

**STANDARDS AUSTRALIA LIMITED
ANNUAL GENERAL MEETING**

MINUTES OF MEETING

HELD IN HYBRID FORMAT USING LUMI

ON 28 NOVEMBER 2025 AT 10:00 A.M.

IN ATTENDANCE

Directors:

Ms Tracey Gramlick (Chair)

Ms Berne Gibbons

Dr Marlene Kanga AO

Mr Nick Koukoulas

Ms Louise McGrath

Dr Ian Oppermann

Mr Ken Slattery

Chief Executive Officer:

Mr Rod Balding

Company Secretary:

Ms Annick Ah Lan

Member Organisations:

Australasian Fire and Emergency Service Authorities Council

Australian Acoustical Society

Australian Digital Health Agency

Australian Industry Group

Australian Institute of Building Surveyors

Australian Institute of Refrigeration, Air Conditioning and Heating

Australian Steel Institute

Business NSW

Cement Concrete & Aggregates Australia

CHOICE

Commonwealth Scientific and Industrial Research Organisation

Concrete Institute of Australia

Concrete Pipe Association of Australasia

Construction Information Systems Ltd T/as NATSPEC

Consumer Electronics Suppliers Association

Department of Industry, Science and Resources

Energy Networks Australia

Represented by:

Ms Erin Liston-Abel

Mr Conrad Weber

Mr Ryan Mavin

Mr James Thomson

Mr Sid Gokani

Ms Sami Zheng

Mr Mark Cain

Mr Sam Moreton

Mr Jason Kuchel

Mr Matthew Steen

Ms Gail Fulton

Mr David Millar

Mrs Karen Thompson

Mr Richard Choy

Mr Peter Lee

Ms Emily Dawson

Ms Christina Green

Engineers Australia

Federal Chamber of Automotive Industries

Fire Protection Association Australia

GS1

Housing Industry Association

Institute of Public Works Engineering Australasia

Insurance Council of Australia

Joint Accreditation System of Australia & New Zealand

Lighting Council Australia

Master Plumbers Australia and New Zealand

Minerals Council of Australia

National Association of Testing Authorities Australia

National Electrical and Communications Association

Plumbing Products Industry Group Inc

Property Council of Australia

SafeWork NSW Department of Customer Service

Steel Reinforcement Institute of Australia

The Crane Industry Council of Australia

Think Brick Australia

Water Services Association of Australia Inc.

Weld Australia

Ms Bernadette Foley

Mr Ashley Sanders

Mr Lachlan Austin

Ms Sue Schmid

Mr Simon Croft

Ms Sarah Di Mento

Ms Kylie Mcfarlane

Mr Simon Bannock

Mr Malcolm Richards

Mr Ken Gardner

Ms Karolina Szukalska

Mrs Jennifer Evans

Mr Neil Roberts

Mr Nick Tripp

Ms Eleanor Sondergeld

Mr Christopher Bourke

Mr Scott Munter

Mr Brandon Hitch

Ms Cathy Inglis

Mr Carl Radford

Mr Bruce Cannon

Auditor:

PKF(NS) Audit & Assurance

Ms Kym Reilly

Executive Leadership Team:

Chief Financial Officer

Chief of Engagement, Standards & International Relations

Chief Development Officer

Chief Corporate Operations Officer

Mr Adrian Bluett

Ms Kareen Riley-Takos

Mr Adam Stingemore

Ms Katrina Eadie

1. Quorum, Notice of Meeting, Welcome and Introductions

The Chair, Tracey Gramlick, noted that a quorum was present, declared the meeting open at 10.00am, and welcomed attendees both in person and online.

The Chair acknowledged the meeting was hosted on the lands of the Gadigal people of the Eora Nation, paying respects to Elders past and present, and extended that respect to all Aboriginal and Torres Strait Islander peoples.

It was advised that the Notice of Meeting was issued on 4 November 2025 and, there being no objections, took the Notice as read.

The Directors, Company Secretary, CEO, Executive Leadership Team, Kym Reilly (Audit Partner, PKF), and new Members admitted in FY25 were introduced. The Chair advised that Ken Slattery had been appointed as Deputy Chair of the Board during the introductions.

2. Chair's Address

The Chair welcomed attendees, noting participation both in person and online, and reflected on achievements over the past year and the year ahead.

The Chair reiterated Standards Australia's role in serving the public interest through the development of standards that promote safety, quality, and innovation. Key updates during the year included enhancements to swimming pool barrier standards, child safety features for household appliances, new infant sleep standards, and support for electric vehicle transition.

Significant organisational transformation was noted, including the appointment of the new CEO, Rod Balding, with the Board expressing confidence in his leadership. The FY26–30 Strategy has been developed by the Board, CEO, and Executive Leadership Team.

The Board endorsed a refreshed leadership team, including a new CFO, CIO and CCOO to support delivery of the strategy.

The Chair thanked the Executive team for their work throughout the year and acknowledged the Board for its commitment and guidance. Appreciation was also expressed to Members for their continued support and contributions.

3. CEO's Address

The CEO, Rod Balding, reflected on the organisation's achievements and strategic direction in the context of rapid technological change and geopolitical uncertainty. He reaffirmed the importance of Standards Australia's role in supporting safety, sustainability, and national competitiveness.

The CEO reported that 509 Australian Standards were published during FY25—the highest number in over two decades—and acknowledged the contribution of technical committee volunteers. Key developments included updates to child safety standards, progress on infant sleep safety, and a world-first standard for children's safety in virtual environments. Further standards work supported Net Zero initiatives, circular battery economies, emissions reduction in agriculture, responsible AI, and global quantum standards.

He highlighted ongoing international engagement, including hosting the IEC Board, renewed collaboration with Standards New Zealand, and capacity-building across Pacific nations through the Pacific Islands Standards Committee, regional fellowships, and technical support initiatives.

Operationally, the CEO noted significant progress toward financial improvement, productivity and process efficiency, strengthening cybersecurity, and commencing the end-to-end review

of standards development.

The CEO outlined the FY26–30 Strategy, centred on financial responsibility, impact, and trust, supported by people and digital solutions, and delivered through reinvention and simplification.

The CEO concluded by acknowledging the Chair's support, the Board, Executive, staff, and Members for their support and contributions during a year of substantial change.

The Chair thanked the CEO and extended a special acknowledgement to Dr Ian Oppermann, who is departing from the Board after six years. The Chair noted that Dr Oppermann has been both a valuable disruptor and a trusted source of wise counsel throughout his tenure.

4. Standards Development & Accreditation Committee (SDAC) Report

The Chair of SDAC, Marlene Kanga AO, presented the Committee's report and noted the membership of the Committee. The service of Annette Hoskin (Member-elected since 2019) was formally acknowledged.

The Committee's key activities for the year included oversight of the standards development portfolio, monitoring performance and risks, tracking timelines for project proposals, and arbitrating matters escalated by the Production Management Group. The Committee also reviewed and approved Alternative Pathway projects and monitored annual audits of accredited Standards Development Organisations.

An update was provided on the independent end-to-end review of Standards Australia's development process. Consultation included national workshops, stakeholder meetings, written submissions, staff input, customer insights, technology analysis, and benchmarking with international standards bodies. The final report and action plan are scheduled for submission to SDAC and the Board in February 2026.

5. Membership Committee Report

The Chair of the Membership Committee, Ian Oppermann, presented the report and noted the Committee's membership. The service of David Armston, who served since the Committee's inception in 2021 and resigned in November 2025, was acknowledged.

The Committee's key activities during the year included consideration of the upcoming five-year review of membership eligibility, discussion of the membership value proposition, and examination of membership coverage and growth strategy.

6. People, Governance & Risk (PGR) Committee Report

The Chair of the PGR, Ken Slattery, presented the Committee's report and noted the Committee's membership.

Key activities for the year included recruitment of the CEO, CFO and Company Secretary, adjustment of Directors' fees to remain market-competitive (while remaining below the approved cap), and a focus on employee engagement and performance in support of the new strategic plan and organisational structure. A 3% staff remuneration increment was applied.

The Committee also oversaw the performance review of the Board and its Committees. Following skills mapping, the Board approved the appointment of a seventh Director, Berne Gibbons. The Committee supported the renewal of Board-appointed SDAC members (Enzo Alfonsetti, Simon Croft and John Styzinski) and renewal of Member-elected representatives on the Membership Committee.

The Chair of PGR further reported increased focus on risk assessment and management,

adoption of a revised strategic risk appetite statement, and development and implementation of strategic and operational risk plans.

7. Finance, Investment & Audit (FIA) Committee Report

The Chair of the FIA, Nick Koukoulas, presented the Committee's report and noted the Committee's membership.

He provided an overview of the FY25 financial results, including statutory and management accounts. Nick also reported on net investment income performance and reviewed the FY26 budget in line with organisational priorities. The Committee continued its oversight of financial management, audit matters, and investment performance throughout the year.

8. Financial, Directors' and Auditors' reports

The Chair noted that a link to the 2025 Annual Review was included in the Notice of Meeting and that printed copies were available on request from the Company Secretary. The Annual Review includes the Directors' Report and Declaration, the Auditor's Independence Declaration, and the Independent Auditor's Report on the Financial Statements.

No questions were raised, and it was noted that the Financial, Directors' and Auditors' reports were accepted.

9. Ordinary Business

The Chair advised that the meeting would now proceed to the ordinary business section.

The Chair invited members attending in person to log into the LUMI platform in preparation for voting on the ordinary resolutions. Voting was declared open on all items of business, with members advised they could submit their votes at any time. The Chair noted that instructions for voting were displayed on the powerpoint slides and that a warning would be provided before voting closed.

10. Apologies and Proxies

The Chair noted that apologies had been received from 29 Members. A total of 26 proxies were received, with 15 directed to the Chair and 11 to other persons.

11. Minutes of previous meeting

Resolution 1: Acceptance of Minutes of previous meeting (2024 AGM)

RESOLVED THAT, the minutes of the 2024 AGM be accepted as a true and accurate record of proceedings.

The Chair noted that the minutes of the 2024 Annual General Meeting were circulated with the Notice of Meeting.

The Chair advised that 15 Members had appointed the Chair as proxy. Of these, 7 were directed proxies in favour of the resolution, with none against or abstaining, and 8 were open proxies, for which the Chair would vote in favour.

Members were invited to submit their votes online.

12. Declaration of Elected Directors

The Chair noted that three Directors, Marlene Kanga AO, Ian Oppermann, and Ken Slattery, had completed their current terms and were required to retire at the conclusion of the AGM. Marlene Kanga AO and Ian Oppermann were eligible for a third and final three-year term, and Ken Slattery was eligible for re-election for a further two terms.

Nominations were called for the three vacant positions, and three nominations were received by the closing date. As the number of nominees did not exceed the number of vacancies, the nominees were declared elected without ballot.

The Chair announced the Directors-elect as:

- Marlene Kanga AO
- Ken Slattery
- Bill Tabourlos, Managing Director and CEO, Australian Gas Association

It was advised that their appointments take effect from the close of the AGM and that the acceptance of the Directors is an administrative formality.

Resolution 2: Acceptance of elected Directors

RESOLVED THAT, the three directors-elect, having consented to act, be appointed as directors of the Company for a 3-year term with effect from the conclusion of this Meeting.

The Chair noted that 15 Members listed as apologies had appointed the Chair as proxy. Of these, 8 proxies were directed in favour of the resolution, none were against or abstaining, and 7 were open proxies, for which the Chair would vote in favour.

Members were invited to submit their votes online.

13. Declaration of Elected Member to SDAC

The Chair noted that Annette Hoskin would conclude her second term on the Standards Development & Accreditation Committee (SDAC) at the November 2025 AGM and was eligible to re-nominate for a third and final three-year term.

Two nominations were received for the one Member-elected position, requiring an electronic ballot administered by the Election Consulting Group. All Member Representatives were invited to vote.

At the close of the ballot, the nominee with the highest number of votes was declared elected, effective from the close of the AGM. Mr Brandon Hitch received the highest number of votes and was therefore appointed to SDAC for a three-year term.

The Chair thanked Annette Hoskin for her service to the Committee.

14. Declaration of Elected Member to Membership Committee

The Chair noted that no Member-appointed positions on the Membership Committee concluded at this AGM; however, one Member-elected position was vacant and calls for nominations were issued.

Two nominations were received for the vacancy, and an electronic ballot was conducted by Election Consulting Group. All Member Representatives were invited to vote. At the close of the

ballot, the nominee with the highest number of votes was declared elected. Ms Bernadette Foley received the highest number of votes and was appointed to the Membership Committee for a three-year term.

The Chair also noted the resignation of David Armston, creating a casual vacancy. On the recommendation of the People, Governance & Risk Committee and the Board, David Solomon was appointed to fill the casual vacancy until the 2026 AGM.

15. Reappointment of Auditors

Resolution 3: Re-appointment of Auditors

RESOLVED THAT, PKF be re-appointed as Auditors of the Company for FY26.

The Chair advised that the next item of business was the Ordinary Resolution for the re-appointment of Auditors.

The Chair advised that 15 members recorded as apologies had lodged proxies to the Chair. Of these, 8 were directed proxies in favour of the resolution, with none against and none abstaining, and 7 were open proxies to the Chair, which would also be voted in favour.

The Chair proposed that PKF be re-appointed as Auditors of the Company for FY26 and invited members to submit their votes online.

16. Discussion and Questions

No questions on notice were received by the Company Secretary ahead of the meeting. The Chair opened the floor for questions.

Mr James Thomson raised a question regarding the subscription platforms used for distribution, noting both the high cost of access and the limited flexibility in how standards can be accessed. He sought SA's perspective on these issues.

The CEO advised that affordability, accessibility, and usability of standards remain key challenges. Standards Australia currently uses three main channels, two of which are independent sellers with whom SA meets regularly to provide feedback. SA's own store is being improved to increase flexibility and user-friendliness, though further work is required.

The CEO noted future opportunities to enhance access, including a pilot underway with the construction industry and discussions with government on sponsored access. These matters remain a priority going forward.

17. Results of Voting

The Chair advised that, based on provisional results, all resolutions had been approved.

Note: formal results provided by LUMI shortly thereafter confirmed that all resolutions have passed.

18. Other Business

The Chair advised that the meeting would move to "Other Business." Members were encouraged to provide feedback through a survey to be distributed on Monday, which will inform the FY26–30 strategy and future member experience.

The Chair noted that the 2026 Annual General Meeting is scheduled for Friday, 27 November 2026 in Sydney, and the Mid-Year Members' Forum will be held on 29 May 2026 in Canberra.

NOTE: Following the AGM, the Board unanimously resolved to change the location of the Mid-Year Members' Forum scheduled for 29 May 2026 to Adelaide. Consequently, the Annual General Meeting scheduled for 27 November 2026 will be held in Canberra.

The floor was opened for questions.

Mr James Thomson expressed concern that, over the past 18 months, media and Government commentary has increasingly devalued the contribution of members to standards development. He noted, for example, the National Competition Policy review and a broader sense that the role of standards is being deprioritised by Government. He asked whether Standards Australia is aware of this trend and how Standards Australia intends to respond.

The CEO confirmed that Standards Australia is aware of recent reports and messaging from Government, including work by the Productivity Commission and the Treasury consultation paper. Standards Australia is supportive of initiatives that enhance efficiency and productivity, provided they continue to place standards development and the expertise of industry at the centre. The CEO noted that Standards Australia has been actively engaging with Government to help strike the right balance between adopting international standards for efficiency and maintaining appropriate governance, quality, and safety. The CEO stressed on the importance of ensuring that proper governance processes are followed.

19. Close of Meeting

The Chair thanked all Members present for attending the meeting.

There being no further business, the Chair declared the meeting closed at 11.04am.

Board Approval

Signed as a true and correct record by the Chair of the Board.



Tracey Gramlick, Chair of the Board.
24 February 2026.

Member Confirmation

Confirmed by the Members at the Annual General Meeting and signed by the Chair of the Board.

Chair / /