

Peter L Davis
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Non-Executive Professional Director

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Profile

An experienced Chief Executive Officer and Director, with 28 years in complex leadership roles at General Manager and CEO level, and 18 years as a Director of large organisations. Expertise includes regulatory and structural reform at both state and federal levels, strategy development and execution, organisational development and leadership for critical infrastructure services in both regulated and competitive markets.

Key achievements include:

Leadership

- The creation and leadership of capable teams focussed on value creation. I established Aurora Energy as a compelling employer of choice, enabling me to build a quality executive team despite the disadvantage of location.

Managing Disruptive Change

- I have led businesses through growth, acquisition, merger and closure – including managing the impacts of significant external reform.
- Contributed to National and State energy policy development through leadership roles on National committees and as a Director of major National organisations.

Delivering on Operations

- As a clear strategic thinker with a focus on results I am able to deal with ambiguity, complexity, volatility and uncertainty.

- In my term as Managing Director at Aurora revenues and profits increased by more than 200%, and the organisation expanded both geographically and functionally.

Capital Projects

- Experienced leader of major construction projects in distribution, generation, IT and the built environment – cumulative value > \$750M.

Community engagement

- Strong communication and stakeholder management skills have produced sustained strong results, based on an ability to balance complex and often conflicting priorities encountered in working with all levels of Government.
- An energetic contributor to a broad range of external groups and Boards.
- A strong interest in societal outcomes, with a track record of involvement in improving educational outcomes through governance roles at the University of Tasmania.
- President of the Southern Tasmanian Ski Association since 2012, responsible for operating the Mt Mawson Ski Field in the Mt Field National Park World Heritage area.

Directorships

AEMO Services – Sydney

July 2021 – June 2022

- AEMO Services has been appointed by the NSW Government to protect the long-term financial interests of NSW electricity consumers during the transition from fossil fuels to renewables. The policy framework for the system transition “The Energy Infrastructure Roadmap” is expected to deliver up to \$32 billion in private sector investment, and support around 6,300 construction and 2,800 ongoing jobs by 2030.
- AEMO Services co-ordinates long term planning and investment in generation, storage and transmission in NSW. It does this by conducting six-monthly tenders to identify the best generation and storage projects. Successful projects are signed up to Long Term Energy Services Agreements, and given access to the supporting infrastructure being developed in the state’s Renewable Energy Zones.

Clean Energy Regulator - Canberra

January 2016 – July 2021

- The Clean Energy Regulator is an independent statutory authority established under the Clean Energy Regulator Act 2011. The Clean Energy Regulator is the Government body responsible for administering legislation that will reduce carbon emissions and

increase the use of clean energy. The Regulator has administrative responsibilities for Australia's National Greenhouse and Energy Reporting Scheme, Emissions Reduction Fund, Renewable Energy Target, and the Australian National Registry of Emissions Units.

- CER employs 320 staff, and administers the \$2.55 billion Emissions Reduction Fund.

**Australian Energy Market Operator – Melbourne, Sydney, Brisbane, Adelaide, Perth
November 2014 – November 2021**

- AEMO is Australia's National Energy Market Operator and planner, and plays a central role in supporting the energy industry to deliver a more integrated, secure, and cost effective national energy supply. AEMO operates Australia's energy markets and systems including the National Energy Market and Western Australian Energy Market. It is the transmission planner for Victoria, and also delivers integrated system planning advice for all of eastern and south-eastern Australia.
- AEMO employs 650 staff and earns revenues in excess of \$650M p.a.
- I was appointed to the AEMO Board following an extensive, independent, merit-based process which attracted over 100 applicants, and required the endorsement of 7 governments and 47 industry members.
- Chair of the AEMO Technical and Regulatory Committee, member of the People and Remuneration Committee and the Appointments Committee.
- Trustee of the Zema Energy Studies Scholarship, and Chair of the Zema Energy Studies Scholarship Committee which supports PhD students at Monash University working on the transition of the Australian energy and power system.

University of Tasmania – Hobart, Launceston, Burnie, Sydney

July 2005 – December 2017

- The University of Tasmania has over 30,000 students, 4,000 staff, income of \$548 M and is ranked in the top 2% of Universities worldwide.
- I chaired the Built Environment and Infrastructure Committee for the entire period above and remained a member of the Committee until 2019. Responsible for the Master Planning of the University's state-wide campuses and >\$350M in capital projects. This has included major developments such as the Medical Sciences Precinct (\$140M), the reinvigoration of Domain House, and the new waterfront building for the Institute of Marine and Antarctic Studies (\$50M).
- Involved in the development of the successful bid for the Academy of Creative Industries and Performing Arts, and in the development of concepts and urban design frameworks for the \$90M NRAS student housing projects in Hobart, Launceston and Burnie.
- Led the fund raising for the new Bisdee Tier Optical Astronomy Observatory – raised \$5M, and chaired the project oversight committee.
- On the selection panel for the new Vice Chancellor and Chancellor.

Energy Supply Association of Australia

December 2008 – June 2014 (re-elected for second term November 2011)

- Chair of ESAA Greenhouse Policy Committee from 2006-2012 – led development of ESAA position on an emissions trading scheme.
- Significant liaison role with industry, and the Commonwealth government.

Ezikey Group Pty Ltd

March 2004 – June 2014

- Chair of technology company established to sell back office PAYG services to utility clients throughout Australia.
- Company subsequently developed “Wire-Alert” solid state device for detecting unsafe electrical situations in the home – marketed Nationally.

Tasmanian Infrastructure Advisory Council

March 2011 – June 2014

- CEO- level Council established to advise the Minister for Infrastructure on development opportunities, and to prepare submissions to Infrastructure Australia.

Aurora Energy Tamar Valley Pty Ltd

August 2008 – June 2013

- Company established to build \$450M combined cycle gas plant, purchased from Babcock and Brown, and operate in the National market.
- Integrated as part of Aurora’s Energy Business, including key gas contracts, and established energy trading team in Melbourne.

Aurora Energy AAPT Pty Ltd

March 2004 – February 2008

- Chair of retail telecommunications company, established as joint venture with Hydro Tasmania and AAPT Pty Ltd
- Sold to a franchise of the Bendigo Bank

Professional Experience

Managing Director / Chief Executive Officer – Aurora Energy Pty Ltd

March 2004 to June 2014

Aurora Energy was an integrated multi-utility owned by the State of Tasmania. Aurora provided electricity distribution services to all of Tasmania, as well as electricity retailing services to Tasmania and the Eastern States of Australia, gas wholesale and retail in Tasmania, and wholesale and retail telecommunications. In September 2008 Aurora acquired the partially constructed Tamar Valley Power Station from Babcock and Brown,

and so added gas generation to its portfolio. The business peaked at 1,400 staff in 2011, with 260,000 customers, sales of \$1.5 billion p.a., and assets of \$3 billion.

Key Achievements:

Leadership, human resources & community engagement:

- Extensive experience in leading an integrated utility, covering generation, distribution, electricity and gas retailing, and telecommunications in both regulated and competitive markets.
- The establishment of an outstanding leadership team, with a reputation for professionalism, fairness and delivery – recruited Nationally and internationally.
- Development of a clear customer-focussed strategy, supported by a strong Aurora culture emphasising safety, community and excellence.
- Rapid response to bushfire emergency in Tasmania in Summer 2013, exceeding community expectations.

Strategy delivery, regulatory and structural reform:

- Led Aurora's successful entry into the National electricity market, and expansion of retail business into all states of Australia (except W.A.)
- Establishment of an end-to-end Energy Business, including wholesale gas supply, energy trading (based in Melbourne), and electricity and gas retailing.
- Two successful submissions to the Australian Energy Regulator – the first in 2007 delivering a \$588M capital and \$300M operating program for the Distribution business, and the second (in 2012) delivering a ground breaking focus on customers with a 20% reduction in forward expenditure.
- The development of a strategic vision for a fibre to the premises (FTTP) telecommunications network, which subsequently was adopted as the model for the National Broadband network. Construction of the NBN for the first towns to be connected in Australia. Management of significant political relationships at State and Federal level.
- Led Aurora's response to the Expert Panel Review of the electricity sector in Tasmania, and subsequent 9 stream program of work to position Aurora for the Government reforms "Energy for the Future"
- Led the successful transition to a new merged entity (TasNetworks) and positioned the Aurora Energy retail business for Full Retail Competition (July 2014).

Business Results – operations and capital

- Successful delivery of a \$61M retail billing system (2010) and a \$32M customer management system for the distribution business (2014)
- Construction of Tamar Valley Power Station on time and on budget (\$450M)
- Transformation of the Aurora business including process redesign and organisational restructuring. 27 per cent reduction in operating costs, \$100M improvement in profit

from 2009/10 to 2012/13. Shareholder returns at highest level in history of company (\$109M in 2014).

- Worked with Treasury on divestment of power station and retail assets.

Various General Manager Roles – Aurora Energy Pty Ltd and Hydro Electric Corporation December 1994 – February 2004

Key Achievements:

- Leadership of customer-facing business, including community engagement, commercial contract negotiations, operations, development of a customer focussed culture
- Responsible for successful entry into the National Electricity Market, including regulatory compliance, IT systems and IT architecture, process and people development company-wide.
- Business process redesign for most functions in the retail business.
- Establishment of new brand and culture for formation of Aurora Energy in 1998.

Manager, Integrated Energy Management Centre, Tasmania December 1991 – November 1994

Key Achievements:

- Development of concepts for Australia's first Integrated Energy Management Centre, with competitive funding sourced from the Commonwealth
- Establishment of the Centre to provide comprehensive advice and professional consultancy services on energy management to the domestic, commercial, industrial and transport sectors.
- Recruitment of all staff (18), development of all processes and systems for the start-up business and establishment of a commercial consulting business.

Professional Development

I have been fortunate to be able to develop my leadership and governance skills through extensive in-house programs, attendance at international business school executive programs, and regular targeted overseas visits to companies illustrating best practice in technology development, utilities management and HR leadership – including Europe, Scandinavia, the United Kingdom and the United States.

Visiting Executive – Dofasco Inc, Hamilton, Canada

December 2002

- Worked with Human Resources team, reviewing people strategies for the Hamilton Steel operations. Dofasco employed 7,200 people at the Hamilton site, with revenues of Canadian \$3B, and was rated the number one integrated steel manufacturer in the world in terms of a wide range of performance indicators.

Visiting Executive – ABB Ltd, Zurich, Switzerland

September 2002 – November 2002

- Worked with Executive team of Utility Partner Business Area at ABB World Headquarters. The ABB group revenues were US\$24B, with 156,000 staff in more than 100 countries. Assignment was to review status of delivery of the ABB Strategic Plan on Network Asset Management, with particular emphasis on barriers to adoption of ABB's integrated IT platform. Visited major utilities throughout Europe, Scandinavia and the UK, and presented a detailed consultancy report to ABB Management.

Education

Company Director's Diploma (1997) + Update Course (2013)

Australian Institute of Company Directors / University of Sydney

Master of Business Administration (1995)

Deakin University, Geelong, Victoria

Doctor of Philosophy (Mechanical Engineering) (1988)

University of Queensland, Brisbane, Queensland

Bachelor of Education (1984)

University of Tasmania, Hobart

Bachelor of Science (Honours) (1st class - Physics) (1981)

Monash University, Melbourne, Victoria

Executive Education Programs

Leading Change and Organisational Renewal (2013)

Harvard / Stanford Business School Joint Program, San Francisco, USA

Mergers & Acquisitions (2007)

Stanford Graduate School of Business, San Francisco, USA

Leading Your Self (2006)

INSEAD Business School, Fontainebleau, France

Building and Sustaining Competitive Advantage (2004)

Harvard Business School, Boston, USA

Dattner Grant Leadership Programs (various), Hobart, 2004-2009

Referees

Available on request