

# Charter

## Nominations Committee

<b>Approver (owner)</b>	Board
<b>Status</b>	FINAL
<b>Issue date</b>	9 DECEMBER 2025



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# 1 Purpose of this Charter

The Board of Directors (the **Board**) of **nbn co limited** (*nbn*) has formed the Nominations Committee (the **Committee**) to assist it in fulfilling its governance responsibilities in relation to the appointment, induction, independence and ongoing assessment of the skills and experience of Directors; Board composition; Chief Executive Officer (CEO) recruitment; succession planning for Directors, the CEO<sup>1</sup> and members of nbn's Executive Committee and, evaluating the performance of the Board, its Committees and Directors.<sup>2</sup>

The Committee has adopted this Charter, following consultation with the Board, to describe the role, responsibilities and powers of the Committee and outline the manner in which they will be exercised and discharged. This Charter provides a framework within which the Committee will operate and should be read in conjunction with nbn's Board Charter which outlines matters standard to each Board committee such as access to information and performance reviews. A reference in this Charter to 'nbn' includes its subsidiaries from time to time.

As a Government Business Enterprise, nbn is subject to the powers of direction and decision making reserved to the Commonwealth by law and by nbn's Constitution and exercised by the Shareholder Ministers.

# 2 Role of the Committee<sup>3</sup>

The role of the Committee is to assist the Board in fulfilling its governance responsibilities with a view to ensuring:

- a. the Board has the appropriate balance of skills, knowledge, experience, independence and diversity to enable it to discharge its duties and responsibilities effectively;
- b. appropriate Director and CEO succession plans are maintained and that, in respect of the CEO, an annual assurance on these succession plans is provided to the Shareholder Ministers;<sup>4</sup>
- c. appropriate support is provided by the Board to the Shareholder Ministers as part of the process for the recruitment and appointment of new Directors and a CEO;
- d. newly appointed Directors are afforded an appropriate induction process and that a periodic review of the content and appropriateness of the induction process is undertaken;<sup>5</sup> and
- e. an assessment of the performance of the Board, its Committees and the Directors will be undertaken from time to time as needed.<sup>6</sup>

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<sup>1</sup> cls 2.8, 2.10 and 2.11 of the Commonwealth Government Business Enterprises Governance and Oversight Guidelines (January 2018) (*GBE Guidelines*).

<sup>2</sup> cl 2.21 of the GBE Guidelines.

<sup>3</sup> s 198D Corporations Act.

<sup>4</sup> cl 2.12 of the GBE Guidelines and commentary to Recommendation 2.1 of ASC Corporate Governance Principles and Recommendations (4<sup>th</sup> Edition).

<sup>5</sup> cl 2.20 of the GBE Guidelines and commentary to Recommendation 2.1 of ASX Corporate Governance Principles and Recommendations (4<sup>th</sup> Edition).

<sup>6</sup> Commentary to Recommendation 2.1 of ASX Corporate Governance Principles and Recommendations (4<sup>th</sup> Edition).



The Committee will comply with the Commonwealth Government Business Enterprises - Governance and Oversight Guidelines Resource Management Guide 126, as amended from time to time (**GBE Guidelines**).

## 3 Conflicts of Interest

This section should be read in conjunction with the Conflicts of Interest subsection of the Board Code of Conduct detailed in nbn's Board Charter and nbn's Conflicts of Interest Directors' Policy (including External Securities (Declaration of Interests) Policy).

At the beginning of each Committee meeting, members are required to declare any material personal interests that may apply to specific matters on the meeting agenda. Where required by the Chair, the member will be excused from the meeting or from the Committee's consideration of the relevant agenda item(s). The Chair is also responsible for deciding if he/she should excuse themselves from the meeting or from the Committee's consideration of the relevant agenda item(s). Details of material personal interests declared by the Chair and other members, and actions taken, will be appropriately recorded in the minutes of the Committee meeting at which they are disclosed. Where a disclosure is made outside a Committee meeting, such disclosure will be recorded in the minutes of the next Committee meeting.<sup>7</sup>

Committee members should consider past employment, consultancy arrangements and related party issues in making a declaration. The Committee, in consultation with the Chair, should be satisfied there are sufficient processes in place to manage any real or perceived conflict.

## 4 Responsibilities of the Committee

In relation to Board skills and experience, composition, membership and succession planning for Directors and, recruitment and succession planning for the CEO, the Committee has the following responsibilities:

### 4.1 Directors skills matrix

- a. ensuring the appropriate skills and experience required by the Board are reflected in the skills matrix;
- b. ensuring each Director reviews and updates the skills matrix regularly; and
- c. reviewing the skills matrix regularly.

### 4.2 Independence of Directors

At least annually and when a Director is being considered for reappointment, assessing the independence of each Director<sup>8</sup> by:

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<sup>7</sup> nbn's Conflicts of Interest Directors' Policy (including External Securities (Declaration of Interests) Policy)

<sup>8</sup> Recommendations 2.3 and 2.4 of the ASX Corporate Governance Principles and Recommendations (4<sup>th</sup> Edition).



- a. securing from Directors, through the Company Secretary, a Declaration of Private Interests (or equivalent declaration);
- b. reviewing each Director's declaration and any other information available in relation to the Director's interests in order to make an informed decision as to the independence or otherwise of that Director; and
- c. ensuring the Board's final conclusions regarding Director independence and any other relevant information are included in the disclosures made in nbn's Annual Report.

## 4.3 Appointment of a Director to the Board

- a. regularly assessing the Board's composition in respect of each Director's skills, experience and tenure, as part of regular succession planning;
- b. identifying potential candidates taking into account the requirements of the GBE Guidelines;<sup>9</sup> and
- c. providing the Shareholder Ministers (through the Chair) with a shortlist of candidates for appointment to the Board to supplement or replace existing Directors.<sup>10</sup>

## 4.4 Board renewal

- a. developing and reviewing succession plans for Directors, which take into account the tenure and likely composition of the Board at a given point in time, nbn's strategic direction, performance and financial position and, the diversity aspirations of the Board;
- b. considering total service periods in line with the GBE Guidelines;<sup>11</sup>
- c. developing and reviewing a Board Plan annually<sup>12</sup> which includes:
  - i. the medium term aims in relation to Board composition, taking into account the strategic objectives of nbn;<sup>13</sup>
  - ii. a forecast of likely board vacancies;<sup>14</sup> and
  - iii. an assessment of the skill and diversity requirements for the Board in the context of the strategic requirements of nbn and Government policy objectives regarding diversity in Board composition.<sup>15</sup>

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<sup>9</sup> cl 2.8 of the GBE Guidelines.

<sup>10</sup> cl 2.9(b)(i) of the GBE Guidelines.

<sup>11</sup> cl 2.14 of the GBE Guidelines.

<sup>12</sup> cl 2.9(a) of the GBE Guidelines.

<sup>13</sup> cl 2.9(a)(i) of the GBE Guidelines.

<sup>14</sup> cl 2.9(a)(ii) of the GBE Guidelines.

<sup>15</sup> cl 2.9(a)(iii) and Recommendations 1.5 & 2.2 of the ASX Corporate Governance Principles and Recommendations (4<sup>th</sup> Edition).



## 4.5 CEO succession planning and list of candidates for CEO to the Board

- a. developing and reviewing a CEO succession plan, including assisting the Board to provide assurance to the Shareholder Ministers that the plan has been implemented and maintained;<sup>16</sup> and
- b. providing the Shareholder Ministers (through the Chair) the Board's preferred candidate/s for the position of CEO<sup>17</sup> to replace the then current CEO in the event of a vacancy, such candidate/s may be identified from within nbn and/or through public advertising or executive search processes.

## 4.6 Executive succession planning

Ensuring the CEO has in place succession plans relating to the members of nbn's Executive Committee<sup>18</sup>, noting the reserved authority of the Board to approve the appointment and removal of managers who report directly to the CEO<sup>19</sup>.

## 4.7 Induction for Directors

Periodically reviewing the induction program for new Directors in consultation with nbn's Shareholder Departments and, taking account of feedback provided by newly appointed Directors.<sup>20</sup>

## 4.8 Performance Evaluation

Developing a process for the evaluation of the performance of the Board, its Committees and individual Directors in accordance with the GBE Guidelines.<sup>21</sup>

## 4.9 Other

The Committee will consider any other matters referred to the Committee by the Board.

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<sup>16</sup> cl 2.12 of the GBE Guidelines.

<sup>17</sup> cl 2.9(b)(v) of the GBE Guidelines.

<sup>18</sup> Commentary to Recommendation 2.1 of the ASX Corporate Governance Principles and Recommendations (4<sup>th</sup> Edition).

<sup>19</sup> Section 3.4 a. ii. of nbn Board Charter

<sup>20</sup> cl 2.20 of the GBE Guidelines.

<sup>21</sup> cl 2.21 of the GBE Guidelines.



## 5 Authority of the Committee

### 5.1 Delegation of Authority to a Sub-Committee

The Committee may delegate authority to a working group or sub-committee comprised of one or more members of the Committee. Any such working group or sub-committee shall have the full power and authority of the Committee, subject to the terms of its delegated authority.

### 5.2 Decisions

All decisions of the Committee shall be referred to the Board for approval, other than:

- a. reviewing the Directors skills matrix;
- b. developing and reviewing Board succession plans for Directors and the CEO including any assurances to be provided to the Shareholder Ministers; and
- c. reviewing the induction program for new Directors,

which, following approval by the Committee, shall be referred to the Board for noting.

### 5.3 Reporting to the Board

The Committee will regularly update the Board about its activities and make appropriate recommendations to the Board. The Chair of the Committee will report to the Board, at the Board meeting following a meeting of that Committee, on any matters under consideration.

### 5.4 Access to Information

The Committee may obtain information, interview management and seek advice from external consultants as it considers necessary or appropriate to enable it to properly discharge its responsibilities.

### 5.5 Resources

nbn will provide the Committee with the necessary resources for payment of:

- a. any professional or other advisers it engages to assist it in the discharge of its responsibilities; and
- b. the administrative expenses incurred in carrying out its duties.





## 6 Membership<sup>22</sup>

The number of Committee members may be increased or decreased by the Board which also has the power at any time to fill vacancies in, to change the membership of, and to discharge the Committee.

The Board may designate one or more Directors as alternate members of the Committee, who may replace any absent member at any meeting of the Committee.

### 6.1 Term of appointment

Subject to Section 6.4, Committee members are appointed for a term that will conclude at the earliest of:

- a. the expiration of his or her term as a Director;
- b. his or her death or resignation or removal as a Committee member or as a Director; or
- c. the termination of the Committee.

Existing members may be reappointed.

### 6.2 Chair of the Committee

The Chair of the Committee:

- a. must be an independent Non-Executive Director appointed by the Board;
- b. is expected to be<sup>23</sup> the Chair of the Board (however, a separate chair should be appointed if and when the Committee is dealing with the appointment of a successor to the chair);<sup>24</sup> and
- c. has the authority to appoint an independent Non-Executive Director who is a member of the Committee as acting Chair, should the Chair of the Committee anticipate being absent from a meeting.

Where the Chair of the Committee is absent from a meeting and no acting Chair has been appointed, the members of the Committee present at the meeting have the authority to choose an independent Non-Executive Director who is a member of the Committee to be acting Chair for that particular meeting.

### 6.3 Composition of the Committee

The Committee is appointed by the Board, and is to consist of:

- a. at least three members including the Chair of the Board and, Chairs of the Board's other sub committees; and
- b. all independent Non-Executive Directors.

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<sup>22</sup> Recommendation 2.1 of the ASX Corporate Governance Principles and Recommendations (4<sup>th</sup> Edition).

<sup>23</sup> cl 2.9 of the GBE Guidelines.

<sup>24</sup> Commentary to Recommendation 2.1 of the ASX Corporate Governance Principles and Recommendations (4<sup>th</sup> Edition).



Executive Directors are not members of the Committee; however (subject to Section 3) they may participate in discussions on matters considered by the Committee.

## 6.4 Review of composition

The composition of the Committee will be reviewed annually,<sup>25</sup> by the Committee and subsequently by the Board to ensure an appropriate balance of skills and experience.

Due consideration will be given by the Board from time to time to rotating Committee members to ensure ongoing independence having regard to:

- a. the Committee composition which will best serve the interests of nbn;
- b. the need to ensure the Committee does not lose the continuity of experience and knowledge gained by existing Committee members;
- c. the period of service of a Director as a member of the Committee; and
- d. the size of the Board from which Committee members are drawn.

## 6.5 Training and Awareness

Committee members are encouraged to participate in training and awareness raising programs which will assist in keeping a Committee member abreast of contemporary developments and leading practices relating to the functions of the Committee.

# 7 Meetings

## 7.1 Frequency of meetings of the Committee

- a. The Committee will schedule a minimum of one meeting each year.
- b. Any member of the Committee or the nbn Company Secretary may request the Chair of the Committee convene an additional meeting when required.

## 7.2 Attendance at meetings

- a. All Committee members are expected to attend each meeting, in person or via tele-or-video-conference.
- b. Any member of the Committee may request the Chair of the Committee arrange the attendance of any person, including members of Management, other nbn employees or external advisers, at a meeting of the Committee.

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<sup>25</sup> cl 2.23 of the GBE Guidelines.



- c. In addition to members of the Committee, other nbn Directors are entitled to attend each Committee meeting and to access Committee reports.

## 7.3 Planning

The Committee will develop and maintain:

- a. a forward schedule of proposed agenda items for each meeting for the forthcoming year which covers all the responsibilities outlined in this Charter; and
- b. an annual schedule of meeting dates, times and locations.

## 7.4 Quorum

A meeting of the Committee shall be quorate with the attendance of a majority of members of the Committee, which must include the Chair of the Committee (or acting Chair). The quorum must be present at all times during the meeting.

## 7.5 Issuance of agenda and reports

Meeting agendas will be prepared and provided in advance to members along with appropriate reports/briefing materials and draft copies of the previous meeting minutes. Any member may submit business to be included on the agenda provided that the Company Secretary or his/her designated representative have been given sufficient notice of the agenda item.

Where practicable, copies of approved minutes of the Committee will be made available to all Directors.

## 7.6 Decisions

- a. At a Committee meeting:
  - i. all decisions will be by majority vote of members of the Committee in attendance; and
  - ii. persons attending a meeting of the Committee who are not members are not entitled to vote on resolutions.
- b. By Circulating Resolution:
  - i. Committee members may pass a resolution in support of a decision without a Committee meeting being held if all of the 'available' Committee members entitled to vote on the resolution (also being a majority of members of the Committee) sign a document (**Document**) containing a statement that they are in favour of the resolution set out in the Document.
  - ii. For the purposes of Section 7.6(b)(i):
    - all Committee members entitled to vote on the resolution must have been given the Document, which must include notice of the resolution and any necessary explanatory material (in the same form and content as if for an ordinary meeting of the Committee);



- a Committee member is 'available' if he or she has confirmed receipt of the Document within 48 hours of its issuance;
- separate copies of the Document may be used for signing by Committee members if the wording of the resolution and statement is identical in each copy;
- the resolution is passed when the last 'available' Committee member entitled to vote on the resolution signs the Document; and
- any document referred to in, or signature required by, this rule may be in the form of a facsimile or electronic transmission.

## 7.7 Company Secretary

The Company Secretary or his/her designated representative will:

- a. attend all meetings of the Committee;
- b. ensure appropriate minutes of each meeting are recorded;
- c. maintain a register of the interests disclosed by Directors and Officers;<sup>26</sup>
- d. seek approval of the agenda for each meeting from the Chair; and
- e. circulate the agenda and supporting reports at least five calendar days before the meeting.

## 8 Review of Charter

The Committee will review this Charter annually<sup>27</sup> and request the approval of the Board to make any changes that may be required.

## 9 Review of Performance

The Committee will:

- a. review the performance of the Committee as a whole taking into account the extent to which the Committee has discharged its functions/responsibilities as detailed in this Charter and its compliance with any other reporting requirements specified by the Board from time to time; and
- b. inform the Board of the outcomes of the review at the next available Board meeting following completion of the review
- c. provide the Board with any information it may request to facilitate its review of the Committee's performance and its members.

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<sup>26</sup> The register of interests will be available for inspection by Directors and Officers in accordance with nbn's Conflicts of Interest Directors' Policy (including External Securities (Declaration of Interests) Policy).

<sup>27</sup> clause 2.23 of the GBE Guidelines.



## Approved and Adopted

This Charter was approved by the Board on 9 December 2025.

This Charter was adopted by the Committee effective from the date of Board approval on 9 December 2025.

Signed

A handwritten signature in black ink, appearing to read 'Ken Rumbell', on a light blue background.

Date 9 December 2025

**Chair of the Nominations Committee of the Board of Directors of nbn**



# Approval Table

nbn	Meeting no.	Meeting date	Agenda item no.
Board	199	9 December 2025	11.3
Board	191	10 December 2024	19.1.2
Nominations Committee	18	10 December 2024	5.3
Board	180	15 December 2023	7.1
Board	150	22 June 2021	16.3.6
Nominations Committee	13	22 June 2021	9.1
Board	139	16 June 2020	14.2.6
Nominations Committee	11	16 June 2020	10.1
Board	129	18 June 2019	15.3.6
Nominations Committee	09	18 June 2019	09.1
Board	118	19 June 2018	12.2.7
Nominations Committee	07	19 June 2018	10.2
Board	108	20 June 2017	17.3.8
Nominations Committee	05	20 June 2017	10.2
Board	98	21 June 2016	17.3.2
Nominations Committee	03	21 June 2016	10.2
Board	86	16 June 2015	17.1
Nominations Committee	01	16 June 2015	03.2

