

We are committed to being a world class energy distributor, enabling energy solutions that support the Energy Transition to net zero and drive the best value for our customers.

Our commitment is underpinned by our integrated asset management system approach. This integrated approach ensures we deliver safe, resilient, sustainable and affordable energy solutions for our customers and stakeholders, now and for the future.

## We will achieve this by:

**Prioritising customer and stakeholder needs:** We adopt a customer-centric approach, embedding stakeholder expectations into our asset management strategies, plans (long/short-term) and regulatory submissions. We ensure our asset management and safety decisions reflect the expectations of customers, communities, and regulators, delivering the required levels of safety, service, and compliance.

**Clear leadership and direction:** We demonstrate a clear 'line of sight' between our corporate objectives and the activities we undertake to plan, design, construct, commission, operate, maintain, decommission, and dispose of our assets. Our leadership and governance approach ensures alignment with our Regulatory submissions and safety objectives, fostering accountability and transparency.

**Fostering an asset management and safety culture:** We build a culture of asset management and safety excellence by prioritising training, competency, and knowledge sharing. By collaborating with stakeholders, we drive improvements in safety, network resilience, and reliability. Our integrated management system ensures we balance cost, risk, and performance, optimising outcomes for customers and stakeholders while maintaining compliance and strong safety governance.

**Applying a risk-based, lifecycle approach:** We adopt a risk-based, lifecycle approach to decision-making, balancing cost, risk, and performance to achieve optimal whole-of-life outcomes. This includes robust risk assessments for asset performance (ISO 55001) and safety hazards (AS 5577), supported by our regulatory submission and formal safety assessments.

**Optimising investments:** We optimise network investments by allocating resources prudently and efficiently, considering opportunities, constraints, and stakeholder expectations. Our investment decisions deliver maximum value and address performance objectives, while ensuring safety and compliance with regulatory requirements.

**Embedding data-informed decision making:** We establish enterprise-wide data governance and asset information strategies to improve data collection, management, and utilisation. This supports advanced analytics, asset and safety reporting, and decision-making enabled by trusted information.

**Resilience and emergency preparedness:** We have established network resilience plans and enact robust emergency preparedness and response plans to protect our assets, workforce and communities from the perils of climate change driven events, ensuring rapid and effective response and recovery is achieved.

**Investing in our human capital:** We will ensure we have the right level and mix of resource to deliver our asset management commitments, and we will invest in their continued professional growth, health and wellbeing to ensure the demands of our asset management system are met.

**Committing to continuous improvement and a sustainable future:** We pursue continuous improvement and innovation to ensure we are proactively positioned to address the needs of the energy transition whilst meeting our enduring commitments and obligations in a sustainably responsible way.



**John Cleland**  
Chief Executive Officer

