but generally involves confirmation by individuals responsible for the information that, to the best of their knowledge and belief, the information is accurate and not misleading.

Prior to approval and release of the half year and full year statutory accounts of Ventia, the Board receives written declarations from the Group CEO and CFO to the effect that in their opinion:

- the financial records of Ventia have been properly maintained;
- the statutory accounts comply with the relevant accounting standards; and
- the statutory accounts give a true and fair view of the financial position and performance of Ventia.

The Group CEO and CFO must have also declared that this opinion has been formed on the basis of a sound system of risk management and internal control that is operating effectively. Supporting this declaration are certifications provided by other members of the ELT. The External Auditor also provides an independent opinion that Ventia’s statutory accounts are true and fair.

For periodic corporate reports released to the market which are not required to be audited or reviewed by our External Auditor, Ventia has established processes and policies to verify the integrity of the information prepared for external release and/or publication. This involves:

- reports being prepared and reviewed by the relevant subject matter experts;
- an internal verification and review process; and
- an appropriate approval process under our Delegations of Authority Matrix involving senior management, the Disclosure Committee and/or the Board.

## 4. Promoting responsible and ethical behaviour

### A culture underpinned by Ventia's values

The Board and Management understand the important role they play in setting the tone to shape Ventia's culture underpinned by our values and brand pillars. Our values guide how we go about our business, the decisions that we make and the actions that we take every day. They ensure we focus on what's right, and what action we ought to take; even if it's not always the easiest course of action.

### Our Values



#### Collaboration

achieve more together



#### Integrity

do what's right



#### Challenge

drive to deliver



#### Ingenuity

create better ways

### Our Code of Conduct

Ventia's Code of Conduct (the Code) sets out the standards of behaviour we expect from our Directors, employees, business partners, contractors and subcontractors. The Code confirms our commitment to good corporate governance and responsible business practices as well as guiding the way we operate with our customers and the communities and the environment in which we operate. The Code in conjunction with our Values, provides a clear structure to ensure we operate in compliance with all our Legal obligations.

The Code provides guidance on how genuine business concerns that the Code is not being complied with can be reported. In particular, any person can contact our independent whistleblower service to report a genuine business concern, the details of the service can be found on our website at [www.ventia.com](http://www.ventia.com). The Code is available in 12 languages: Arabic, Bhutanese, Chinese, English, Filipino, Hindi, Macedonian, Samoan, Te Reo Maori, Urdu, Vietnamese and Tongan.

The Code extends to cover our commitment to protecting the integrity of a competitive market using fair, ethical and lawful business practices. We also require nominated employees to undertake specific competition law training.

We provide a copy of the Code and training as part of our induction process. Training on an annual basis is a mandatory requirement for all Directors and employees. In 2024, 99.3% of our permanent full time employees (equating to 10,535 employees) completed the annual training on our Code.

The Board reviews the Code periodically to ensure it continues to address any emerging conduct or Legal and compliance issues. The Audit, Risk and Compliance Committee is informed of any material breaches of the Code.

### Bribery and Corruption Policy

Our Bribery and Corruption Policy sets out Ventia's zero tolerance for any form of bribery or corruption in our business dealings and operations.

All Directors, officers, employees, contractors, business partners and any other parties acting as representatives or agents of Ventia or performing services for or on its behalf, must not:

- engage in bribery, corruption or fraud nor pay, offer, promise or accept, directly or indirectly, any facilitation payments, secret commission or other form of improper payment or otherwise breach relevant anti-corruption laws;
- engage or make a payment to a business partner or other third party knowing or suspecting the business partner may use or offer all or a portion of the payment directly or indirectly as a bribe, kickback, secret commission or other form of improper payment;
- offer, provide or accept gifts or hospitality in a manner inconsistent with Ventia's Gifts and Hospitality Standard;
- make political or charitable donations or sponsorships on behalf of Ventia contrary to the policy; or
- falsify or misdescribe any book, record or account relating to Ventia's business.

The Audit, Risk and Compliance Committee is provided with the results of investigations and corrective actions undertaken.

## Whistleblower Protection Policy

The Board has adopted a Whistleblower Protection Policy, which encourages the reporting of suspected misconduct or an improper state of affairs or circumstances in relation to Ventia. Examples of reportable conduct under the Whistleblower Protection Policy include (but are not limited to):

- a breach of the Code;
- financial fraud or mismanagement including tax related misconduct;
- unsafe or unethical work practices or work practices which endanger the environment; and
- breaches of any legal or regulatory obligations.

The Whistleblower Protection Policy explains the protections a whistleblower must receive and provides information on how a report may be made including through Ventia's whistleblower service operated by KPMG FairCall. The FairCall services is available 24 hours a day 7 days a week and is independent, confidential and anonymous.

The Audit, Risk and Compliance Committee receives regular reports and is informed of any material incidents reported under the Whistleblower Protection Policy, as well as the outcomes of any investigations and actions taken as a result of any findings.

## Disclosure Policy

We are committed to observing our disclosure obligations under the ASX Listing Rules, the NZX Listing Rules and the Corporations Act 2001 (Cth) (Corporations Act). As such, Ventia has adopted a Disclosure Policy to assist it in complying with its continuous disclosure obligations.

The Disclosure Policy establishes procedures to ensure that Directors and senior management are aware of, and fulfil their obligations in relation to, providing timely, full and accurate disclosure of materially price sensitive information to our shareholders in accordance with our disclosure obligations under the Corporations Act and the ASX Listing Rules. The Policy also sets out procedures for communicating with shareholders, stakeholders, the media and the market.

Information will be communicated to shareholders through the lodgement of all relevant financial and other information with the ASX and NZX, and all announcements will be made available on our website at [www.ventia.com](http://www.ventia.com).

The Directors receive copies of all material information issued to the ASX promptly after release.

## Securities Dealing Policy

Ventia has a Securities Dealing Policy which applies to our Directors and employees (Relevant Persons). The Securities Dealing Policy is intended to explain the types of conduct in relation to dealings in securities that are prohibited under the Corporations Act and to establish procedures in relation to dealings in securities including Ventia securities by Relevant Persons.

The Securities Dealing Policy defines certain 'blackout periods' during which trading in shares by Directors, KMP and certain other senior executives and nominated employees is prohibited. Those blackout periods are currently defined as any of the following periods:

- the period from the close of trading on the ASX on 31 December each year until the day following the announcement to the ASX and the NZX of the full year results;
- the period from the close of trading on the ASX on 30 June each year until the day following the announcement to the ASX and the NZX of the half year results; and
- any other period that the Board specifies from time to time.

In all instances, buying or selling shares in Ventia is not permitted at any time by any person who possesses price-sensitive information, in a manner contrary to the Corporations Act.

All employees are expected to read the Disclosure Policy and Securities Dealing Policy together with a factsheet outlining key points to remember under both documents. In addition, Relevant Persons who join Ventia are required to undertake two training modules and complete a questionnaire regarding the Disclosure Policy and Securities Dealing Policy.

## Diversity, Equity and Inclusion Policy

Our workforce is made up of individuals with diverse skills, backgrounds, perspectives and experiences and this diversity is recognised, valued and respected. We acknowledge the positive outcomes that can be achieved through a diverse workforce and recognise and utilise the contribution of diverse skills and talent from our workforce.

For the purposes of Ventia's Diversity, Equity and Inclusion Policy, 'diversity' encompasses differences in gender, marital or family status, sexual orientation, gender identity, age, disability, ethnicity, religious beliefs, cultural background, socio-economic background, perspective and experience, and also differences in approach and viewpoints. Ventia's Diversity, Equity and Inclusion Policy promotes an inclusive workforce, with a particular focus on gender diversity and Indigenous participation.

Further information on our progress on diversity, equity and inclusion can be found in Section 6.

## Modern Slavery

Ventia has a Modern Slavery Policy. It outlines our commitment to implementing processes in our operations and supply chain that seek to mitigate the risk that any forms of modern slavery including slavery, servitude, forced marriage, forced labour, deceptive recruiting, trafficking in persons and debt bondage are occurring.

We are also committed to working with our suppliers to eradicate modern slavery from our supply chain. All suppliers are required to comply with our Code. Our contracts with business partners also include specific provisions supporting our efforts to eradicate modern slavery.

A copy of Ventia's most recent Modern Slavery Statement can be found on our website.

## Sponsorships and charitable donations

We are committed to supporting local community groups and charities through sponsorships and donations that are legal, ethical and further the interests of Ventia. We will not sponsor or provide donations to, or in respect of, the following:

- initiatives or organisations not aligned with our Code;
- projects or events not relevant to our areas or operation; or
- political parties.

# 5. Safety and sustainability



**Pictured:** Members of our Executive Leadership Team visiting a well servicing rig in the Surat Basin, Qld

At Ventia, we perform essential work to keep critical infrastructure operational for our communities. Some of this work can be inherently dangerous and because people are at the heart of our success, our first promise is to put safety and health above all else - there is nothing more important than ensuring everyone gets to go home safely, every single day.

We also care deeply about our impact on the environment and the legacy we leave for future generations.

To achieve these outcomes, we have robust safety, health, environmental and quality (SHEQ) governance processes and systems in place, including:

- Clearly defined commitments within policies and standards;
- Critical Risk Protocols which establish the essential requirements to manage critical activity risks that could lead to significant injury;

- Triple certified safety, health and environment management systems underpinning our policy commitments;
- Annual planning to support the establishment and cascading of relevant objectives and targets;
- Reporting systems to identify performance and reverse any adverse trends;
- Specific accountabilities, responsibilities and associated training so that expectations are clear; and
- Assurance and auditing to ensure core compliance requirements are met and the focus on critical risks is maintained.

We believe that when we perform well in safety, health, environment and sustainability, we perform well in other areas because our leaders are taking the right action, and everyone is accountable.





**Pictured:** Member of our Transport team delivering revegetation services, NSW

Continuous improvement is an important commitment we make and by focusing on leadership behaviour, we will accelerate our cultural progression. To this end, we have adopted the Hudson Safety Maturity Model as a key concept in our Elevate culture program. This model is globally recognised, simple and supports leaders progress an organisation's culture through a clear five step culture pathway - from a "pathological" stage where there is a "no care" culture and "no systems" through to a "generative" stage where managing risks is a way of life and fully integrated systems are effectively in place. Ventia has developed a roadmap to reach the "generative" stage and will provide regular updates to the Safety and Sustainability Committee on its progress.

Mental and physical health are increasing concerns for society broadly and we are proud to offer innovative health programs as part of our commitment to caring for our people's health. Each year, our investment in health programs increases and we look forward to continuing this trend to ensure our people remain at the heart of our success.

Industry trends and the expectations of stakeholders including investors, clients and regulators, have also been considered as part of our approach to SHEQ governance, and as a result, we will continue to simplify the way we work, invest in capability and foster risk-ownership at all levels. To this end, we will maintain our focus on mental health, workplace culture, including eradication of sexual harassment at work, and environmental compliance in our 2025 initiatives.

## Sustainability

At Ventia we are committed to creating a lasting and positive legacy for people and the planet. Our strategy encompasses the social impact we have with our people and communities, how we manage our environmental footprint and the way we conduct our business.

In our view, taking a sustainable approach is not only the right thing to do, it's what our customers, communities, investors and employees expect from us.

Ventia's Sustainability Strategy is structured around three commitments: to create a healthier planet, be people and community focused and accountable for everything we do. These three commitment areas, aligned to the environment, social and governance pillars, are supported by objectives and measures and our progress is reported in the 2024 Annual Report.

Ventia recognises the importance of managing environmental and social risks to ensure the sustainability of our business and operations. For this reason, we have embedded sustainability into our vision, our strategy, our risk and opportunity management framework, and our culture. The Board has assigned oversight and responsibility for sustainability (including climate) risks and liabilities, targets and associated legal responsibilities to the Safety and Sustainability Committee.

Further information on Ventia's material environmental and social risks and management of them, including climate-related and human rights risks, is provided in the Annual Report. Further details are also available in Ventia's Modern Slavery Statement available on our website.

## 6. Diversity, Equity and Inclusion

### Commitment to Fairness, Inclusion and Respect

We are dedicated to cultivating a workplace where diversity is celebrated, and all our people are empowered to succeed. In 2024, we began aligning our efforts with our evolving Fairness, Inclusion, and Respect (FIR) framework to embed these principles across operations. This framework underscores our approach to ensuring equitable opportunities and meaningful inclusion for all.

At Ventia, people are at the heart of our success. We believe that embedding the principles of FIR into our core operations is essential for attracting and retaining local talent on merit and fundamental to strengthening community ties, boosting employee engagement, productivity and overall business success. Merit at Ventia means fair opportunity, where effort and capability determine success.

### Our commitment to supporting local communities

We are focused on ensuring that resources stay within the local regions across Australia and New Zealand, empowering local businesses, creating opportunities for local people, and contributing to long-term community development. This approach strengthens communities and demonstrates our dedication to being a trusted partner that invests in the people and places it serves.

Social Value performance is reported for the second time in the 2024 Annual Report, with local employment and local spend as the input measures. Independent validation is conducted by Social Value Portal and calculated using the TOM system<sup>1</sup>. This figure reflects contributions from initiatives focused on local spend and employment in Australia and New Zealand. In 2024 our local employment was 91% (increased from 87% in 2023) and our local spend was 72% (decreased from 73.5% in 2023). In total we delivered an estimated \$3.9 billion in total social value (decreased from \$4.3 billion in 2023).

### Key initiatives and progress

**Employee Networks** foster a sense of belonging, amplify diverse voices, and drive cultural change. They provide safe spaces for employees to connect, share experiences, and advocate for equity, ensuring everyone feels valued and included. They also help embed FIR principles across the organisation, serve as a bridge between employees and leadership, drive accountability and create a workplace where everyone can thrive. In 2024 we further embedded and initiated employee networks to address the unique needs of diverse groups (such as women, LGBTIQIA+, Aboriginal and Torres Strait Islander, Māori and Pasifka, men's health advocates, parents and carers, and culturally diverse employees).

**Communities of Practice (CoPs) and Working Groups** are transforming insights into action and fostering collaboration across the organisation. In 2024, we established new CoPs that bring together employees with shared expertise to exchange knowledge, innovate, and develop best practices, and working groups that focus on addressing strategic priorities and implementing targeted solutions. Together, they create an ecosystem that supports professional growth, drives organisational learning, and ensures FIR principles are embedded into decision-making and operations.

**Our Graduate, Apprentice, and Trainee programs** offer accessible pathways for diverse individuals to develop skills, acquire practical experience, and establish fulfilling careers. Developing future talent through ongoing investment in these programs is critical to our business. Our graduate program, a key component of this investment, has again been recognised by the Australian Financial Review, securing a ranking of 38th on their 2024 Top 100 Graduate Employers list. In 2024 we stepped up our campaign efforts and received a record number of applications, an increase of 313% from 2023.

We maintained a strong focus on our commitment to increase **women representation** across our board, executive leadership team, and senior management, in line with our goal to achieve in 2030 the HESTA 40:40 Vision. At Ventia we also focus on representation of women at all levels of our workforce. Our performance in 2024:

Level	FY23	FY24
Ventia Group Board	37.5%	42.9%
Executive Leadership Team	33.5%	50%
Women in Senior Management	26.6%	30.8%
All employees	31.6%	30.9%

We implemented our Women's Participation Action Plan, which also includes a commitment to closing the gender pay gap. In compliance with the Workplace Gender Equality Act, we submitted our 2023-2024 gender pay gap data to the Workplace Gender Equality Agency (WGEA).

### We equally focus on and support men in our workforce.

This year we raised awareness of social and health issues that men and boys face during Men's Health Week and International Men's Day (IMD). Improving Men's health is a key objective for us and in 2024 we launched a new men's health employee network. This group enables men across Ventia to connect and take action to address mental and physical health challenges.

1. The TOMs Framework (Themes, Outcomes, and Measures) is a standardised method for measuring social value. The ANZ TOMs, adapted for Australia and New Zealand, is being developed by the Social Value Taskforce, co-chaired by Ventia. Ventia is piloting this framework to quantify and maximise social impact across its projects.



We foster a workplace where **families and parents** feel supported, valued, and empowered. Through initiatives like the Ventia Village Employee Network, which was launched in 2024, we provide a platform for employees to navigate the challenges of balancing work and life, offering resources, peer support, and advocacy for inclusive policies. We also support team members who may be experiencing or dealing with the impacts of family and domestic violence, offering confidential assistance, resources, and tailored support to ensure their safety and well-being.

Through our **anti-racism framework**, we continue to challenge systemic racism, our framework supports us in **identifying** and **changing** the values, structures, policies, and behaviours that perpetuate systemic racism. We recognise ongoing positive change must come from the entire company and be informed by the experiences and views of everyone who is involved.

To encourage **Indigenous participation**, we embed culturally sensitive practices and create opportunities that empower First Nations employees and communities, ensuring their voices are heard and their contributions are celebrated.

- In Australia, our Reconciliation Action Plan (2023–2026) drives respectful engagement and fair outcomes for Aboriginal and Torres Strait Islander peoples. We shared our Year 1 RAP Progress report with Reconciliation Australia which outlined that we completed 94 of a total 102 Year 1 actions. Eight actions are progressing well and actively addressed but were not completed. In 2024 we spent \$173.6 million (4.6%) with 206 Aboriginal and Torres Strait Islander businesses and our employment rate was 3%.
- In New Zealand, we champion cultural values of Kaitiakitanga, Manakitanga, and Tikanga, enhancing relationships with Māori and Pasifika communities. In 2024 we had an \$8.5 million procurement spend with 42 businesses and our employment rate was 41%.

In 2024, we increased focus on our diverse workforce of over 160 nationalities. Via our **Intercultural Employee Network**, we provide a platform for employees to connect, share experiences, and promote understanding. We acknowledge and celebrate days of cultural significance, fostering an environment where employees feel seen, valued, and respected.

We maintained our focus on increasing employment opportunities for **people with disabilities** across our operations. To further our goal, we launched a new employment program co-designed by GenU, the Ventia Operations Centre and Matchworks, resulting in new disability employments in New South Wales and South Australia. We have an ongoing relationship with Australian Spatial Analytics (ASA) to create opportunities for neurodiverse individuals. We co-developed a neuro-divergent training module to enhance awareness and understanding to leverage their unique skills.

We strengthened our support of **LGBTQTQIA+ inclusion** through the growth of our Rainbow employee network and the development of our first Rainbow Inclusion Action Plan. In New Zealand, for a third time we are undergoing the process of Rainbow Tick accreditation. This certification highlights our ongoing focus on fostering a culture of respect and inclusion. As part of this, employees have completed Rainbow Awareness Training. Additionally, we joined Pride in Diversity, gaining access to valuable resources and training to enhance workplace inclusion further in Australia.

We recognise the valuable skills and experiences Veterans, reservists, and their families bring to our workforce. In 2024, we employed over 700 **Veterans, reservists, and defence family members** across our operations.

For the second consecutive year, we assessed our workplace diversity and inclusion practices using the Diversity Council of Australia's (DCA) Inclusive Employer Index survey and are proud to have again achieved DCA Inclusive Employer recognition. Additionally, we conducted a Workplace Reconciliation Action Plan (RAP) Barometer survey to hear from employees about how our RAP is fostering a culture of reconciliation across our workplace in Australia.

## Leveraging external expertise

In 2024 we engaged with various organisations to leverage **external expertise** to deliver positive outcomes. CareerSeekers, CareerTrackers, Australia Spatial Analytics, Pride In Diversity and Work180 were amongst an extensive list of notable organisations that were part of our diversity focused engagements.

## Looking ahead

FIR will be embedded in our People Strategy and remains a cornerstone of our efforts to drive positive change within Ventia and the communities we serve. We will maintain our focus on leveraging insights from our listening surveys and employee forums to inform future initiatives.

## 7. Stakeholder engagement

### Transparent and two-way engagement

Ventia's Board recognises the importance of regular and proactive interaction with the market to ensure investors and key stakeholders remain informed about Ventia's activities.

We are committed to:

- communicating effectively with shareholders via ASX and NZX, for example annual and half yearly reporting, periodic disclosures, notices of meetings and general meetings of Ventia;
- providing new and substantive investor or analyst presentation materials that are issued to the ASX and NZX in advance;
- giving shareholders access to accurate, balanced and understandable information about Ventia; and
- making our general meetings easy and accessible for shareholders to participate in.

The Board further recognises the rights of our shareholders and encourages the effective exercise of those rights by:

- ensuring notices of meeting and other meeting materials are drafted in concise, clear language and are distributed in accordance with the provisions of the Corporations Act and our Constitution;
- encouraging shareholders to use their attendance at meetings to ask questions on relevant matters, with time specifically set aside at each general meeting for shareholder questions;
- encouraging shareholders to vote on proposed resolutions by either attending the meeting or by way of lodgement of proxies, if shareholders are unable to attend the meeting; and
- ensuring that Ventia's external audit firm representatives are present at the Annual General Meeting to answer any questions regarding the conduct of the audit process and preparation and content of its Auditor's Report.

The Board also ensures that all resolutions to be considered at general meetings are voted on and decided by way of poll, and that shareholders are able to appoint proxies electronically through Ventia's share registry.

The Directors receive copies of all material information issued to the ASX and NZX promptly after release.

### Investor Relations

Ventia has an investor relations program designed to facilitate effective two-way communication with our shareholders, which includes the following:

- regularly attending broker-sponsored and industry conferences;
- hosting investor webcasts and conference calls following the release of its half year and full year results; and
- providing opportunities for shareholders to receive communications from Ventia electronically and encourages shareholders to communicate electronically with Ventia and its share registry. Alternatively, email contact details are available on our website and shareholders are welcome to contact us.

Where key shareholders or proxy advisory firms require a governance meeting, independent of Management, the Chair and at least one Independent Director will attend these meetings.

### Company information

Our website ([www.ventia.com](http://www.ventia.com)) provides information about Ventia generally for the benefit of our shareholders and other stakeholders. We will promptly update the website with material released to ASX and NZX after confirmation of release by ASX.

In addition, our website contains information of particular relevance for stakeholders including:

- Corporate Governance (accessible from the 'Who we are' dropdown menu): containing the Company's Constitution, Board and Committee charters and relevant governance policies;
- Board and Executive Leadership Team (accessible from the 'Who we are' dropdown menu): containing the names and brief biographical information for each of our Directors and members of the Executive Leadership Team; and
- Market Announcements (accessible from the 'Investor Centre' dropdown menu) containing ASX announcements.

