



HumanAbility

**Annual Corporate
Governance Statement
2026**

Introduction

The Annual Corporate Governance Statement demonstrates strong governance, integrity, accountability, how operations are monitored and the principles under which HumanAbility operates. It guides decision-making, ensures accountability across the organisation, and sets clear expectations for how we work.

HumanAbility Ltd is committed to best practice in corporate governance, responsibility and integrity to our funder, members and stakeholders we represent comprising Australia's aged care and disability services, children's education and care, health, human (community) services and sport and recreation industries.

HumanAbility Board Roles & Responsibilities

- 1.
- a) The HumanAbility Board is governed by its [Constitution](#)
 - b) The responsibilities of the Board are set out in the HumanAbility [Board Charter](#)
 - c) The Board will carry out its responsibilities in accordance with applicable law, the Principles, and HumanAbility's [Code of Conduct](#).
 - d) The Board is comprised of skills-based independent and representative Directors and reflects the tripartite approach of the Jobs & Skills Councils.
 - e) Information on our Directors is available on the website at: [Our Board](#).

The current Board members are:

Director	Director Type	Member of		
		Board	Finance, Audit & Risk	Governance & Nominations
Deborah Cole	Independent	●		
Robert Bonner*	Independent	○		○
Stanley Wall	Employer Representative	○	●	
Gaylene Coulton	Independent	○		●
Michael Piu	Independent	○	○	
Warren Locke	Independent	○		○
Rachel Choy	Employer Representative	○	○	
Tammy Munro**	Employee/Union	○		○
Vacancy***	Employee/Union	○		

● Chair ○ Member

* Robert Bonner, Chair of the Board for the reporting period to 22 July 2026.

** Lloyd Williams, Union Representative (Retired 18/05/2026). Tammy Munro appointed 22/07/2026.

***Helen Gibbons, Union Representative (Retired 22/07/2026).

HumanAbility Board structure, composition, skills and experience

2.
 - a) The Constitution sets out the composition and rotation arrangements of the Board.
 - b) The nine Member Board is comprised of two Representative Directors nominated by the voting Members who are Employer Members; two Representative Directors nominated by the voting Members who are Employee Members and five Independent Directors.
 - c) Succession planning and Director recruitment is conducted in accordance with the Constitution, Membership Policy and Board Diversity Policy, taking into consideration tripartite Board Membership, skills and diversity. Two members of the HumanAbility Board are first nations and an additional member of the Board has an identified disability.
 - d) Skill reviews are completed periodically in the areas of leadership, sector expertise, strategic planning, governance, financial management, legal compliance, risk management, people management, enterprise technology and sustainability. Board members bring deep expertise across these areas.
 - e) A Board evaluation was undertaken in May 2026. It delivered positive findings about HumanAbility's governance.

HumanAbility Committees

3.
 - a) In addition to the full Board, HumanAbility has two Board sub-committees, the Audit and Risk Committee and the Governance & Nominations Committee.
 - b) The two Board sub-committees operate with powers delegated by the Board and assist the Board in exercising its responsibilities, ensuring strong oversight of audit and risk, governance and nominations alongside oversight of relevant policies, practices and making recommendations for decision making by the full Board.
 - c) The work of HumanAbility is industry led and informed through stakeholder engagement including, for example, Industry Advisory Committees (IACs) for each sector that sits within the remit of HumanAbility, Technical Committees and the Tasmanian Workforce Network. These are all tripartite, noting that on some occasions tripartite partners decline opportunities to join specific Committees due to constraints on their time. Where this occurs, HumanAbility works with our partners to ensure they continue to be updated on work underway and are given the opportunity to provide timely feedback.
 - d) Industry Advisory Committees and Technical Committees operate to provide expertise, to elevate our understanding of key issues, to assist in prioritising key work undertaken by HumanAbility, to inform work that is underway and to ground our work in real-life experience. Members provide informed advice to support our strategic directions.
 - e) The composition of HumanAbility Committees are detailed on the About page on the HumanAbility website.
 - f) The Committees responsibilities are set out in the following Terms of Reference:
 - i) Audit and Risk Committee Terms of Reference
 - ii) Governance and Nominations Committee Terms of Reference
 - iii) Industry Advisory Committee Terms of Reference
 - iv) Technical Committee Terms of Reference
 - v) Project-Specialised Advisory Committee Terms of Reference

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ABN 36 665 836 608

Suite 4, 109 Union Road, Surrey Hills VIC 3127

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HumanAbility is a Jobs and Skills Council funded by the Australian Government Department of Employment and Workplace Relations.

HumanAbility Membership

4. HumanAbility's Foundation members are tripartite, reflecting the intent of the governance of Jobs and Skills Councils. Membership is set out as follows:

ACT Council of Social Service (ACTCOSS)
Active Queenslanders Industry Alliance
Ageing Australia
Allied Health Professions Australia
Aquatic and Recreation Institute NSW
AUSactive
Australian Camps Association
Australian Community Children's Services (ACCS)
Australian Healthcare and Hospitals Association (AHHA)
Australian Nursing and Midwifery Federation National Office (ANMF)
Australian Services Union
Australian Workers Union
Communities at Work
Community Work Australia (CWA)
Community Childcare Association
Council of Ambulance Authorities
Council on the Ageing (COTA)
Early Childhood Australia
Eldercare
Flourish Australia
GoodStart Early Learning
Health Services Union (HSU) National Office
It Takes a Village
Lifeguarding Services Australia (LSA)
National Association of Aboriginal and Torres Strait Islander Health Workers and Practitioners (NAATSIHWP)
National Disability Services (NDS)
National Outside School Hours Services Alliance (NOSHSA)
Outdoors NSW & ACT
Royal Life Saving - Australia
Scouts Australia
South Australian Network of Drug and Alcohol Services (SANDAS)
The Aged Care Industry Association
United Workers Union

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HumanAbility Governance Policies

- 5.
- a) HumanAbility adheres to its governance policies which are designed to ensure that the organisation meets its legal, contractual and moral obligations.
 - b) These policies are supported by the values of the organisation which are: Inclusive, Innovative and Accountable. HumanAbility's values are embedded throughout our work.
 - c) HumanAbility maintains open and transparent governance through a comprehensive framework of publicly accessible policies. Key Governance Policies are published on the HumanAbility website. These policies strengthen organisational governance by creating clear structures for accountability, decision-making and oversight. This includes standards for ethical conduct, risk management and regulatory compliance. By requiring regular reporting, monitoring and review mechanisms, these policies enable the Board to maintain oversight of performance. They promote transparency and consistency in decision-making, and are implemented to uphold integrity, and for decision making to be undertaken in a fair, inclusive, and responsible way.

JSC Integrity Framework Principles

- 6.
- a) The JSC Integrity Framework is built on five key principles that promote integrity and ensure that JSCs deliver high-quality outcomes for learners, industry, training providers, and the economy.
 - b) The Governance and operations of HumanAbility align with the five key principles of:
 - i) Openness and transparency
 - ii) Engagement and facilitation
 - iii) Focus on learner outcomes
 - iv) Ethical behaviour
 - v) Responsibility and accountability
 - c) The five key principles are reflected in HumanAbility's 2023-2026 Strategic Plan, in the Purpose, Vision and Values we adhere to, and in the work HumanAbility has conducted over the reporting period.

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HumanAbility Diversity

- 7.
- a) HumanAbility has purposefully built a diverse Board that is tripartite, diverse, brings deep expertise and is skills-based.
 - b) Gender balance is reflected on the HumanAbility Board as set out in the HumanAbility Board Diversity Policy, to enhance its effectiveness and facilitate innovation and high-quality decision making. As discussed with DEWR in the first year of operations, HumanAbility requires a majority of members that identify as women be represented in each category of Employer Representative, Employee Representative and Individual Directors. When there are vacancies on the Board we work to ensure that gender balance is maintained. HumanAbility currently has four (4) women on its Board, noting that the current vacancy is required to be filled by a woman.
 - c) There is tripartite representation and gender balance on each of the IACs. In addition, HumanAbility has engaged closely with first nations organisation to ensure that there is first nations representation across all IACs.
 - d) HumanAbility is committed to recognising and advancing gender balance, diversity, equity and inclusion into all levels and has demonstrated this throughout the make-up of the Board and all committees.
 - e) As of 30 June 2026, 77% of HumanAbility's workforce identified as female and one identified as non-binary. One staff member is first nations and is the first nations lead across the work of HumanAbility.

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Key performance and delivery

- 8.
- a) The governance arrangements clarify purpose, strategies and hold the organisation accountable for deliverables against contractual obligations.
 - b) The composition of the Board reflects the industry-led approach of the JSC model, including representatives from both employer and employee organisations as well as the required number of Independent Directors.
 - c) Board and Board Committees work closely with Management to oversee the governance of HumanAbility, including identifying and managing risk and overseeing performance.
 - d) Tripartite Stakeholder Engagement across the Board, Board sub-committees, Industry Advisory Committees and Technical Committees informs all the work undertaken by HumanAbility and determines future priorities.
 - e) Broad stakeholder engagement across all states and territories informs the Workforce Plan, and other priorities and areas for advocacy. Examples of this include; HumanAbility's contribution to the leadership and action of the four (4) Centres of Excellence: the Tafe Centre of Excellence for Health Care and Support (QLD), the Tafe Centre of Excellence for Early Childhood Education and Care (SA), the Home and Community Care Centre of Excellence (VIC) and; the Regional and Remote Essential Care Services Centre of Excellence (NT). HumanAbility has representation on the steering group and on several sub-committees for each Centre. This strong engagement continues to ensure our respective work is complementary rather than duplicative
 - f) Cross JSC engagement including through representation on three (3) key cross-JSC committees (AI, Close the Gap and Gender), collaboration on the generalist skills project, input to cross-JSC submissions including to the Productivity Commission 5 Pillars Inquiry, and to the Jobs and Skills Australia Roadmap discussion paper
 - g) Extending direct reach to industry beyond the website and supporting engagement in consultations and outcome sharing with over 10,000 Newsletter subscribers. Subscribers receive a monthly newsletter providing a summary of all HumanAbility's current work.
 - h) The development of relationships across the continuum of the vocational education delivery supports quality implementation and monitoring.

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HumanAbility Approach to Risk Management

9.
 - a) HumanAbility works within a developed Risk Framework which includes a Risk Management Policy and formal Risk Appetite guidance.
 - b) The Board and management ensure that risk management is incorporated in all activities and is effectively managed through the implementation of controls, including:
 - i) Board approved Risk Management Policy and Risk Appetite
 - ii) Ongoing monitoring via the HumanAbility Risk Register
 - iii) Documented policies and procedures
 - iv) Risk based systems and processes
 - v) Performance management and staff training
 - c) The CEO is responsible for the implementation of the risk approach within the organisation and the operational management of risk.

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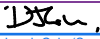
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Formal Declaration

HumanAbility Ltd declares that it has been compliant with the JSC Code of Conduct for the preceding period 1 July 2025 to 30 June 2026.

	Full Name: Dr Deborah Cole	Position Title: Board Chair
	Signature:  Deborah Cole (Sep 3, 2026 15:45:16 GMT+10)	Date: 03/09/2026
	Full Name: Stan Wall	Position Title: Chair of Audit & Risk Committee
	Signature:  Stan Wall (Sep 3, 2026 14:58:56 GMT+10)	Date: 03/09/2026

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Final Audit Report

2026-09-03

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