

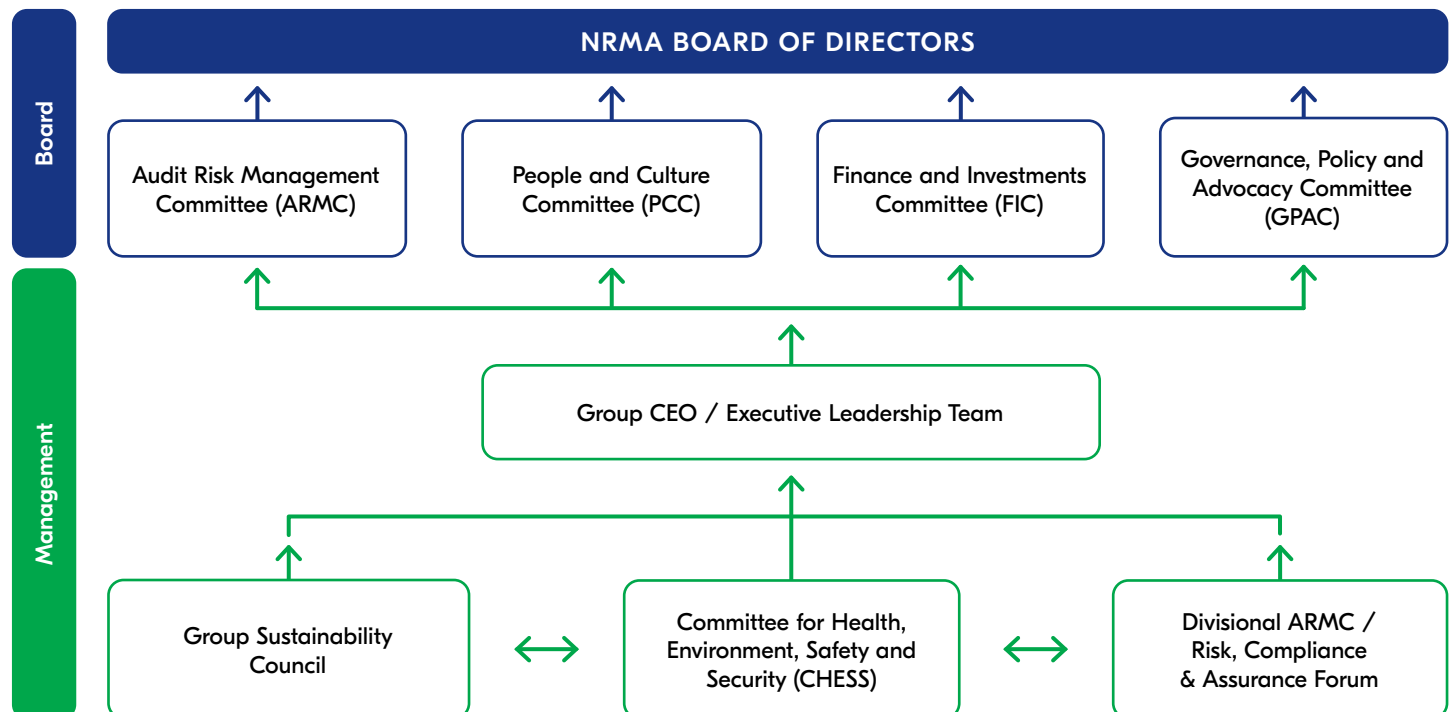
Approach to Sustainability Governance

As a member-owned organisation, we're committed to strong governance that considers sustainability and climate impacts in key decision-making processes, supporting resilience and long-term value creation.

Our established governance framework ensures that sustainability and climate considerations are embedded at both Board and Management levels. The Board retains accountability for overseeing climate-related risks and opportunities, supported by existing committees (ARMC, FIC, GPAC and PCC), which integrate sustainability within their mandates, including oversight of climate-related risks and opportunities (CRROs), Emissions Reduction Plans (ERPs), strategic transactions, policy and advocacy positions and remuneration frameworks.

At the Management level, the Group Sustainability Council oversees our ERPs, with divisional representatives accountable for leading business unit plans and reporting on progress of initiatives against targets. Divisional matters are further considered through quarterly CHES forums (Committee for Health, Environment, Safety and Security) and pre-ARMC divisional risk reviews, ensuring alignment of priorities and actions across operational, financial and executive leadership. Outcomes from these forums are presented to the Executive Leadership Team for final endorsement and decision as required.

Sustainability Governance structure



Roles and responsibilities

	COMMITTEE	REMIT REGARDING ESG AND CLIMATE-RELATED RISKS AND OPPORTUNITIES	FREQUENCY
Board	Board	Approve ESG strategy and targets.	Annual
		Review climate-related risks and opportunities (CRROs) as part of annual risk reviews.	Annual
		Consider CRROs in all relevant approvals (e.g., budget, strategic transactions, policy and advocacy plan).	As required
	ARMC	Review in depth and recommend to Board the approval of sustainability targets and climate disclosures; provide oversight of approved targets.	Annual
		Review CRROs as part of annual risk reporting.	Annual
	PCC	Approve any sustainability-linked incentive KPIs and related payments for GCEO and direct reports.	Annual
	GPAC	Approve any public policy positions relating to sustainability and climate, as per the Board-approved policy and advocacy plan.	As required
Management	FIC	Consider CRROs related to significant strategic transactions.	As required
	Executive Leadership Team	Review and recommend to Board the approval of our ESG Strategy and climate targets; monitor and review progress against targets.	Annual
		Review CRROs as part of annual risk review prior to ARMC. Prioritise initiatives and major investments to address CRROs.	Annual
	Group Sustainability Council	Monitor implementation of our emissions reduction plans (ERPs) across the Group, with updates presented by each divisional ERP owner	Bi-annual
	CHESS	Engage divisional CEOs and divisional leadership teams on business unit ERPs and any emerging climate or broader sustainability related risks and opportunities.	Quarterly
	Divisional ARMC/Risk, Compliance & Assurance Forum	Review divisional CRROs as part of the Annual Full Risk Review to ensure robust first line (divisional) risk management and coordinate inputs for ELT and Board reporting.	Annual
		Review of any divisional and Group critical Environmental and Sustainability risks and emerging risks.	Quarterly