



# CORPORATE GOVERNANCE



## Corporate Governance in Powerlink

Powerlink Queensland is a corporation established under the *Government Owned Corporations Act 1993* (GOC Act) and is a registered public company under the *Corporations Act 2001*. The Board of Directors has the overall responsibility for corporate governance of the corporation.

Directors are appointed by the Government and report to the nominated shareholding Ministers of the Queensland Government. Powerlink's two shareholding Ministers are:

- Treasurer and Minister for Trade
- Minister for Energy and Water Supply.

The Queensland Government published its *Corporate Governance Guidelines for Government Owned Corporations* (GOC), which includes the *Code of Conduct and Conflicts of Interest Best Practice Guide for Government Owned Corporations* (Guidelines).

The Guidelines outline the expectations of shareholding Ministers and describe a set of comprehensive high-quality corporate governance principles, and proper disclosure and reporting arrangements for all stakeholders, which are appropriate to Government Owned Corporations (GOCs). There were no revisions made to the Guidelines that required changes to Powerlink's governance arrangements for 2011/12.

The Guidelines have been prepared with regard to the:

- Australian Stock Exchange (ASX) Corporate Governance Council's Corporate Governance Principles and Recommendations 2nd Edition (ASX Principles)
- Auditor-General's Report No. 2 2002-2003 – Review of Corporate Governance and Risk Management at Government Owned Corporations
- Auditor-General's Report No. 10 2002-2003 – Review of Management's Assessment of Fraud Control Risks and Associated Plans and Procedures
- Organisation for Economic Co-operation and Development (OECD) Principles of Corporate Governance
- Crime and Misconduct Commission (Queensland) and Independent Commission Against Corruption (New South Wales) – Managing Conflicts of Interest in the Public Sector – Guidelines and Toolkit.

## Corporate Governance in Powerlink

### Shareholding Ministers

#### Our shareholders

Powerlink has two shareholders who hold the shares on behalf of the State of Queensland. Our shareholding Ministers, as at 30 June 2012, were:

- The Honourable Tim Nicholls MP, Treasurer and Minister for Trade, holding 50 per cent of the A class voting shares and 100 percent of the B class non-voting shares.
- The Honourable Mark McArdle MP, Minister for Energy and Water Supply, holding 50 per cent of the A class voting shares.

### Powerlink Queensland Board

#### Key accountabilities of the Board

The Powerlink Board establishes the overall corporate governance of the corporation and its subsidiary companies, and is responsible for:

- setting the corporation's values and standards of conduct, and ensuring that these are observed
- providing leadership of the corporation within a framework of prudent and effective controls
- setting the corporation's direction, strategies and financial objectives, and ensuring that all necessary resources are available for the business to meet its objectives
- approving the Statement of Corporate Intent (SCI)
- monitoring financial outcomes and the integrity of reporting; in particular, approving annual budgets and longer-term strategic and business plans.
- monitoring management's performance and implementation of strategy, and ensuring appropriate processes for risk assessment, management and internal controls are in place
- ensuring an effective system of corporate governance exists
- disclosing to shareholding Ministers relevant information on the operations, financial performance and financial position of the corporation and its subsidiaries
- providing of formal delegations of authority to the Chief Executive, management and other specified officers.

#### Membership and meetings

- All Directors, including the Chairman, are independent, non-executive Directors appointed by the Governor in Council in accordance with the GOC Act.
- In 2011/12, Powerlink held 11 meetings of Directors. The attendance record of the Directors at meetings of the Board is presented in the Directors' Report section in the Annual Report.

### Board Committees

#### Audit, Risk and Compliance Committee

##### Key Accountabilities

The Audit, Risk and Compliance Committee assists the Board in fulfilling its responsibilities in relation to:

- financial integrity
- laws, regulations and codes of conduct
- business risk management
- audit effectiveness.

#### Human Resources and Remuneration Committee

##### Key Accountabilities

The HR and Remuneration Committee assists the Board in fulfilling its employer responsibilities by reviewing and reporting to the Board on policy and its application relating to work, health and safety, organisational design, employee remuneration and performance, and workplace relations.

### Chief Executive

#### Management Committees

Corporate governance in Powerlink is managed through the policies and practices adopted by the Board. The corporation commits to those governance policies and practices to ensure appropriate accountability and control systems are in place to achieve the business outcomes of the corporation and to encourage and enhance sustainable business performance. This section of the Annual Report outlines Powerlink's corporate governance arrangements and describes its reporting and disclosure practices.

## The Board

The Powerlink Board is responsible for the overall corporate governance of the corporation and its subsidiary companies and setting the organisation's strategic direction articulated in Powerlink's Corporate Plan and SCL.

The Board has regard to the Guidelines in the overall scope and application of corporate governance within Powerlink. The Board sets goals for management and establishes the policies and operational framework for the corporation. It monitors performance of the corporation, its Chief Executive, senior management and staff through regular direct reporting and via established committees.

Details relating to Powerlink Directors, Board Committee composition, and meetings in 2011/12 are set out in the Directors' Report.

## Corporate Governance Guidelines for GOCs – Queensland Government

Powerlink's corporate governance processes are consistent with Corporate Governance Guidelines for Government Owned Corporations issued by the Queensland Government. Powerlink's corporate governance arrangements in reference to the Guidelines are:

### *Principle 1: Foundations of management and oversight*

The Board Charter is publicly available on Powerlink's website. The Charter, established by the Board, describes the Board's functions and responsibilities, which are to:

- set the corporation's values and standards of conduct
- provide leadership of the corporation within a framework of prudent and effective controls
- provide guidance and set the corporation's direction, and develop strategies and objectives
- set financial objectives and ensure that all necessary resources are available for the business to meet its objectives
- monitor implementation of strategies and performance
- inform shareholders of key issues, major developments and performance
- ensure an effective system for compliance and risk management is in place.

The Board and management work together to establish and maintain a legal and ethical environment and framework that ensures accountability.

The Powerlink Board undertook its annual evaluation of the performance of the Chief Executive against pre-agreed business and individual targets. The Chief Executive evaluated the annual performance of each senior executive against pre-agreed business and individual targets, and submitted the outcomes of the evaluation to the Board for its consideration and approval.

The Board Handbook is a key resource identifying the major reference documents that are relevant and will assist the Powerlink Directors in undertaking their roles and responsibilities. The Handbook serves as both an induction and an ongoing reference guide for Directors, and is updated annually by the Company Secretary.

New Directors attend induction sessions which provide an overview of Powerlink's operations and policies, and information on the Board and Committee functions. The induction process assists the Directors to understand their roles and responsibilities.

### *Principle 2: Structure the Board to add value*

At 30 June 2012, the Board comprised six independent non-executive Directors. All Directors are appointed by the Governor in Council in accordance with the GOC Act. There were a number of changes to Powerlink's Directors in 2011/12:

- Mr David Harrison
  - appointed as Director on 1 October 2011
  - appointed as Powerlink Chairman from 1 January 2012
  - resigned as Powerlink Chairman and Director on 25 May 2012
- Ms Julie Martin
  - appointed as Director on 1 October 2011
- Mr Stephen Rochester
  - appointed as Powerlink Chairman on 31 May 2012
- Ms Else Shepherd (Chairman)
  - appointment term finished on 31 December 2011

Details of the skills and experience of each current Director are presented separately in the Corporate Governance section of this Annual Report. The Directors' Report includes a listing of the terms of office and appointment date for each Director.

In the event of Directors requiring independent professional advice, it is provided at the expense of Powerlink. All Directors, including the Chairman, continue to exercise independent judgement in the conduct of their responsibilities.

The Board continually assesses the ongoing independence of the Directors. All Directors are required to disclose any potential conflicts of interest at the commencement of each Board meeting. Any such conflicts are recorded in the minutes of the meeting.

All Directors during 2011/12 were considered to be independent. No Directors are considered to have material supplier or customer relationships with the corporation. A predetermined specific materiality threshold has not been established by the Board. The Board's assessment of materiality is undertaken on a case-by-case basis taking into consideration the relevant facts and circumstances that may impact Director independence.

The Board annually reviews the individual and collective performance of the Directors and the Board, as a self-assessment by the Directors, to assure itself that it operates in accordance with the Board Charter and the discharge of its responsibilities. A key element in this evaluation is the consideration of the continuing education and professional development of Directors.

The Board also formally considers its information requirements on an annual basis to ensure it is receiving appropriate information to enable it to effectively carry out its responsibilities.

The Board undertook its annual review for 2011/12 and concluded that it is fulfilling its role with no identified gaps in its performance, and that there was good interaction and relations with both shareholding Ministers and Powerlink management.

A structured internal process is also in place to review and evaluate the performance of Board Committees. Each Board Committee submits an Annual Report of its activities to the Board.

### ***Principle 3: Promote ethical and responsible decision making***

The Board has a Code of Conduct that guides Directors in carrying out their duties and responsibilities, sets out expected standards of behaviour, and includes policies relating to conflict of interest issues. A summary of this document is available on the Powerlink website.

The Board has developed a Share Trading Policy which is available on the Powerlink website. The primary purpose of this policy is to mitigate the risk of inappropriate trading of shares by Powerlink employees, managers and Directors.

Each Director has a responsibility to declare any related interests, which are appropriately recorded and assessed for materiality on a case-by-case basis. Where appropriate, the Director does not participate in the Board's consideration of the interests disclosed. No Directors are considered to have material supplier or customer relationships with the corporation.

All Powerlink Directors and management are expected to act with integrity and strive at all times to enhance the reputation and performance of the corporation.

### ***Principle 4: Safeguard integrity in financial reporting***

The Board has established two Board Committees to assist in fulfilling its corporate governance responsibilities – the Powerlink Audit, Risk and Compliance Committee and the Powerlink Human Resources and Remuneration Committee.

These committees have documented mandates that are reviewed on a regular basis. The membership of both committees consists of non-executive Directors. Details of committee members at 30 June 2012, number of meetings during the year and attendance are presented in the Directors' Report.

#### **Audit, Risk and Compliance Committee**

Chairman	Ken Howard
Members	Christina Sutherland, Julie Martin and Stephen Rochester <sup>1</sup>

<sup>1</sup> Mr David Harrison was a member of the Committee until his resignation on 25 May 2012.

The name of the Committee was amended to add the term 'risk' to highlight risk as one of the key responsibilities of the Committee. The Powerlink Audit, Risk and Compliance Committee endorses the corporation's internal audit program and risk management profile, and provides a link between the corporation's auditors (internal and external) and the Board.

The Committee is responsible for considering the annual statutory financial statements for subsequent approval by the Board. The Chief Executive and Chief Financial Officer are required to provide an annual declaration that the financial statements represent a true and fair view, and are in accordance with accounting standards.

The Committee also assesses and reports on issues relating to financial integrity, corporate processes for compliance with laws and regulations, codes of conduct, business risk management and audit effectiveness.

#### **Human Resources and Remuneration Committee**

Chairman	Walter Threlfall
Members	Julie Beeby, Christina Sutherland and Stephen Rochester <sup>1</sup>

<sup>1</sup> Ms Else Shepherd was a member of the Committee until her term as Chairman of the Powerlink Board expired on 31 December 2011. Mr David Harrison was a member of the Committee until his resignation on 25 May 2012.

The name of the Committee was amended to add the term 'Human Resources' and the terms of reference amended to reflect the Committee's expanded scope. The Human Resources and Remuneration Committee assists the Board in fulfilling its employer responsibilities by reviewing and reporting to the Board on policy and its application relating to work, health and safety, organisational design, employee remuneration and performance, and workplace relations.

***Principle 5: Make timely and balanced disclosures***

Powerlink has established processes to ensure it meets its disclosure and reporting obligations, including those to shareholding Ministers. Powerlink's reporting arrangements include the Powerlink Annual and (half-yearly) Interim Reports, Forecast Report, regulatory reports, Powerlink website and other public disclosures.

***Principle 6: Respect the rights of shareholders***

The Powerlink Board has a communication strategy to promote effective communication with shareholding Ministers. The Board aims to ensure that shareholding Ministers are informed of all major developments affecting the corporation's state of affairs. This includes regular meetings with shareholding Ministers' representatives and departments, and information communicated formally through quarterly progress reports and the Annual Report.

Each year Powerlink prepares a five-year Corporate Plan and SCI, reflecting the outcomes of a comprehensive strategic and business planning process involving the Board and the Executive Leadership Team. Both documents are presented to shareholding Ministers.

Quarterly progress reports on the performance against the SCI are prepared by the Board for shareholding Ministers.

***Principle 7: Recognise and manage risk***

Risk assessment processes are inherent within Powerlink's business. Powerlink has an approved Risk Management Charter that provides an overall framework and structure for the management of risk within Powerlink. Management regularly reports to the Board on key business risks.

A Management Committee structure operates in parallel with the Board Committees to address issues of work, health and safety, environmental management, security, and corporate emergency response. Each of these committees submits reports to the Audit, Risk and Compliance Committee through the Chief Executive, and work, health and safety reports are also presented to the Human Resources and Remuneration Committee through the Chief Executive.

The Safety Steering Committee develops and directs Powerlink's workplace health and safety management practices, and also ensures that Powerlink complies with relevant workplace health and safety legislation.

The Environmental Steering Committee develops appropriate strategic responses to environmental issues, as well as ensuring compliance with Powerlink policies and relevant environmental legislation.

The Security Steering Committee provides guidance in the development and approval of the Powerlink Security Plan. The Committee reviews security incidents and considers necessary amendments to the plan in response to these events.

The Corporate Emergency Response Committee develops appropriate strategic responses to corporate emergencies and is responsible for maintaining corporate emergency management documentation.

The corporation's internal control framework is designed to provide reasonable assurance regarding the achievement of the corporation's objectives. Implicit within this framework is the prevention of fraud (including corruption). Powerlink has a range of strategies and approaches that provides an effective fraud control framework that is closely integrated with the corporation's enterprise information management systems.

Powerlink's Employee Code of Conduct sets out how all people should conduct themselves while working at Powerlink. It aims to ensure that Powerlink employees perform their work cost effectively, efficiently, cooperatively, ethically and with respect for others.

***Principle 8: Remunerate fairly and responsibly***

Powerlink seeks to develop individuals to attain the skills and motivation necessary to excel in an environment of high achievement. High priority is given to selecting the best person for the job at all levels in the corporation and investing in that person's potential through further training and development.

The Powerlink Board has established a Human Resources and Remuneration Committee whose membership and responsibilities are presented above.

Powerlink's Remuneration Policy is designed to:

- attract and retain talented people with the skills to plan, develop, operate and maintain a large electricity transmission network
- reward and provide incentives for exceeding the key business performance targets.

The Remuneration Policy provides for performance-based payments for all employees, with the payments directly linked to the performance of the individual or small teams against pre-agreed performance targets and to the performance of the business.

The Working at Powerlink 2011 Union Collective Agreement came into operation on 30 March 2012. The Agreement provides for Powerlink and its employees to respond to changes in an environment of targets set by our owners and regulator. It has a focus to continue to develop Powerlink into a competitive and satisfying place to work. It recognises that the economic health of the company and the wellbeing of all employees depend upon the success of a shared commitment by all parties to this Agreement.

Award employees may be eligible for performance-based payments that are delivered as gainsharing and performance pay. Gainsharing is a payment subject to Board approval. The gainsharing payment is made subject to the corporation's profitability target being exceeded and key organisation performance measures being achieved.

Performance pay is based on individual or small team performance targets, which are reviewed half yearly and rated at the end of the annual performance cycle. The individual performance targets are aligned with the overall business targets of the corporation.

Managers and senior staff are employed on management contracts. Powerlink's remuneration policy for contract employees uses the concept of Total Fixed Remuneration (TFR), which includes employer superannuation contributions. In order to promote management focus, the policy provides for performance-based payments dependent on the performance against pre-agreed business and individual targets. The TFR level is reviewed annually based on consideration of economic and individual capability factors.

Following the announcement of the retirement of incumbent Chief Executive Mr Gordon Jardine, the Powerlink Board conducted an extensive external exercise and concluded the recruitment of a new Chief Executive. Ms Merryn York commenced in the position of Chief Executive on 23 July 2011.

## Shareholding Minister directions

There were no shareholding Minister directions in 2011/12.

## Amendments to Statement of Corporate Intent (SCI)

There were no amendments to the Powerlink 2011/12 SCI.

## Corporate entertainment and hospitality

The GOC Corporate Entertainment and Hospitality Guidelines establish reporting requirements for GOCs. Powerlink's corporate entertainment and hospitality expenditure for 2011/12 totalled \$126,521. The table below presents individual events above \$5,000.

Event	Date	Cost
Staff recognition – Quarter Century Club	Quarter 2 – 2011/12	\$9,083
Staff recognition – Network Field Services	Quarter 2 – 2011/12	\$8,363
Staff recognition – Engineering and Projects	Quarter 2 – 2011/12	\$17,324
Staff recognition – Operations	Quarter 2 – 2011/12	\$9,745



## BOARD OF DIRECTORS

**STEPHEN ROCHESTER***B.Ec, FCPA, MAICD, FFTP***CHAIRMAN OF THE BOARD***(Appointed May 2012)*

Stephen is an established leader in public sector financing, the banking and finance industry, and the global financial markets, with a career spanning more than 35 years. He has been involved in all aspects of the provision of corporate treasury services to the Queensland public sector, as well as the establishment and operation of domestic and offshore borrowing programs, the development and implementation of liability management strategies, and the provision of infrastructure funding and financial risk management services.

Stephen held the position of Queensland Treasury Corporation's (QTC) inaugural Chief Executive for 22 years and also served as QTC's Chairman for two years. Stephen is currently a Director of Stanwell Corporation Limited and has previously held the positions of Chief Executive of Sun Retail, and director of Tarong Energy Corporation Limited.

Stephen is a member of the Powerlink Board's Audit, Risk and Compliance Committee and the Human Resources and Remuneration Committee.

**JULIE BEEBY***BSc (Hons I), PhD (Physical Chemistry), MBA, GAICD***BOARD MEMBER***(Appointed 2008)*

Julie has worked in the minerals and petroleum industries in Australia for 24 years and her career has included work for several major Australian and US resources companies. In 2010, she was appointed to the role of Chief Executive Officer of WestSide Corporation, an ASX-listed, Queensland-based coal seam gas company.

Julie commenced her career in mineral processing research, and went on to develop her project and business skills through a succession of successful senior management positions in chemical plant, coal seam gas, explosives and mining areas.

She is a member of the Powerlink Board's Human Resources and Remuneration Committee.

**KEN HOWARD***CFA, LLB, BEcon, JP, MSAA, GAICD***BOARD MEMBER***(Appointed 2007)*

Ken is the Responsible Executive (ASX) and Responsible Manager (Australian Financial Services Licence) for the Brisbane Dealing Room of RBS Morgans. Ken advises private clients on the full range of financial planning and investment matters with a particular focus on shares traded on the Australian Stock Exchange.

Prior to joining the Powerlink Board of Directors, Ken was a Director of Energex Retail Pty Ltd.

Ken is a member of the CFA Society of Sydney, the Financial Services Institute of Australia, the Stockbrokers Association of Australia and the Australian Institute of Company Directors. From 1991 to 1998 Ken was an Infantry Officer in the Australian Army Reserve. Ken is currently the Treasurer for the Sunnybank Anglican Child Care Centre and the Secretary for the MacGregor Outside School Hours Care Centre.

Ken is the Chairman of the Powerlink Board's Audit, Risk and Compliance Committee.



**JULIE MARTIN**  
BE

**BOARD MEMBER**  
(Appointed 2011)

Julie has 16 years' experience as an electrical engineer, having played a key role in a variety of large-scale infrastructure projects in Queensland. She is currently the Senior Project Electrical Engineer with Thiess for the QCLNG Upstream Early Works projects, primarily responsible for the delivery of QGC's high voltage substations.

In 2008 Julie won the Women in Community/Public Sector – Engineering category of the Smart Women – Smart State Awards for her work in the TrackStar Alliance program to deliver \$700 million worth of rail projects in South East Queensland.

Julie is a Director of Lourdes Hill College.

She is a member of the Powerlink Board's Audit, Risk and Compliance Committee.



**CHRISTINA SUTHERLAND**  
BLaw, MAICD

**BOARD MEMBER**  
(Appointed 2001)

Christina is a solicitor of the Supreme Court of Queensland and the High Court of Australia. She was admitted as a solicitor in 1989 after serving two years of articles, and has over 20 years' experience in providing legal advice/ services to many clients.

Christina has represented insurers, commercial and corporate clients and has acted for clients in employment and industrial matters. She has a strong interest in occupational health and safety matters.

Christina is a Director of Surf Life Saving Queensland and a member of the Board's Risk Sub Committee and HR Sub Committee.

She is also a Legal Practitioner Director of ICON Law.

Christina is a member of the Powerlink Board's Audit, Risk and Compliance Committee and Human Resources and Remuneration Committee.



**WALTER THRELFALL**

**BOARD MEMBER**  
(Appointed 1994)

In 2006, Walter retired as Assistant State Secretary of the Electrical Trades Union (ETU) of Australia – Queensland Branch, a position he had held since 1983. In this role, Walter represented the interests of ETU members in northern and western Queensland.

Early in his career, Walter worked as an electrical fitter and mechanic in the steel manufacturing, electrical contracting and mining industries.

Walter is Chairman of the Townsville Regional Group Apprenticeship Scheme.

Walter is the Chairman of the Powerlink Board's Human Resources and Remuneration Committee.



## EXECUTIVE LEADERSHIP TEAM

**MERRYN YORK**

*BE(Hons), MEngSc, Grad Cert AppLaw,  
FIEAust, RPEQ*

**CHIEF EXECUTIVE**

As Chief Executive Merryn has more than 20 years' experience in the Queensland electricity industry.

Merryn's career encompasses experience in strategic business development and asset management to optimise the long-term return on investment, network planning, regulatory affairs, customer management and strategic development of the transmission network. She was named in Engineers Australia's 2012 list of Australia's Top 100 most influential engineers.

Merryn is a Director of ElectraNet SA.

**SIMON BARTLETT AM**

*BE(Hons), BSc, FIEAust, FAICD,  
FTSE CPEng, RPEQ*

**CHIEF OPERATING OFFICER**

In his role as Chief Operating Officer, Simon is responsible for managing all aspects of Powerlink's transmission network to ensure that our transmission services meet Queensland's electricity needs reliably and cost effectively.

Simon is also Chairman of the Australian Power Institute, a Director of ElectraNet SA, Deputy Chairman of the Australian National Committee (ANC) CIGRE (International Council on Large Electric Systems), and a member of AEMC's Reliability Panel.

In 2012, Simon was presented with an Order of Australia for service to engineering, particularly to the electricity supply industry in Queensland, and to professional organisations. Simon was presented with the National Professional Engineer of the Year award by Engineers Australia in 2009.

Simon has more than 38 years' experience in electricity generation and transmission, including roles in Australia and overseas in planning, design, operations and strategic asset management.

**STEWART BELL**

*BEng, PhD, MBA, CEng, MIET*

**MANAGER REVENUE RESET**

Stewart led the project to develop Powerlink's revenue proposal for the period 2013–2017. The revenue reset process is a once-in-five-year exercise which sets more than 90 per cent of Powerlink's revenue. The Australian Energy Regulator published Powerlink's regulatory determination on 30 April 2012.

Stewart has more than 15 years' experience in the electricity industry including management roles in operations, design, project delivery and procurement.



**MAURIE BRENNAN**

*BBus, MBA, CPA, FAICD*

#### CHIEF FINANCIAL OFFICER

Maurie has provided strategic financial and commercial advice to public sector organisations in Queensland's electricity industry since 1979.

At Powerlink, Maurie manages all finance, tax, treasury, business planning and investment analysis, corporate services, internal audit, insurance, legal and risk services, and reporting to shareholding Ministers. In addition, Maurie is Powerlink's Company Secretary.

Maurie is a Director of ElectraNet SA, and member of the ElectraNet SA Treasury Committee and ElectraNet SA Audit and Compliance Committee.



**RAY DI MARCO**

*BE(Hons), MBA*

#### MANAGER OPERATIONS

In his role as Manager Operations, Ray leads Powerlink's Operations Business Unit, which delivers a range of specialist services including power system operations, asset monitoring, information technology, telecommunications, oil testing, and research and development to Powerlink and other Australian and international clients.

Prior to joining Powerlink, Ray held Chief Technology Officer and Executive Management roles in the utilities, gambling and markets sectors.



**PAUL HARDCASTLE**

*MBA, Assoc Dip Eng (Elec)*

#### MANAGER NETWORK FIELD SERVICES (ACTING)

Paul manages Network Field Services work for Powerlink's transmission network in Southern Queensland, with the objectives of maximising system reliability and minimising outage restoration times at optimal cost.

Within the electricity distribution and transmission field, Paul has specialised in the maintenance and installation of substation plant and equipment, construction and project management.

With more than 25 years of experience in the electricity industry, Paul's career includes experience in development and management of business systems, asset management, resource management, logistics, and works management for field services relating to substation and transmission line assets.

EXECUTIVE LEADERSHIP TEAM *continued...***CHRIS HAZZARD**

*BE, Grad Bus Mgt, CEng, FIEAust,  
FAICD, RPEQ*

**MANAGER PROCUREMENT  
(ACTING)**

As Manager Procurement, Chris has responsibility for setting contractual terms and conditions, sourcing suppliers, determining market strategies and managing the supply chain and the commercial administration of supply arrangements for Powerlink's capital projects and operations.

Chris has more than 30 years' experience in the electricity industry, including management roles in asset management, operations, design, and project delivery.

**TERRY MILLER**

*BE, CPEng, RPEQ*

**MANAGER NETWORK  
DEVELOPMENT**

As Manager Network Development, Terry is responsible for planning Powerlink's future network investments and timely acquisition of transmission easements to meet future development needs.

Planning for future investments entails forecasting future network demand, analysing network capabilities into the future and recommending augmentation investment options to ensure continued reliable network performance.

Acquisition of easements and substation sites requires detailed assessment of route options, environmental, social, and cost impacts which in turn necessitate extensive consultation with property owners and other stakeholders.

With more than about 40 years of experience in the Queensland electricity industry, Terry's career has included experience in strategic business development, asset management, network planning, regulatory affairs, customer management, substation design, and distribution network design.

**GARRY MULHERIN**

*BE*

**MANAGER NETWORK  
STRATEGY AND  
PERFORMANCE**

As Manager Network Strategy and Performance, Garry's responsibilities include strategic business development and asset management to optimise the long-term return on Powerlink's investments in a way that meets the emerging expectations of our stakeholders, including our shareholders, customers, National Electricity Market (NEM) participants, the Australian Energy Regulator (AER), and the community.

More than 30 years of experience in the electricity industry has provided Garry with a depth of experience in electricity distribution and transmission networks, including management of key business areas and organisational change initiatives. Garry has also led quality improvement projects in environmental processes, engineering design, project management and overall cost efficiency.



**MICHELLE PALMER**  
*BComms, MA, GCertBusAdmin,  
GAICD, MPRIA*

#### MANAGER CORPORATE COMMUNICATIONS

As Manager Corporate Communications, Michelle is responsible for Powerlink's public relations policy and strategy, corporate communications, media liaison, government relations and internal communication.

The Corporate Communications Business Unit has responsibility for managing Powerlink's corporate citizenship approach and initiatives.

Michelle has provided strategic communications counsel within the Queensland electricity industry for more than 13 years. She is also a non-executive director at Greening Australia Queensland.



**JULIA SMITH**  
*B App Sc, BBus, GCCM, GAICD*

#### MANAGER HUMAN RESOURCES AND DEVELOPMENT

Julia has responsibility for the development and implementation of Powerlink's effective workplace and industrial relations, occupational health and safety, electrical safety, employee development, equal employment opportunity, technical and training coordination, organisational development, and employment systems and services.

Julia manages Powerlink's continuous improvement initiatives that ensure we have a workplace culture that is right for our people and for our business. She is also coordinating initiatives to ensure Powerlink has the right people and capabilities necessary to deliver our current and future business targets.

Prior to joining Powerlink, Julia held senior human resource management roles in fast moving consumer goods, financial services and infrastructure sectors.



**ROLAND VITELLI**  
*BE, Assoc Dip Eng (Elec), FIEAust*

#### MANAGER ENGINEERING

Roland manages the Engineering Business Unit which is responsible for the delivery of capital works and refurbishment projects throughout Queensland including the provision of technical services within Powerlink. He is also responsible for leading the organisation's development, assessment, and implementation of new technologies to enhance network operability, availability and performance.

Roland returned to Powerlink after over 20 years with a global electrical technology company where he gained extensive experience in complete turnkey system integration of transmission systems, transmission and distribution product manufacture and development of new technologies. He has worked in Europe as well as South East Asia.

Roland has strong commercial, safety and extensive project delivery experience. His engineering career has included experience in various aspects of electricity transmission.