

June 2025



Corporate Governance Statement





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Commitment

.au Domain Administration Ltd (“auDA”) is committed to high standards of corporate governance to help us achieve our purpose of administering a trusted .au for the benefit of all Australians, and championing an open, free, secure and global Internet. As part of that commitment, while not required to, we will report annually against the ASX Corporate Governance Council Principles and Recommendations (CGPR) modified as required for a not for profit company limited by guarantee.

We have adapted the terminology to reflect our size and structure; for example we have replaced security holders with members and extended that concept to include our multi-stakeholder environment where relevant.

This is our fourth Corporate Governance Statement and is based on the 4th edition of the CGPR released in 2019 which came into effect 1 January 2020.



Principle 1: Lay solid foundations for management and oversight

Clearly delineate the respective roles and responsibilities of its board and management and regularly review their performance.

Recommendation 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**
- b) those matters expressly reserved to the board and those delegated to management.**

auDA is governed by its [Board of Directors](#). The role of the Board is set out in the [Board Charter](#) which is published on the website and includes responsibility for setting auDA's strategic direction, accountability for its performance and compliance obligations, overseeing the activities of the company, approving its policies, approving and monitoring the financial statements and performance, approving and monitoring the risk and reporting framework, appointing the CEO and monitoring the performance of the CEO and Management. A Delegations Policy is in place to confirm the functions delegated to Management and those retained by the Board. This is reviewed annually, most recently in June 2025.

Recommendation 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**
- b) provide members with all material information in its possession relevant to a decision on whether or not to elect or re-elect a director.**

Due diligence activities are conducted prior to appointing a Director or Senior Executive or putting a candidate forward for appointment or election including police, bankruptcy, qualifications, work history and reference checks.

Members are provided with biographical information on all candidates standing for election in a standardised format to assist decision making, along with detailed information on the [process](#) and how to exercise their vote. This information is sent to members and published on the website at the time of elections. More information is available on the General Meetings page of the [website](#).



Recommendation 1.3

A listed entity should have written agreements with each Director and Senior Executive setting out the terms of their appointment.

auDA has letters of appointment for all Directors and contracts in place for all Senior Executives setting out the terms of their appointment.

Recommendation 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.

auDA's Company Secretary reports to the CEO for operational matters and is accountable to the Board through the Independent Chairperson for Board governance matters. The Company Secretary is accessible to all Directors and also provides support to the Board Committees.

Recommendation 1.5

A listed entity should:

- a) have and disclose a diversity policy.**
 - 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**
 - c) disclose in relation to each reporting period:**
 - 1. the measurable objectives set for that period to achieve gender diversity**
 - 2. the entity's progress towards achieving those objectives and**
 - 3. either:**
 - 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**
- 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.**

auDA is committed to maintaining a diverse and inclusive workplace and has an [Equal Employment Opportunity and Workplace Behaviours Policy](#) to support this. The current gender balance across the company is Board 60:40 female to male directors, Senior Executive including the CEO 60:40 female to male and 50:50 across the whole staff group. auDA staff represent a wide diversity of cultural backgrounds. auDA is not a relevant employer under the Workplace Gender Equality Act.



The Governance and Culture Committee (GCC) is responsible through its [Charter](#) to review and make recommendations to the Board on policy in relation to diversity and inclusion, measurable objectives for achieving diversity and inclusion, progress in achieving the measurable objectives and whether there is any gender or other bias in remuneration for employees. The GCC ensures that the Board and Management are focused on these matters.

Recommendation 1.6

A listed entity should:

- a) have and disclose a process for periodically evaluating the performance of the board, its committees and individual directors and**
- 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.**

The Board completed an external Board Performance Review in February 2024. Directors completed a self-assessment against the Board Skills Matrix in December 2024 and the next external Board is expected to be in FY2026. The review findings are summarised in auDA's [Annual Reports](#).

Recommendation 1.7

A listed entity should:

- a) have and disclose a process for evaluating the performance of its senior executives at least once every reporting period and**
- b) disclose for each reporting period whether a performance evaluation has been undertaken in accordance with that process during or in respect to that period.**

The Governance and Culture Committee (GCC) is responsible for overseeing the performance and remuneration of the CEO, Company Secretary and Senior Executives and this is set out in its [Charter](#) at 4.2. Performance measures have been developed to align with the auDA 2021–25 Strategy and are updated each year. New performance measures will be developed to align with the 2026–30 Strategy. The Independent Chairperson, with the support of the Chair of the GCC and in consultation with the Board, reviews the performance of the CEO. The CEO reviews the performance of the Senior Executive and provides this review to the GCC as part of its oversight role.



Principle 2: Structure the board to be effective and add value

The Board of a listed entity should be of an appropriate size and collectively have the skills, commitment and knowledge of the entity and the industry in which it operates, to enable it to discharge its duties effectively and to add value.

Recommendation 2.1

The board of a listed entity should:

a) have a nomination committee which:

- 1. has at least three members, a majority of whom are independent directors and**
- 2. is chaired by an independent director**

and disclose:

- 3. the charter of the committee**
- 4. the members of the committee and**
- 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

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.

auDA has a Nomination Committee in place and its [Charter](#) is published on the website and its activities reported in the [Annual Report](#). The composition of the Committee is set out in its [Charter](#) and its role reflects auDA's [Constitution](#) and [Terms of Endorsement](#) and the requirement for an independent process. All members of the Committee are independent. It is chaired by the independent auDA Chairperson and includes two other auDA directors, a Government Representative, six members drawn from the industry, business and consumer sectors.

The role of the Committee is to identify, scrutinise and approve candidates to the Board for appointment or election as a director of auDA. Once approved by the Nomination Committee the Board then approves Appointed Directors or candidates to stand for election as Elected Directors on a ballot determined by the vote of members.



The following Directors were Appointed or Elected or retired in November 2024:

- Claire Rogers - Elected
- Brett Fenton and Tina Wyer - Appointed
- Alice McCleary and Angelo Giuffrida -retired.

Recommendation 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.

auDA has a [Board skills matrix](#) in place and it is used to inform the composition of the Board to ensure that the Board has the necessary skills, experience and background to best complement the effective operations of the Board. The skills matrix was reviewed and refreshed in December 2024 and a director self-assessment conducted to confirm the collective mix of skills and experience and identify any gaps.

Recommendation 2.3

A listed entity should disclose:

- a) the names of the directors considered by the board to be independent directors**
- b) if a director has an interest, position 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**
- c) the length of service of each director.**

auDA's Constitution specifies that the Board must include one Independent Chairperson, up to five Appointed Directors and up to four Elected Directors. Information on which Director holds each position and their appointment date is disclosed on the [website](#) and in the Director's Report within the [Annual Report](#).

All Directors are independent. Independent in auDA's context means no material or pecuniary relationship with the company, or in the decisions of the company, excluding Directors' fees (i.e. not an employee of a registry, registrar, reseller, domain investor, or a close relative of an employee of one of these; close relative means a spouse, parent, child, or sibling).

Recommendation 2.4

A majority of the board of a listed entity should be independent directors.

All ten current auDA directors are Independent.



Recommendation 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.

The chair of the Board is an Appointed Director and independent as required by the Constitution and is not the CEO.

Recommendation 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.

There is a Director Induction program in place for all new Directors and this was refreshed in 2025 to update the legislative obligations on auDA's Directors in terms of general corporate governance, Work Health and Safety and industry specific requirements. The material was covered in detail at a Director induction in March 2025. Opportunities for professional development are identified and offered as required including through the Australian Institute of Company Directors and on technical matters related to auDA's operating environment. All Directors receive briefings on operational and technical matters and are supported to attend industry events that focus on operating Internet infrastructure, and multi-stakeholder Internet Governance.

Principle 3: Instil a culture of acting lawfully, ethically and responsibly

A listed entity should instil and continually reinforce a culture across the organisation of acting lawfully, ethically and responsibly.

Recommendation 3.1

A listed entity should articulate and disclose its values.

auDA is committed to a culture of acting lawfully, ethically and responsibly and this is reflected in company policies and in the actions of the Board, Executive team and staff and messaging across the organisation. auDA embarked on a company-wide values exercise in July 2021 to align with the release of the auDA 2021-25 Strategy and has made a further amendment to coincide with the release of the 2026-30 Strategy. The development and implementation of [auDA's Values](#) is overseen by the Governance and Culture Committee.



The company values are:

Leadership – We are committed to communicating openly, and adding value to our multistakeholder community, locally, regionally and globally

Collaboration – We work together as one auDA in the service of Australian and regional and global internet users

Accountability– We honour our commitments, are responsible for our decisions, actions and performance, and deliver excellence.

Curiosity– We seek to continuously grow our knowledge and improve our understanding of our stakeholder view points

Recommendation 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.**

auDA's [Code of Conduct](#) was reviewed and refreshed in 2025 and is published on the website.

Recommendation 3.3

A listed entity should:

- a) have and disclose a whistle-blower policy and**
- b) ensure that the board or a committee of the board is informed of any material incidents reported under that policy.**

auDA has a Whistleblower policy in place and it is published on the [website](#). Any material incidents will be reported to the Board.

Recommendation 3.4

A listed entity should:

- a) have and disclose an anti-bribery and corruption policy and**
- b) ensure that the board or a committee of the board is informed of any material breaches of that policy.**

auDA has an Anti-Bribery, Corruption and Fraud Policy in place and it is published on the [website](#). The policy requires any material breaches to be reported to the Governance and Culture Committee in the first instance.



Principle 4: Safeguard the integrity of corporate reports

A listed entity should have appropriate processes to verify the integrity of its corporate reports.

Recommendation 4.1

The board of a listed entity should have an audit committee which:

- 1. has at least three members, all of whom are non-executive directors and a majority of whom are independent directors and**
- 2. is chaired by an independent director, who is not the chair of the board and disclose:**
 - 3. the charter of the committee**
 - 4. the relevant qualifications and experience of the members of the committee**
 - 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.**

auDA has a Finance and Audit Committee with five members, all of whom are independent directors, including the Chair. The Committee's [Charter](#) is published on the website and the disclosures on its meetings and member qualifications and experience are made in the Directors' Report in the [Annual Report](#).

Recommendation 4.2

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.

The Corporations Act requirement for a declaration from the CEO and CFO only applies to listed companies; nevertheless the Board seeks assurance from the CEO and CFO through signed Management Representation Letters that the financial statements have been prepared in accordance with and reflect compliance with the appropriate accounting standards and systems before it approves the financial statements.



Recommendation 4.3

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.

Only applies to listed companies and not relevant to auDA.

Principle 5: Make timely and balanced disclosure

A listed entity should make timely and balanced disclosure of all matters concerning it that a reasonable person would expect to have a material effect on its members and stakeholders (the price or value of its securities).

Principle 5 recommendations are particularly focussed on disclosures around the price or value of securities in a listed entity environment and are not relevant to auDA. However, auDA operates in a multi-stakeholder environment and proactively discloses and consults on a wide range of matters that may impact members and the wider Australian community. Our commitment to this approach is set out in our [Terms of Endorsement](#) and specific consultations are published on the [website](#). These disclosures include statements on the [website](#) and a program of regular member events, monthly member newsletters, board stakeholder events and quarterly updates and the progressive adoption of an integrated reporting approach in our Annual Report to stakeholders.

Principle 6: Respect the rights of Members (security holders)

A listed entity should provide its members (security holders) with appropriate information and facilities to allow them to exercise their rights as members (security holders) effectively.

Recommendation 6.1

A listed entity should provide information about itself and its governance to members (investors) via its website.

auDA does not have Security Holders or Investors but provides information to its members and other stakeholders on governance and related matters on the [website](#), including Minutes of Board meetings, and through direct communication. Information is provided on how members can participate in Annual General Meetings and exercise



their right to vote in Director elections. Communication on other operational and policy matters is set out under Principle 5 above.

Recommendation 6.2

A listed entity should have an investor relations program that facilitates effective two-way communication with members (investors).

auDA has a member engagement team who facilitate a program of activities and events to ensure that members are kept up to date with auDA operations and activities and engagement with the Board, and that auDA has the opportunity to hear directly from members about their interests and concerns. This includes regular member newsletters, quarterly update reports, dedicated member events, member surveys and an active program of promoting the benefits of [membership](#) of auDA. auDA has three advisory committees (General Advisory Standing Committee, Technical Advisory Standing Committee and edu.au Advisory Committee) that meet regularly to hear about auDA activities and provide advice on issues of relevance.

Recommendation 6.3

A listed entity should disclose how it facilitates and encourages participation at meetings of members (security holders).

auDA makes its Annual General Meetings and other meetings of members available online and in person to increase opportunities for participation. Previous meetings have been held onsite and livestreamed to members regardless of their location. The 2025 Annual General Meeting will be hybrid with members able to join in person or online. Members are provided with information on how to participate in these meetings in the Notice of Meeting and through other communication channels.

Recommendation 6.4

A listed entity should ensure that all substantive resolutions at a meeting of members (security holders) are decided by a poll rather than by a show of hands.

auDA uses a poll to decide all resolutions at member meetings.

Recommendation 6.5

A listed entity should give members (security holders) the option to receive communications from, and send communications to, the entity (and its security registry) electronically.

auDA has enabled electronic communication for members.



Principle 7: Recognise and manage risk

A listed entity should establish a sound risk management framework and periodically review the effectiveness of that framework.

Recommendation 7.1

The board of a listed entity should have a committee or committees to oversee risk, each of which:

- 1. has at least three members, a majority of whom are independent directors; and**
- 2. is chaired by an independent director**

and disclose:

- 3. the charter of the committee**
- 4. the members of the committee and**
- 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.**

auDA has a Security and Risk Committee comprising four independent directors including the Chair. The Committee meets at least four times a year. The Committee's [Charter](#) is published on the website and the disclosures on its meetings and member qualifications and experience are made in the Directors' Report in the [Annual Report](#).

Recommendation 7.2

The board or a committee of the board should:

- 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**
- b) disclose, in relation to each reporting period, whether such a review has taken place.**

The Security and Risk Committee is responsible for recommending the Enterprise Risk Framework to the Board for approval and monitoring Management's performance against the Risk Appetite Statement and Risk Register at each meeting. The Board approved an updated Risk Management Framework, Board Appetite Statement and Risk Policy in 2024.



Recommendation 7.3

A listed entity should disclose:

- a) if it has an internal audit function, how the function is structured and what role it performs or**
- 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.**

auDA does not have a formal internal audit function; however there are processes in place through the Board Committees and Board meetings for Management to report on governance, risk and internal control processes and seek guidance on possible improvements. Management periodically commissions reports from external experts on current issues and practices and the external auditor focusses on specific matters each year. auDA also has an external audit of its information Security Management System (ISO 27001) and Business Continuity Management System (ISO 22301) on an annual basis.

Recommendation 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.

We have taken steps to determine if auDA has any material exposure to environmental or social risks, particularly through our contracts, purchasing practices, investment policy and decisions and believe we have managed any material exposure to environmental or social risks. auDA has a Sustainability Framework and Roadmap to guide activities and report on progress through to the Board through the Finance and Audit Committee and the Governance and Culture Committee.

Principle 8: Remunerate fairly and responsibly

A listed entity should pay director remuneration sufficient to attract and retain high quality directors and design its executive remuneration to attract, retain and motivate high quality senior executives and to align their interests with the creation of value for security holders and with the entity's values and risk appetite.

Recommendation 8.1

The board of a listed entity should have a remuneration committee which:

- 1. has at least three members, a majority of whom are independent directors and**
- 2. is chaired by an independent director**



and disclose:

3. the charter of the committee
4. the members of the committee and
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.

auDA has a Governance and Culture Committee (GCC), comprised of four independent directors, with responsibility for overseeing director and executive remuneration. The Committee's [Charter](#) is published on the website and the disclosures on its meetings and member qualifications and experience are made in the Directors' Report in the [Annual Report](#).

Recommendation 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.

auDA's Governance and Culture Committee (GCC) is required to review Director remuneration to ensure it is appropriately benchmarked against equivalent organisations. Director remuneration is then set by the Board subject to the total cap approved by the Members at a general meeting. The company has no Executive Directors.

Senior Executive remuneration is externally benchmarked based on job sizing and comparison with equivalent roles in other organisations. The GCC assesses and makes recommendations to the Board on performance and remuneration of the CEO, Company Secretary and Senior Executives.

Recommendation 8.3

A listed entity which has an equity-based remuneration scheme should: (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 (b) disclose that policy or a summary of it.

Does not apply to auDA.

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