

HumanAbility Ltd

Board Diversity Policy



Policy name:	HumanAbility Board Diversity Policy
Version number:	1.1
Effective date:	September 2026
Review frequency:	Every three years, or as required
Legislative reference	<i>Federal Workplace Gender Equality Act (2012)</i> National Workplace Gender Equality Agency
Related policies:	Board Composition Policy
Related forms	N/A
Related procedures	N/A
Policy Owner	Governance and Nominations Committee
Policy approver	Board

Version	Date	Rationale	Next Review Date
1.0	May 2023	Initial Issue	May 2026
1.1	September 2026	Scheduled Review	September 2029

Contents

1	Introduction	3
2	Guiding Principles	3
3	Measurable Objectives	3
4	Accountability	5
5	Compliance	5
6	Application of Policy	5
7	Variation	5
8	Definition of Gender-balanced governing body	6

1 Introduction

- 1.1. HumanAbility's Board (the Board) recognises the benefits and competitive advantages of a diverse Board and Advisory committee membership and, as such, has a strong commitment to diversity and inclusion.
- 1.2. Diversity, in the context of the Board Diversity policy (this Policy), includes ethnicity and cultural background, gender, age, sexual orientation, physical abilities, family status, religious beliefs, perspective and experience. It also refers to diverse ways of thinking and working. Our approach to diversity encompasses the cross-section of people and difference that make up our membership, industry stakeholders and the wider community we serve.
- 1.3. This Policy is subject to the confirmation of the Board.

2 Guiding Principles

- 2.1. Diversity underpins HumanAbility Ltd's (HumanAbility) desire to:
 - improve long-term performance;
 - optimise the human capital available to the organisation;
 - provide for broader perspectives at both Board and senior management levels in relation to decision-making;
 - develop the organisational structure to reflect the demographics of the community and industry in which HumanAbility operates; and
 - create a source of competitive advantage and benefit.
- 2.2. HumanAbility is committed to ensuring we have a diverse workforce and an inclusive environment conducive to respect and substantive equality in the appointment of well-qualified employees, senior management and Board candidates so that we can:
 - achieve our strategic goals;
 - maximise member value; and
 - promote processes within our organisation that will deliver long-term economic advantages to the organisation.

3 Measurable Objectives

- 3.1. HumanAbility will develop, implement and measure key initiatives, objectives and measures to promote diversity in the organisation and support the aims of this Policy. These will be reviewed on a regular basis.
- 3.2. The Governance and Nominations Committee will in undertaking its work give weight to the application of this policy when considering appointments to the board and any committees.

-
- 3.3. HumanAbility recognises that a diverse Board strengthens governance and decision-making by bringing different perspectives, experiences and insights to the organisation's strategic direction and oversight. Board diversity also supports HumanAbility's role in representing and responding to the needs of the industries, employers, workers and stakeholders across the sectors it serves.
- 3.4. In considering Board composition, HumanAbility requires a majority of members that identify as women be represented in each category of Employer Representative, Employee Representative and Individual Directors.
- 3.5. HumanAbility recognises that diversity encompasses a broad range of characteristics, experiences and perspectives and is not limited to any single attribute. In seeking an appropriate level of diversity, HumanAbility will balance diversity considerations with the skills, knowledge, experience, independence and other requirements necessary for an effective Board, having regard to the requirements of the Constitution.

HumanAbility's objectives include:

- gender balance and gender identity in the governance of the organisation;
 - diversity of experience, thought and skill set on the Board;
 - First Nations representation;
 - cultural and linguistic diversity;
 - disability and neurodiversity;
 - age and generational diversity;
 - geographic diversity;
 - professional, educational and industry background; support for diversity across Board, committees and staff;
 - recognition of the importance of First Nations people representation, particularly in areas impacting them;
 - supportive and flexible work practices; fostering a culture conducive to respect and substantive equality;
 - providing practical guidance to organisations to assist them to develop diversity policies and implement measurable targets; and
- other characteristics, experiences and perspectives that contribute to a diverse and effective Board.

4 Accountability

- 4.1. The Board is responsible for developing this Policy, setting the measurable objectives and monitoring progress against them. The Board has responsibility for oversight of these aspects of this Policy.
- 4.2. The achievement of those measurable objectives for which the Board is responsible are tied to Key Performance Indicators in the evaluation of the Board.
- 4.3. The Chief Executive Officer is responsible for ensuring that workplace practices are in place to give effect to this Policy and to meet the measurable objectives developed by the Board. The Chief Executive Officer is responsible for reporting to the Board on progress in achieving the measurable objectives set by the Board.
- 4.4. The achievement of those measurable objectives for which the Chief Executive Officer is responsible are tied to Key Performance Indicators in the performance plan of the Chief Executive Officer.
- 4.5. HumanAbility's Annual Report will contain details of the measurable objectives set by the Board in accordance with this Policy and progress towards achieving them. In addition, it will disclose in the Annual Report details of the respective proportion of men and women on the Board, in senior management positions and across the whole organisation.

5 Compliance

- 5.1. HumanAbility will meet all obligations with respect to state and federal legislative and regulatory and reporting requirements in relation to diversity and discrimination.

6 Application of Policy

- 6.1. This Policy applies to all employees and members of HumanAbility, members of the Board and its standing and Advisory committees.
- 6.2. Gender-balance on the Board can enhance:
 - The effectiveness of the Board and facilitates innovation and high-quality decision making
 - Social performance including recruitment and retention of staff.

7 Variation

- 7.1. HumanAbility reserves the right to vary, replace or terminate this Policy from time to time.

8 Definition of Gender-balanced governing body

- 8.1. HumanAbility, in referring to the use of the phrase 'gender balance', supports the meaning whereby people have equal access to, and enjoy the same rewards, resources and opportunities regardless of whether they are a woman, man or another gender identity.
- 8.2. This is supported by the definitions used in the National Workplace Gender Equality Agency and the *Federal Workplace Gender Equality Act (2012)*.